Setting an Objective — Five Steps

From idea to approved register entry

1 — Draft as SMART

State the objective; pass all five tests before continuing.

2 — Pick a KPI

Use the KPI Library. New KPI? Add it to the Library first, then link.

3 — Capture data

Baseline (column O), target (P), data source (N), frequency (R).

4 — Plan to achieve

Columns T–Z: resources, milestones, dependencies, evaluation method.

5 — Approve at MR

Submit at next management review. Lock SMART columns once approved.

SAMPLE

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Five Common Mistakes

These recur across implementations — prevent them up front

1 **Too many objectives**
15 vague objectives is worse than 5 sharp ones. Aim for 3–7 organization-level.

2 **Vague baselines**
"Currently around 80%" is not a baseline. Capture the exact value and the data source.

3 **Targets without a plan**
Empty plan-to-achieve columns (T–Z) make the target a wish, not an objective. Auditors look for the route.

4 **Forgetting to close**
At cycle end, every objective needs an outcome statement. Open carry-over destroys auditability.

5 **Skipping the climate flag**
Mark Yes or No — not blank. Auditors check climate considered for every objective.

SAMPLE

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