



Effective Communication
in Outbreak Management for Europe

Setting SMART Objectives Tool for specifying behavioural targets in pandemic communication and marketing programmes

A tool to help develop measurable
communication and behavioural
programme objectives

Developed by Strategic Social Marketing Ltd
www.strategic-social-marketing.org



Setting SMART Objectives Tool

A tool for specifying behavioural targets in pandemic communication and marketing programmes

This tool sets out an approach for establishing which specific behaviours will be the focus of a pandemic communication behavioural change programme or campaign. This tool is designed to help develop more focused, communication and behavioural programmes objectives that can be evaluated more precisely in terms of their impact on the specific behaviours that are targeted by the programme.

The term ‘behaviour change’ is widely used and while it is useful short hand for discussions about ways to influence behaviour, it does not adequately describe the range of issues that need to be considered. Often the target is not to ‘change’ behaviour but to find ways to: encourage the adoption and establishment of helpful and positive behaviour; and or how to avoid the adoption and establishment of harmful or problematic behaviours. The approach set out in this tool starts by recognising that behaviour is inherently ‘dynamic’, i.e. behaviour is not a fixed state or static, but changes overtime. Behaviour is inherently ‘dynamic’ i.e. subject to variation and is often not an isolated single action, but part of a pattern of actions over time’

The approach set out in this tool starts with the development of a clear understanding of ‘what’ behaviour is occurring, and what different people know, think and feel about it. As stated above there can be a tendency with traditional ‘behaviour change’ approaches to focus specifically on the ‘problem behaviour’ and what can be perceived as ‘problem people’, and to concentrate on trying to get them to change. A key consideration is to understand the range of factors that are influencing both the positive and the problematic behaviours.

Establishing Behavioural Goals and SMART Objectives

The task is to be able to describe the issue being addressed in terms of specific behaviours, both those behaviours that are problematic and those behaviours that are positive and need to be encouraged. This will help ensure that the methods or interventions used can be geared to addressing the specific behaviours with specific target groups.

Behavioural Goals are overarching aims or statements of intent, **Behavioural Objectives** are more specific and should ideally be able to be expressed in SMART form (SMART; Specific , Measurable, Achievable, Relevant, Time bound) and also expressed in terms of the focus of the objective: Cognitive, (Knowledge, and understanding) Affective (Emotional , beliefs and attitudes) or Psychomotor (Physical doing observable actions)

The following checklist sets out a number of issues that need to be considered for both positive behaviours and problematic behaviours



Setting SMART Objectives Tool

A programme AIM is: A broad strategic purpose of a project, AIMS can be long term, medium term or short term. **An Objective is:** A specific, measurable goal, whose achievement will contribute towards the aim.

1. Defining the problem:

Think of your health problem as the gap between what should occur in your community and what is occurring, or the gap between an acceptable/desirable health status and the current status. Now capture this gap as a problem definition statement.

Problem definition statement:

2. What is the Aim of the intervention?

3. Objectives can be focused on three different issues:

- **Affective** objectives, focused on feelings.
- **Cognitive** objectives, focused on learning.
- **Psychomotor** objectives focused on doing or observable behaviour.



4. Objectives should be set out in a SMART format. SMART stands for:

Specific: not open to different interpretations.

Measurable.

Achievable: with the resources that are available.

Reliable: durable and consistent data can be gathered.

Time bound: can be measured within the time frame of the intervention.

5. Objectives must be specific and answer the following questions:

- What you are evaluating?
- What are you aiming to achieve?
- How will change be measured?
- Who is the intervention aimed at?
- Where is it taking place?
- What is its time scale?
- Who will deliver the intervention?

For example the programme will increase the current attendance rate of 12% at the East Rd Vaccination Clinic by white middle class men aged 25-35 from the Small Town area, to a rate of 15% by the end of December 2015.



6. Behavioural Feasibility Assessment

Use the following check list of questions to assess the likelihood of the desired behaviour being adopted:

1. Is the current behaviour seen as a problem?
2. How rewarding is the undesirable behaviour?
3. How costly is the current behaviour?
4. How complex is the behaviour (does it involve several elements)?
5. How frequently must the desired behaviour be performed?
6. How compatible is the desired behaviour with the target audience's behaviour?
7. Is the current behaviour approved of socially?
8. Are there any major barriers to engaging with the desired behaviour?
9. What information does the audience need to perform the behaviour?
10. What skill does the audience need to perform the behaviour?
11. What resources does the audience need to perform the behaviour?
12. Are there some members of the segment who already do the desired behaviour?



7. List the potential target audiences

- **Primary audience** (The key people you want to help change)
- **Secondary audience** (The people who you can help and who can help the primary audience)
- **Tertiary or other audiences** (Others who have influence on the primary and or secondary audiences)

Primary
Secondary
Tertiary

8. Current Behaviour

Describe current problematic behaviour (Set out in specific and quantifiable terms the behaviour)

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List and describe related problematic behaviours.

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List and describe current beneficial behaviours to be maintained.

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Specify the behavioural goals for each target group? Specify positive behaviours to be maintained, negative behaviours to be changed and new behaviours to be adopted.

Positive behaviours to be maintained:

Cognitive

Affective

Psychomotor

Negative behaviours to be changed

Cognitive

Affective

Psychomotor

New behaviours to be adopted:

Cognitive

Affective

Psychomotor

Under each behaviour set out the specific behavioural objectives that relate to that goal, (There may be several) for positive, negative and new behaviours. Specify how each behavioural objective can be expressed as a single specific observable behaviour and how it could be measured. Each behavioural objective should be expressed in terms of a SMART objective.

Positive behaviour objectives:			
	Cognitive	Affective	Psychomotor
1			
2			
3			

Negative behaviour objectives:			
	Cognitive	Affective	Psychomotor
1			
2			
3			

New behaviour objectives:			
	Cognitive	Affective	Psychomotor
1			
2			
3			