



# *SMART* Goals als

## Playbook

# SMART Goal Creation



*SMART* goals need to be clear and support our Company's strategic goals and intentions. Each employee, in partnership with their manager, should ensure goals meet the following criteria:

- ☑ *S**pecific* = focused, so it's understood by everyone with no ambiguity
- ☑ *M**easurable* = can be measured qualitatively or quantitatively
- ☑ *A**ctionable* = requires some sort of action by the employee
- ☑ *R**ealistic* = the employee has a realistic opportunity to achieve the goal within the business cycle
- ☑ *T**ime Oriented* = has some sort of time limit or target date for completion associated with the goal



# SMART Goals – Achieving Success

☑ Each member of management along with their manager/supervisor need to consider what are the most important things that need to be accomplished during the performance cycle (fiscal year). They should align overall with the Strategic Playbook, as well as shorter term quarterly goals.

- Each participating employee should actively assist in the development of these goals
- Hourly employees will not be required to complete individual SMART goals. However, department or unit leaders may develop goals for those individuals if they desire

☑ Each manager/supervisor should have their group/department goals finalized prior to the first meeting with their individual team members. Those goals should serve as a foundation for the employee to create his/her own goals.

☑ Meet to collaborate and finalize the goals. Enter final goals by signing into emPerform online.

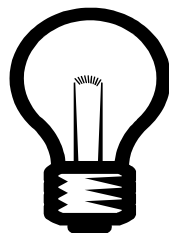
☑ Meet quarterly to assess & reassess!  
It should be noted that goals may change during the performance cycle. New, higher-priority issues may arise; a change in job assignment or strategy shift for example. When the need occurs, meet to make the necessary goal adjustments to the keep the momentum going!

☑ Keep it Simple and Target just 3 SMART Goals  
Remember....what is simple is understood, what is understood is actioned, what is actioned is achieved!

# SMART Goals – Examples

In order to assist in the development of meaningful goals, here are some examples:

- Generate report XYZ by the first Friday of each month with zero errors
- Establish research trial protocols containing no mistakes and provide at least 10 days prior to start of trial
- Obtain 2 new customers for fiscal year + increase gross margins by \$50k
- Resolve all customer complaints within 24 hours of receipt
- Zero traffic accidents or violations during fiscal year
- Install upgrade ABC by Nov. 1st, 20xx with zero post-installation issues
- Weigh and vaccinate all pigs according to pre-established schedule with zero mistakes
- Start a lab notebook and keep track of new method developments. Write in notebook at least twice per month of findings.
- Prepare fermentation tank formulations timely and with 100% accuracy



# *SMART vs. not- SMART examples*



## For an organization or department

Not-SMART “Improve our customer service”

SMART “Achieve and maintain an average customer order fill rate of at least 90% within 3 days of order intake”

## For a management team member

Not-SMART “Create our 2017 departmental goal plan”

SMART “Create our 2017 departmental plan, obtain final approval from our VP. Discuss plan with our department so all team members can begin setting their performance objectives by 6/30/2016”

Not-SMART “Improve project management skills”

SMART “Take the Project Management Essentials workshop in winter months, report what was learned to our team by March 31<sup>st</sup> and apply the relevant concepts while implementing our marketing plan.”

## For an hourly team member

Not-SMART “Be safer when delivering orders to customers”

SMART “At our monthly safety meetings, ask for feedback on what we are doing well and the areas where we can still improve our safety performance. Target one safety improvement suggestion, apply it while driving and report out on the status at the next meeting”

## For management or hourly employees

Not-SMART “Keep our department’s communications board up-to-date”

Not-SMART “Communicate news to our team members in the office and offsite offices regularly”

SMART “Solicit updates and new materials for the communications boards from our department managers on the first Friday of each month; publish this material by following Friday.”

# Quarterly Touch Points (QTP) Updates & Year End Results

## Quarterly Touch Points (QTP) Updates

- To measure progress towards achieving SMART goals, our online performance management program emPerform provides a simple way to communicate progress between supervisor and their employees.
- Status updates should be completed quarterly and at the mid-year point in the performance cycle.
- For some goals, there may be limited progress in the first half of the performance cycle. If limited, updates are still needed! For other goals, they may be entirely achieved by mid-year. It is at this time that goals may also be adjusted, based upon changing strategies or business priorities. Some goals could potentially be eliminated and new ones substituted as determined by your manager/supervisor.

## Year-End Goal Results

- This section on the online assessment is completed near the end of the performance cycle (QTP4), before the final performance evaluation between the supervisor and employee. It is here where the final update on goal achievement is assessed and entered on the performance evaluation.

