

Effective Goal Setting

Sponsored by:



Stacey Carroll is the President of HR Experts On-Call and Advisor at Trakstar. Prior to establishing HR Experts On-Call, Ms. Carroll served as the Director of Professional Services & Education for PayScale. Before her work at PayScale, Stacey spent over 12 years in various positions within Human Resources for Trendwest Resorts, Nordstrom, and Western Washington University.

She earned her BA and MBA from Western Washington University. Stacey has been certified as a Senior Professional in Human Resources (SPHR) and as a Certified Compensation Professional (CCP). In addition to her regular full time responsibilities, Stacey has taught HRM classes for Western Washington University, Seattle Research Partners, and Tacoma Community College.

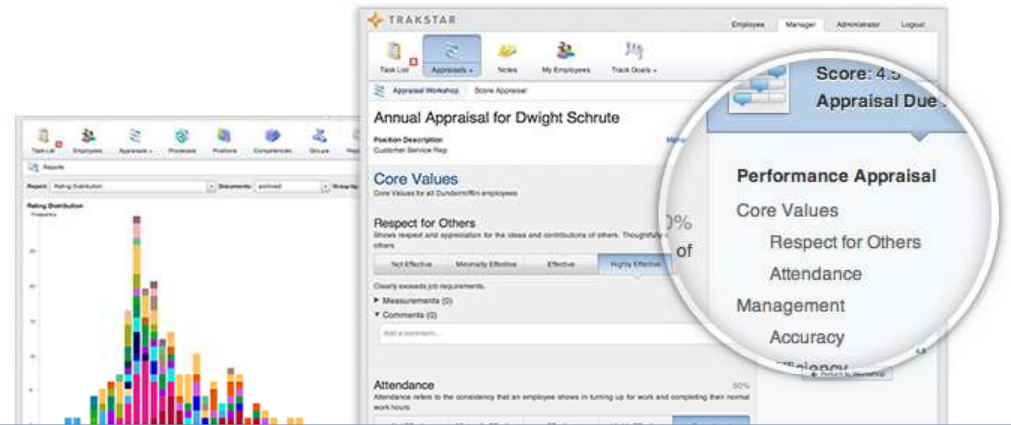
Stacey Carroll,
SPHR, CCP





We are a leading provider of cloud-based Performance Appraisal Software.

How does our easy to use, web-based product help your organization?



Save time
Your forms, online, electronic



Set SMART Goals
Align your workforce



Identify top performers
Powerful reporting gives insight



Customer Experience
We work hand-in-hand

700+ Customers



Agenda

- ✓ The importance of well-written goals
- ✓ How to write SMART goals
- ✓ Teaching others how to write goals
- ✓ How to evaluate performance against goals
- ✓ Question & Answer





RESOLUTIONS? ME??
JUST WHAT ARE YOU
IMPLYING? THAT I NEED
TO *CHANGE*?? WELL, BUDDY,
AS FAR AS *I'M* CONCERNED,
I'M PERFECT THE WAY
I AM!

“Of all the things that contribute to a happy workday, the one thing that stands out from my research is making progress on meaningful work. Feeling like you are able to move forward on a daily basis engender real joy.”

• • •

Teresa M. Amabile
Harvard Business School Professor
Author of “The Progress Principle”





The importance of well-written goals

- Engagement
 - Sense of belonging
 - Independence
- Motivation
 - Self-monitoring
 - Self-correction
- Objective Performance Measure
 - Over-come bias
 - Challenge our assumptions

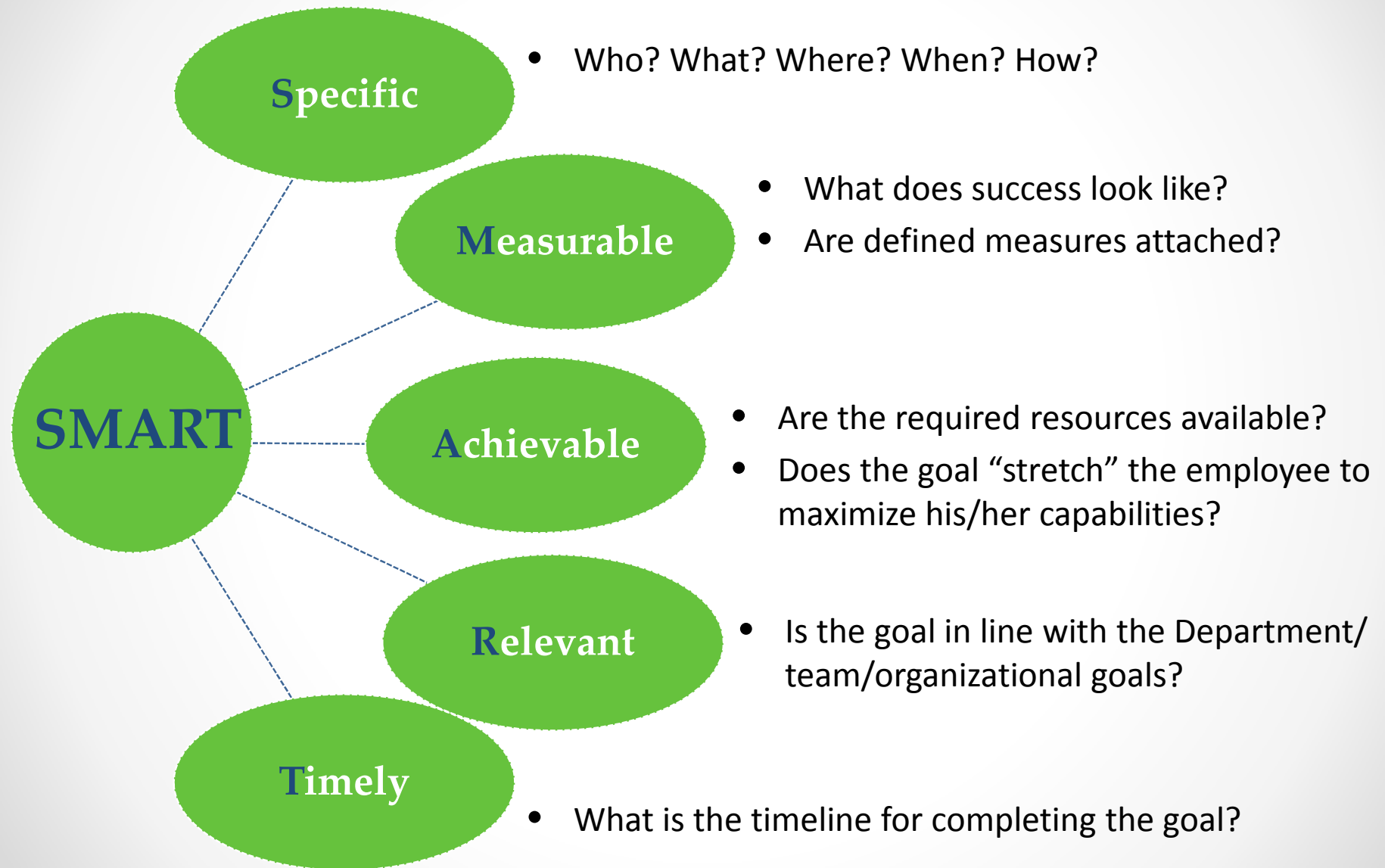


Tips to Make Goals Meaningful

Remember: Meaningful goals....



A SMART Goal Makes Expectations Clear



Activity Focused vs. Results Focused

- Examples of activity based goals
 - Post all jobs within 48 hours
 - Answer all employees inquires within 24 hours
 - Achieve 95% response rate on exit interviews
 - Ensure all new hires participate in NEO within 2 weeks of their start date*
- Examples of results-focused goals
 - Improve the acceptance rate of offers by 10%
 - Improve “net promoter” score for HR by 2%
 - Analyze unwanted employee turnover and prepare 2 programs to reduce unwanted employee turnover by more than 5% in 2014
 - Achieve a 90% satisfaction rating from hiring manager and new hire at the 90-day mark.

Sample

Ineffective goal: Keep benefit costs low

Effective goal: Work with benefit broker to develop three different benefit choices for 2014 that will lower overall benefit costs by 5%. Present options to Executive team two weeks in advance of the budget deadline.



Teaching Others

- Tell me, show me, watch me
- Highlight SMART
- Start with re-writing first
- Start in other areas/others jobs first
- Practice makes perfect
- Focus on a few well-written goals over a page of poorly written-goals



Evaluating Performance Against Goals

- Goals were achieved
 - Were the goals appropriate?
 - Did the goals achievement lead to the results we wanted?
- Goals were not achieved
 - Were their circumstances beyond the control of the individuals?
 - Were there system limitations in getting results?
 - Did the goals of the company/department change?
 - Were goals in conflict with one another?
 - Were the goals in “line of sight”?
 - Were their skill or learning gaps to achieving the goals?
 - Did someone get in the way of another achieving the goal?
 - Was the timeframe unrealistic?

Final Thought

Performance management ***starts*** with goal setting, it doesn't end with goal setting. I challenge you to make sure that your managers/leaders are establishing clear goals for your employees ***within 30 days*** of their hire date.



Questions?

...



To learn more about improving the performance management process at your organization visit:

www.trakstar.com or
call 877.489.5651

...

