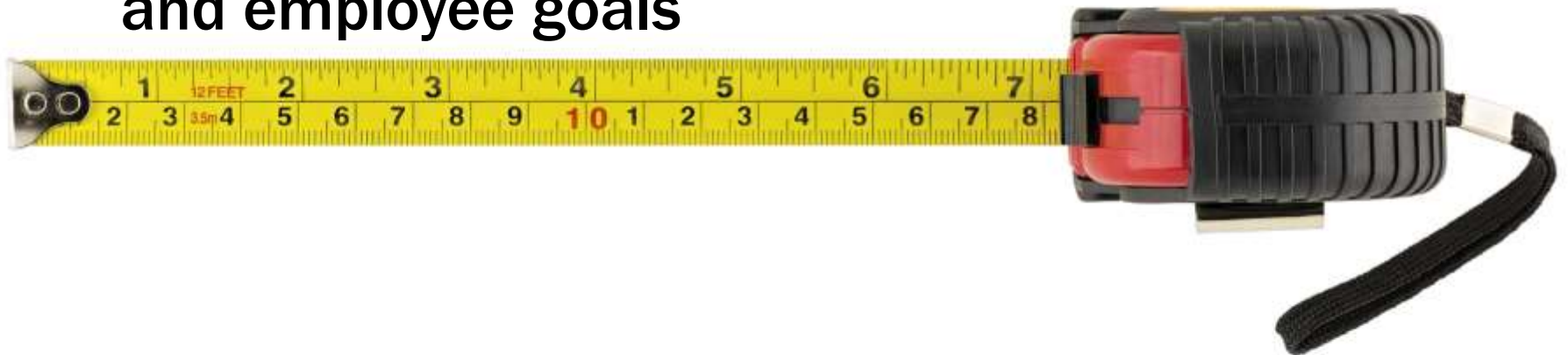# Aligning organization and employee goals

Brent Stockwell, Assistant City Manager, City Manager's Office
Vernon Goode, Training and Development Coordinator, Human Resources
Hank Carmean, Volunteer, City Manager's Office

Today we will learn how to:

1. Manage performance through aligning goals and objectives

2. Select/create measurable objectives and identify initiatives that support goal achievement

3. Establish employee goals that are SMART and compatible with the current employee evaluation process.

4. Avoid common problems such as unintended consequences or unproductive behaviors

Managing performance by aligning goals and objectives
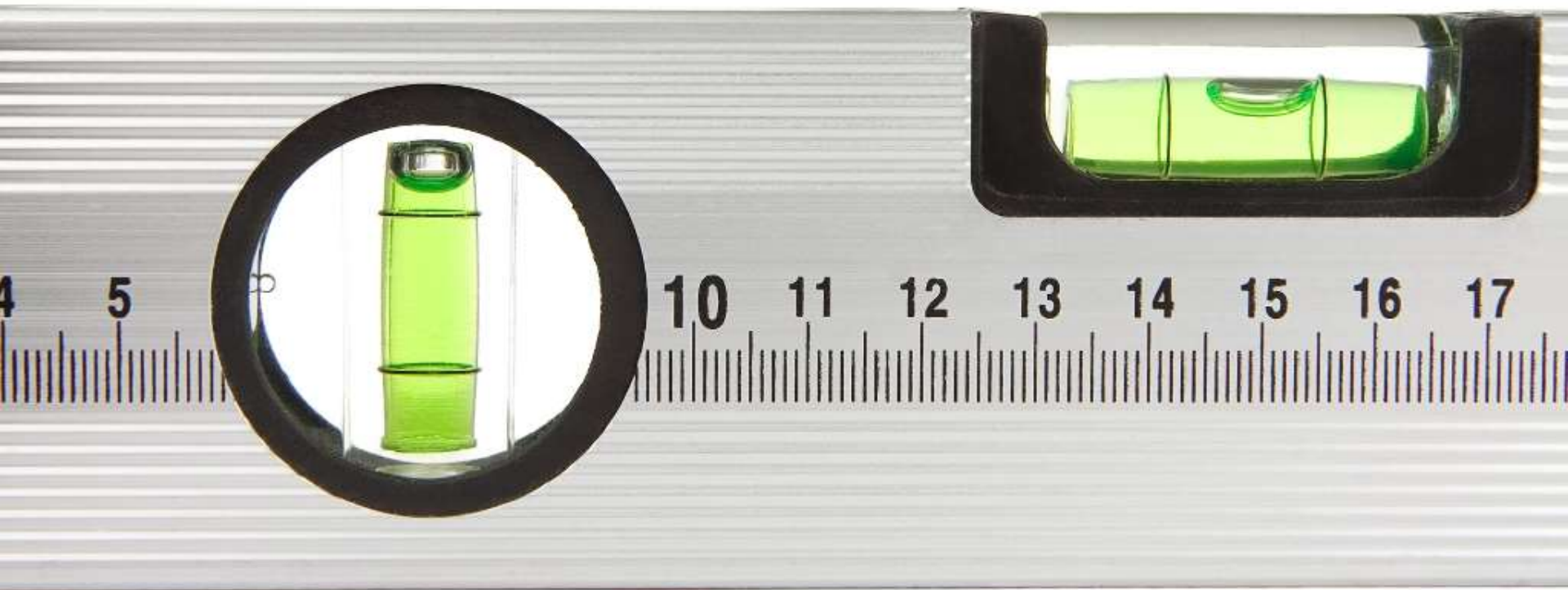
"..the only measure of a great team – or a great organization – is whether it accomplishes what it sets out to accomplish."

Patrick Lencioni

Anonymity

We aren't understood or appreciated for our unique contribution

Irrelevance

We don't see how our work impacts the lives of others

Immeasurability

We don't get a daily sense of measurable accomplishment

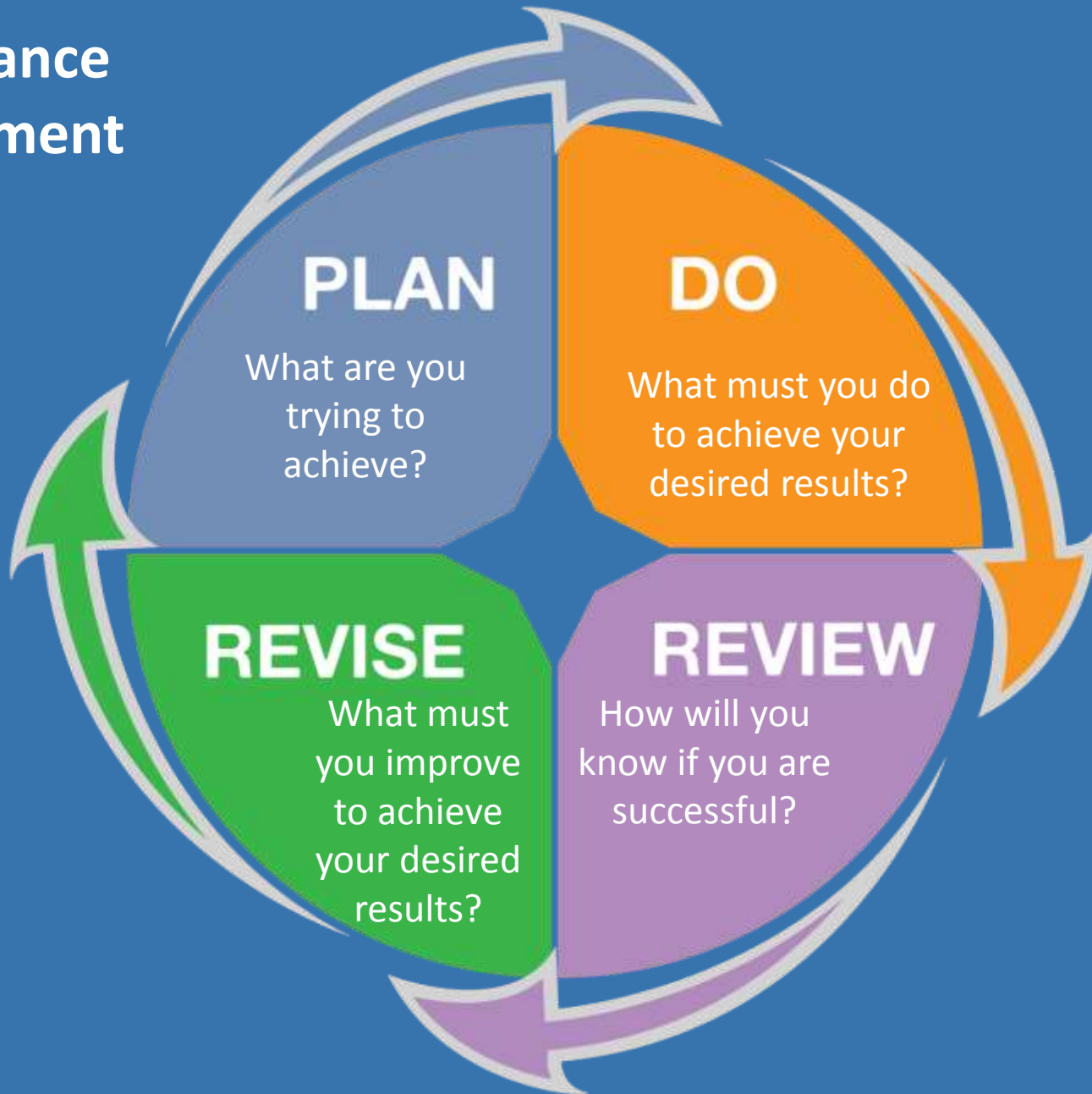# Anonymity   Irrelevance   Immeasurability

But, what if...
we understood our unique contribution,
knew how our work impacted others
and got a daily sense of accomplishment?
Wouldn't that make a difference?

Performance Management Process

PLAN — What are you trying to achieve?

DO — What must you do to achieve your desired results?

REVISE — What must you improve to achieve your desired results?

REVIEW — How will you know if you are successful?

Mission	What is our purpose? Why do we exist?
Goals	What are our main focus areas for the long- and short-term to achieve the mission?
Values	What principles govern our actions and the way we do business?
Objectives	What specific efforts are needed to achieve goals?
Initiatives	What specific activities must be done to ensure we meet the objectives?
Measures	How will we know if we are achieving results?

Simply Better Service

for a World-Class Community

Value Scottsdale's Unique Lifestyle and Character

Advance Transportation

Seek Sustainability

Support Economic Vitality

Preserve Meaningful Open Space

Enhance Neighborhoods

Seek Sustainability

- Plan for the orderly building of infrastructure
- Maintain a sustainable solid waste system
- Protect the public from flooding.
- Develop strategies to place the library in a position to respond to challenges.
- Partner with other jurisdictions and agencies.

- Provide services to improve neighborhoods and the lives of Scottsdale residents.
- Provide a safe environment for all citizens, visitors, and private interests.
- Provide city service facilities to meet the needs of the community.
- Design public buildings to increase appeal as community gathering spaces.
- Provide recreational opportunities.
- Coordinate with the school districts.
- Ensure renewable, long-term water supplies.
- Meet or surpass water quality standards. Conserve water and reuse of wastewater.

Organization Strategic Plan Priorities

Continue working with residents, businesses and SkySong to revitalize the McDowell Road corridor

Develop a transportation strategy that anticipates future needs

Provide strategic support of tourism and visitor events

Prepare and adopt fiscally sustainable operating and capital budgets

Carry out the comprehensive economic development strategy

Reinvest in a high performance organization and work culture

Continue working with residents, businesses and SkySong to revitalize the McDowell Road corridor

1. Identify possible revitalization tools and decide which ones are appropriate to use
2. Understand market conditions and focus marketing efforts to recruit desired businesses
3. Support community efforts to establish a new "brand" or identity
4. Improve linkages to nearby amenities and adjacent communities
5. Work with area residents to strengthen neighborhoods in and around the revitalization area

Align department and employee goals and objectives with organization mission and goals

Human Resources Staffing Services Example

Simply better service ... — Organization

High-performing organization and work culture — Division

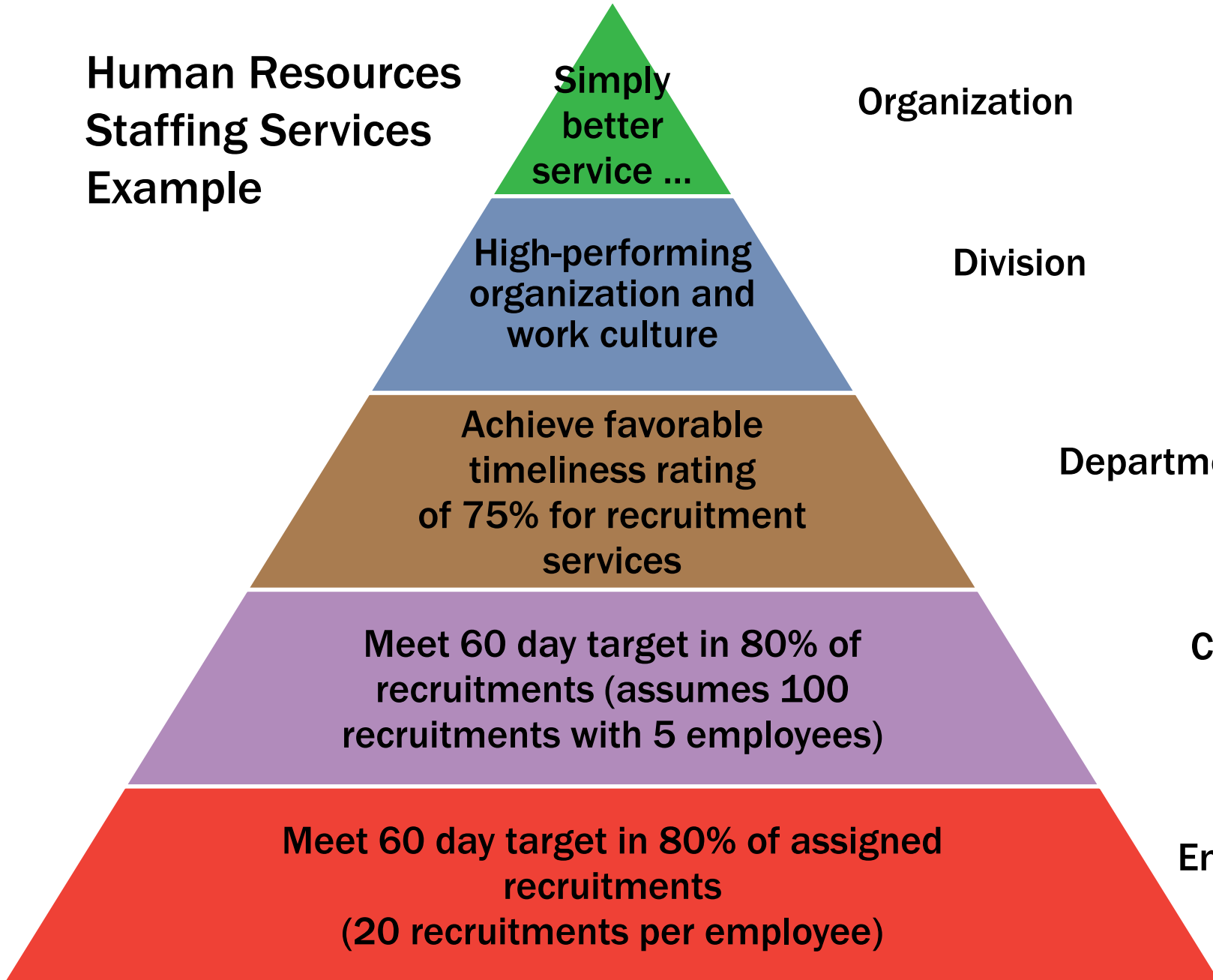Achieve favorable timeliness rating of 75% for recruitment services — Department

Meet 60 day target in 80% of recruitments (assumes 100 recruitments with 5 employees) — Center

Meet 60 day target in 80% of assigned recruitments (20 recruitments per employee) — Employees

| Citywide Goals | 50,000 feet |

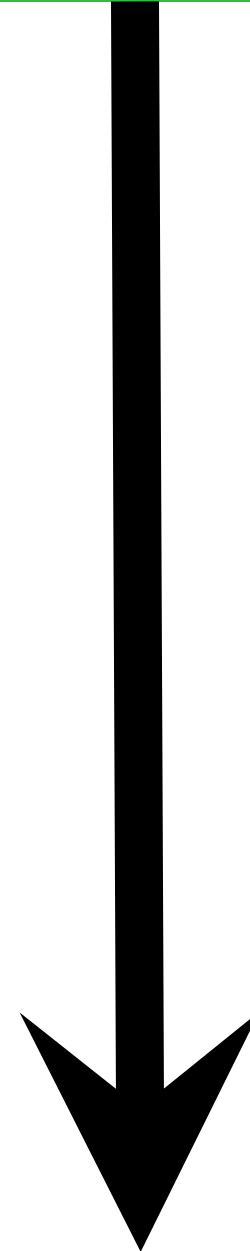| Division/Department/Center Goals and Objectives | 10,000 feet |

| Employee Goals | Sea level |

Includes both Strategic Goals (General Plan) and Council Priorities (Strategic Plan)

- Defines a specific **area of concentration**
- **Outcome-oriented** (either quantitative or qualitative)
- **Flexibility** in manner of meeting goal
- Often pertinent to **more than** one area
- Something you influence, not totally control

Exercise

Looking at your current division/department objectives included in the adopted budget, to what citywide goals do they most closely align?

Mission	Simply Better Service for a World Class Community	Simply Better Service for a World Class Community
Strategic Goal or Council priority	High-Performance Organization and Work Culture	High-Performance Organization and Work Culture
Division Objectives	Achieve favorable timeliness rating of 75% for recruitment services	Improve satisfactory or better rating of customers seeking SPD records release
Department Objectives	Meet 60 day target in 80% of recruitments (assumes 100 recruitments)	Improve cycle time for record release requests to receipt to two weeks or less by 3/31/16

Exercise. Looking at your current division/department objectives included in the adopted budget, to what citywide goals do they most closely align?
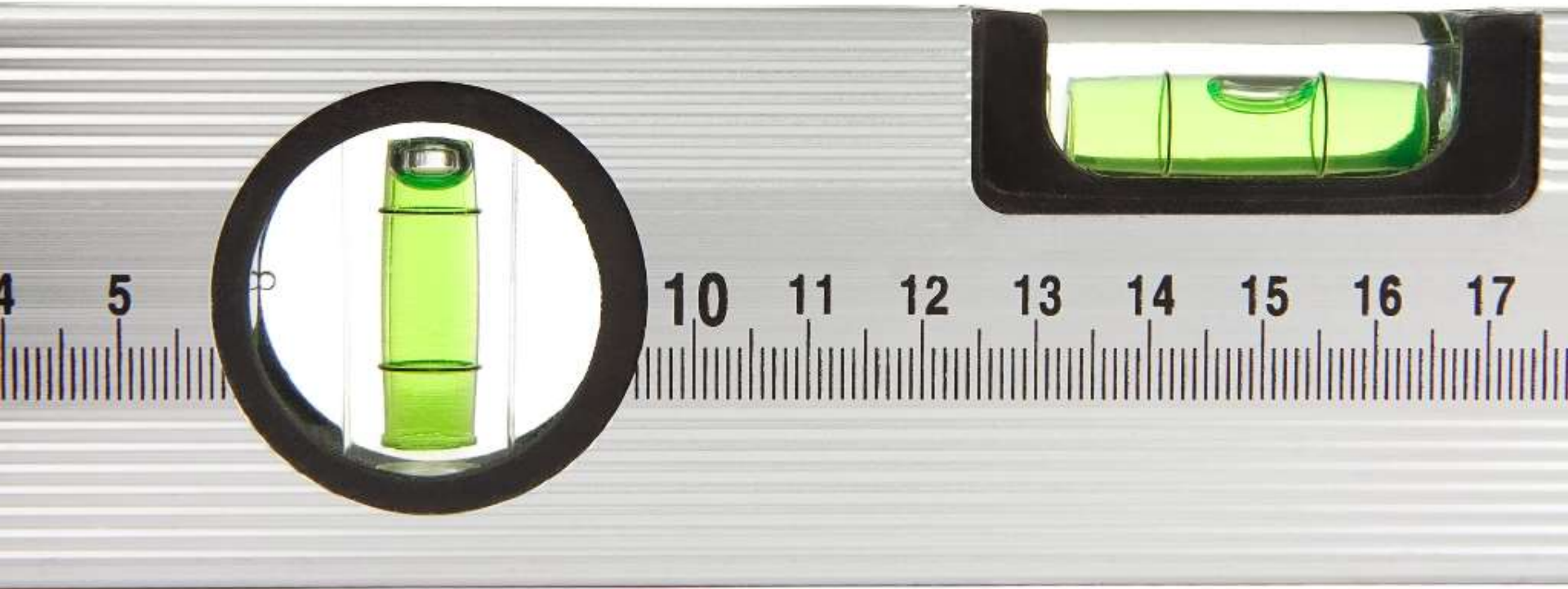
Mission	Simply Better Service for a World Class Community	Simply Better Service for a World Class Community
Strategic Goal or Council priority		
Division Objectives		
Department Objectives		

Well-written goals align performance

Land a man on the moon
and return him safely to earth
by the end of this decade

a measure

a target

a time frame

Land a man on the moon and return him safely to earth by the end of this decade

Land a man on the moon and return him safely to earth by the end of this decade
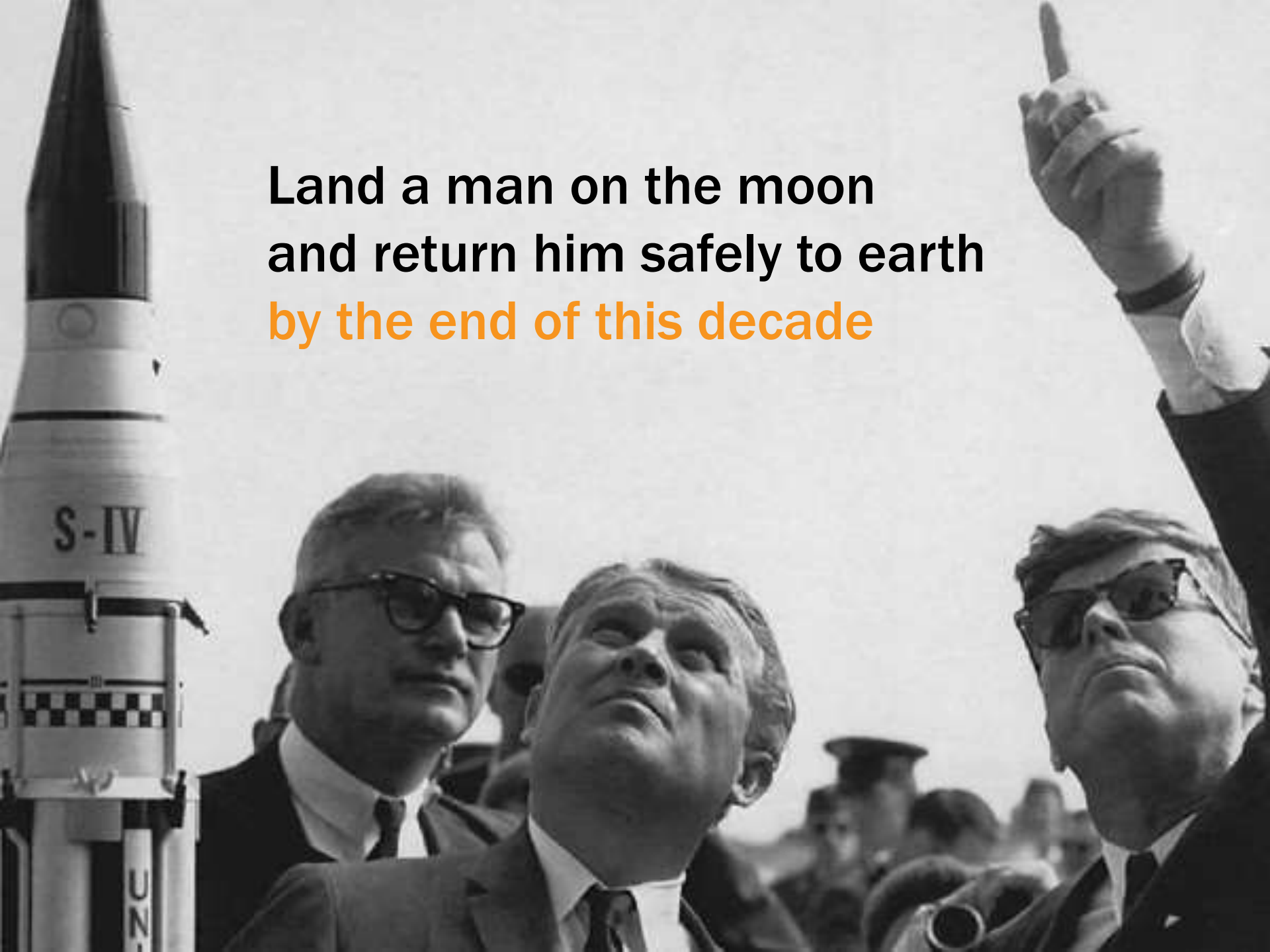
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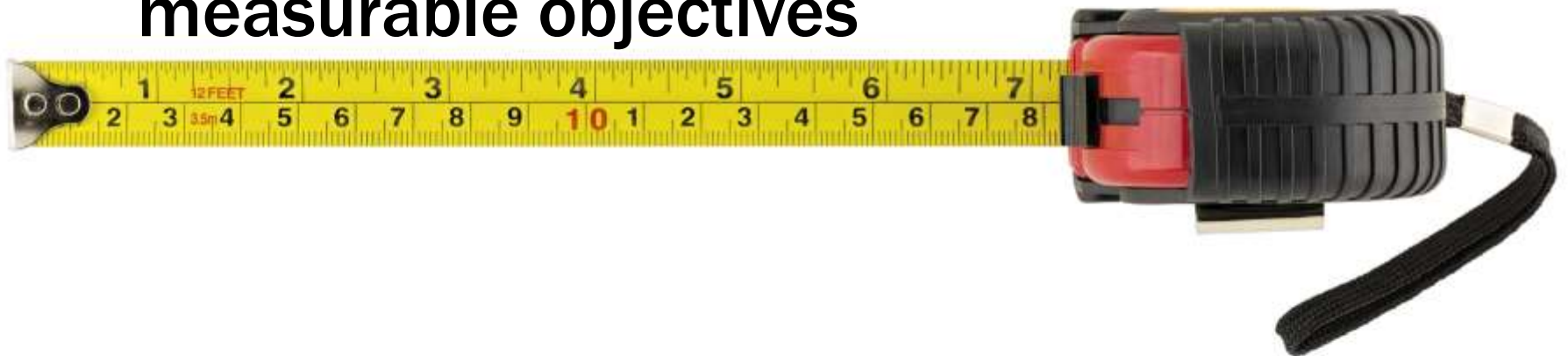
By the end of this decade

Select and create measurable objectives

Citywide Goals	50,000 feet

Division/Department/Center Goals and Objectives	10,000 feet

Employee Goals	Sea level

Division/Department/Center Goals and Objectives

- Restatement of strategic or operational goal specifically relating to department
- Oriented to measurable results or outcomes
- Usually within department's area of control
- Goal achievement requires one or more SMART objectives and/or one or more initiatives
- Objectives usually address the result of a process -- improve, reduce, cut, increase
- Initiatives are one or more tasks necessary to improve the chances of meeting the objective
- Initiatives are managed as projects -- schedule milestones, cost, quality, completion date
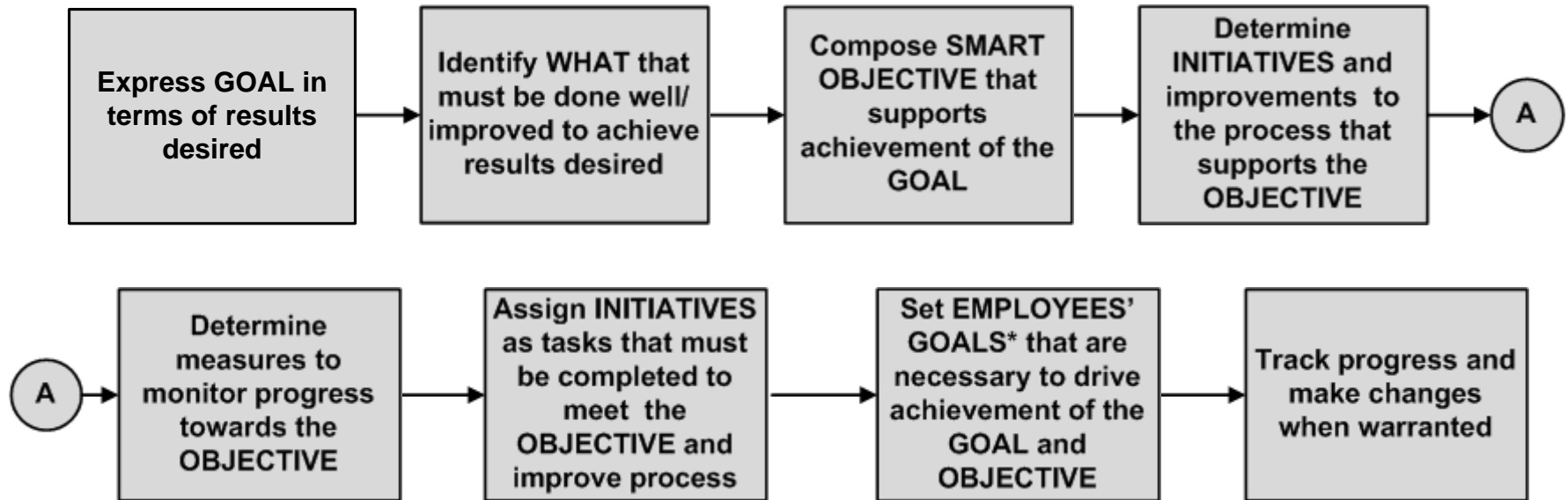
Keep These Points in Mind

- *Goals* are <u>results-oriented</u>

- *Objectives* are <u>action-oriented</u> and help attain goals

- **SMART** = **S**pecific, **M**easurable, **A**ttainable, **R**elevant, and **T**ime-bound

- *Initiatives* support attainment of organizational goals and objectives – they are managed as projects

How to Align Organizational and Employee Goals

Express GOAL in terms of results desired	→ **Identify WHAT that must be done well/improved to achieve results desired**	→ **Compose SMART OBJECTIVE that supports achievement of the GOAL**	→ **Determine INITIATIVES and improvements to the process that supports the OBJECTIVE** → (A)

(A) → **Determine measures to monitor progress towards the OBJECTIVE** → **Assign INITIATIVES as tasks that must be completed to meet the OBJECTIVE and improve process** → **Set EMPLOYEES' GOALS* that are necessary to drive achievement of the GOAL and OBJECTIVE** → **Track progress and make changes when warranted**
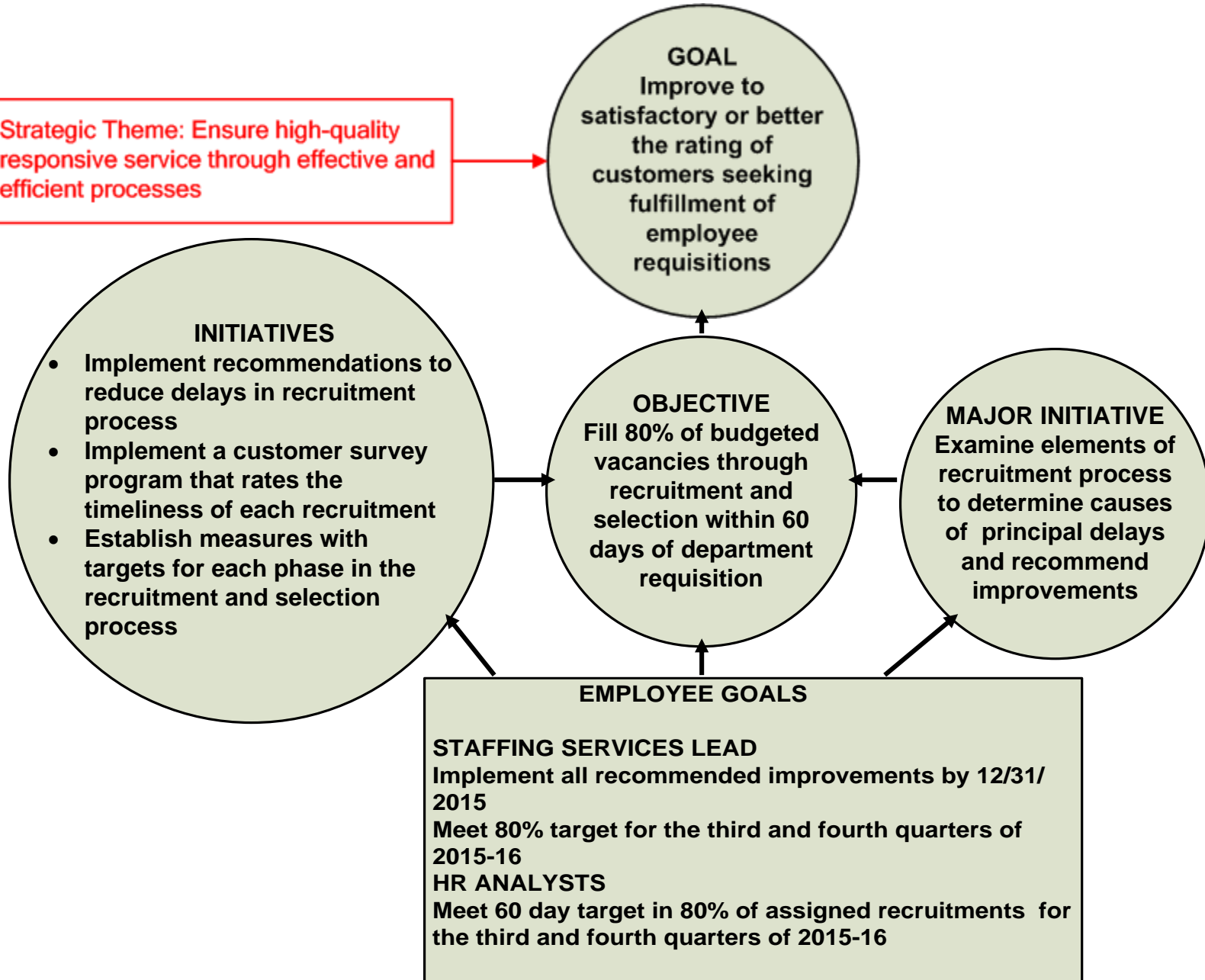
*Typical EMPLOYEE GOALS

- ✓ **Complete initiatives by date-certain**
- ✓ **Meet specific cycle time objectives by date-certain**
- ✓ **Meet specific cost reduction objectives by date-certain**
- ✓ **Meet specific quality objectives (percent acceptable, etc.)**
- ✓ **Meet target of process results (improve, reduce, increase, etc) by date-certain**

Alignment Model

The GOAL expressed in terms of the results desired

Other OBJECTIVES and INITIATIVES that support attaining the GOAL

The OBJECTIVE of a process that must be done successfully for the goal to be achieved

One or more INITIATIVES (such as plans or projects) that must be accomplished to ensure meeting the OBJECTIVE

EMPLOYEE GOALS that support attainment of the OBJECTIVE

Example: HR Recruitment Services

GOAL
Improve to satisfactory or better the rating of customers seeking fulfillment of employee requisitions

Strategic Theme: Ensure high-quality responsive service through effective and efficient processes

INITIATIVES
- **Implement recommendations to reduce delays in recruitment process**
- **Implement a customer survey program that rates the timeliness of each recruitment**
- **Establish measures with targets for each phase in the recruitment and selection process**

OBJECTIVE
Fill 80% of budgeted vacancies through recruitment and selection within 60 days of department requisition

MAJOR INITIATIVE
Examine elements of recruitment process to determine causes of principal delays and recommend improvements

EMPLOYEE GOALS

STAFFING SERVICES LEAD
Implement all recommended improvements by 12/31/2015
Meet 80% target for the third and fourth quarters of 2015-16
HR ANALYSTS
Meet 60 day target in 80% of assigned recruitments for the third and fourth quarters of 2015-16

Example: SPD Public Records Release

Operational Services Bureau Budget Objective: Improve service levels dictated by public record and criminal justice agency requests, and meet customer service needs.

GOAL
Improve to satisfactory or better ratings of customers seeking release of public records

INITIATIVES
- Complete app by 9/30/15
- Conduct pilot test by 1/31/15
- Establish cycle time measures by 10/30/15
- Implement records customer service survey by 11/30/15
- Conduct process training by 1/31/15

OBJECTIVE
Improve cycle time from record release request to record receipt to two weeks or less by 3/31/16

MAJOR INITIATIVE
Create and implement an app to review and redact sensitive records for public release

EMPLOYEE GOALS
RECORDS MANAGER
Complete process improvement initiatives by 1/31/2016
Reduce cycle time to two weeks by 3/31/2016
RECORDS CLERKS
Complete 90% of assigned redactions in one week
Stretch: 100% in one week
CASE OFFICERS
Complete 75% of assigned record redactions in one week
Stretch: 90% in one week

Typical Measures – Records Release

- Percent of customers rating release of public records satisfactory or higher

- Percent of records released in two calendar weeks or less after request

- Percent of non-sensitive records released in one calendar week or less

- Average number of days for Case Officers to complete review and redaction of sensitive records

- Average cycle time from request to record release

Example: Fleet Replacement

PW Objective: Reduce maintenance, repair and fuel consumption through improved replacement execution

GOAL
Reduce by 10% parts and sublet repair expenses through improved replacement execution by 6/30/16

OBJECTIVE
Reduce the average age of the fleet by 4% by 6/30/17 (by 2% by 6/30/16)

MAJOR INITIATIVE
Adjust the replacement criteria to include replacement of old and high repair cost probability equipment

INITIATIVES
- **Evaluate repair cost trends and identify units with higher-than-normal repair costs for their class of equipment**
- **Identify equipment that is old and has probability of higher than normal repair costs**
- **Identify equipment units with excessive down time that do not meet normal replacement criteria (age and mileage)**
- **Identify units that have a negative impact on safety and/or on our professional image**
- **Integrate above identified equipment into current equipment replacement priority points system**
- **Place new equipment units into service within 30 days of receipt**

EMPLOYEE GOALS

FLEET DIRECTOR
Incorporate initiatives into equipment replacement criteria
Reduce average age of fleet by 2% per year over the next two years

FLEET COORDINATOR/SHOP OPERATIONS
Place new vehicles/equipment into service NTL 30 days after receipt

Typical Measures – Fleet Replacement

- Expenses (monthly and YTD) of parts and repair sublets for items meeting replacement criteria against reduction target of 10% for FY15/16
- Percentage of items in service that meet replacement criteria (monthly)
- Average age of fleet (quarterly)
- Replacement value of items in service that meet replacement criteria (quarterly)
- Average time (days) to place new vehicle into service against target of 30 days (monthly)

Alignment Model

The GOAL expressed in terms of the results desired

Other OBJECTIVES and INITIATIVES that support attaining the GOAL

The OBJECTIVE of a process that must be done successfully for the goal to be achieved

One or more INITIATIVES (such as plans or projects) that must be accomplished to ensure meeting the OBJECTIVE

EMPLOYEE GOALS that support attainment of the OBJECTIVE

Exercise

Your Division's goal: "Improve the timeliness and responsiveness of services to customers"

1. How would you rewrite this goal in a form that is results-oriented and pertains to your department?

2. Write a single SMART objective that supports achievement of this goal.

Keep These Points in Mind

- *Goals* are **results-oriented**

- *Objectives* are **action-oriented** and help attain goals

- **SMART = S**pecific, **M**easurable, **A**ttainable, **R**elevant, and **T**ime-bound

- *Initiatives* support attainment of organizational goals and objectives – they are managed as projects

In Summary ...

USE THE ALIGNMENT MODEL TO ALIGN YOUR ORGANIZATION!

Establish employee goals that are SMART, and compatible with the current employee evaluation process.
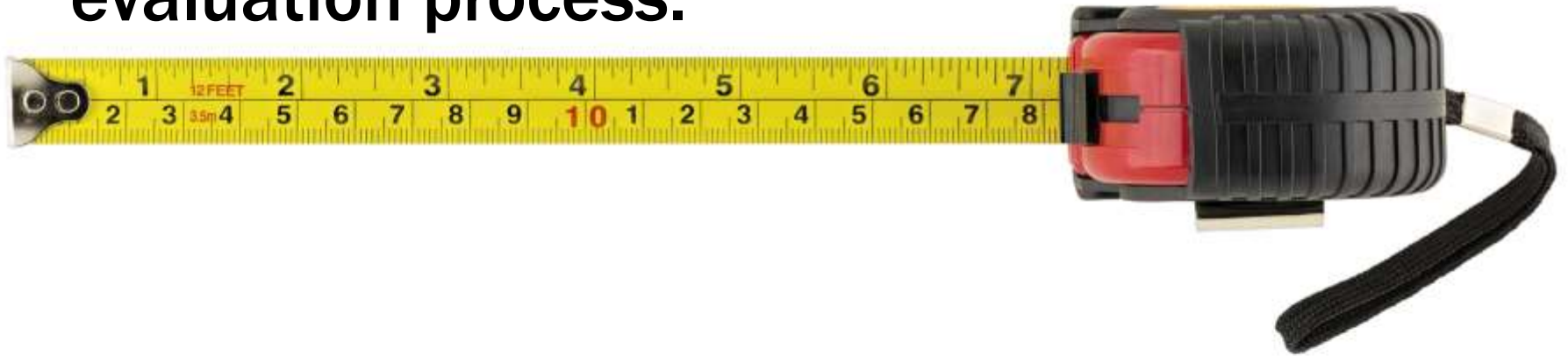
Citywide Goals	50,000 feet
Division/Department/Center Goals and Objectives	10,000 feet
Employee Goals	Sea level

Writing SMART Goals for Employees – Why Bother?
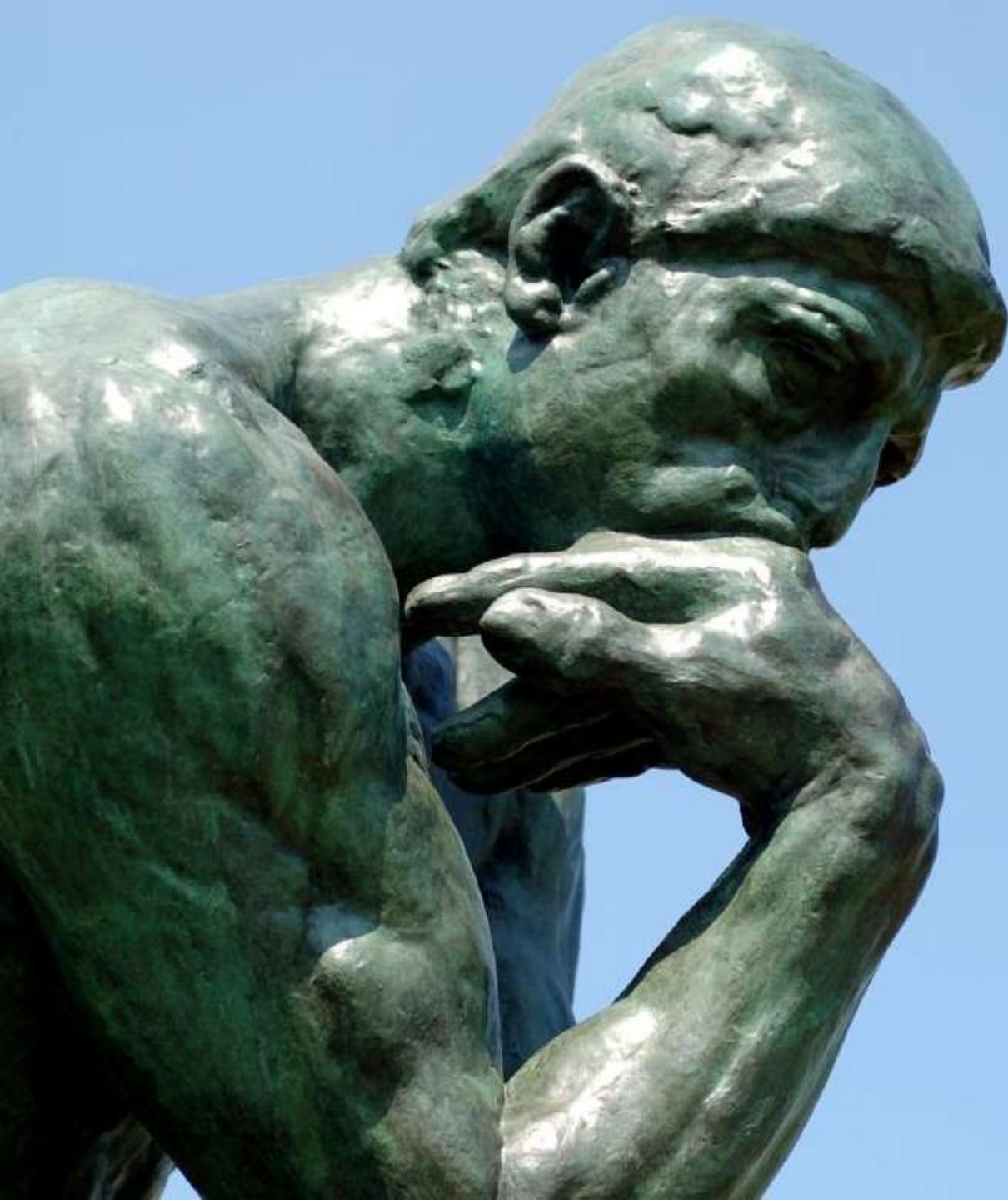
Specific

Measurable

Attainable

Relevant

Time-bound

Offer Suggestions
Gain Employee Input on Goals
Encourage Creativity and be open to New Ideas
Give Your Full Attention

Specific

Clearly specify what you want to achieve.

Specific

What *exactly* do I need to achieve?

Do define terms that are subjective and may be misinterpreted (such as, good, regular, timely)

Don't be vague (such as, complete projects on time, provide excellent service)

Measurable

You should be able to track whether you met your objective or not.

Measurable

What evidence is needed? How will I know the job is getting done?

Do take time to identify what success/failure would look like.

Don't rely on "I'll know it when I see it or assume it can't be measured.

Attainable

It should be reasonable given available time and resources.

Attainable

Does the person have the time, resources and skill to meet the goal?

Do prioritize. Weigh against other goals and priorities. Can this and should this be done.

Don't assign goals that are not reasonable. If there's no time or money, don't assign it. Don't set people up for failure.

Relevant

Clearly related to the mission and goals and will make a difference if it is, or isn't achieved.

Relevant

Is this relevant to the person's job? Is this the right person to work on this?

Do ask why you are assigning this goal and how it ties into the big picture.

Don't forget to link the goal to the job and the department's goals and objectives

Time-bound

Must be achieved within the timeframe in which you are being evaluated.

Time-bound

When do I need this?
End of year? Each month? Each quarter?

Do be flexible. While it's not a good idea to change deadlines whenever they become inconvenient, they should be changed if something makes them unattainable or irrelevant.

Don't leave goals open-ended. This can undermine urgency and accountability.
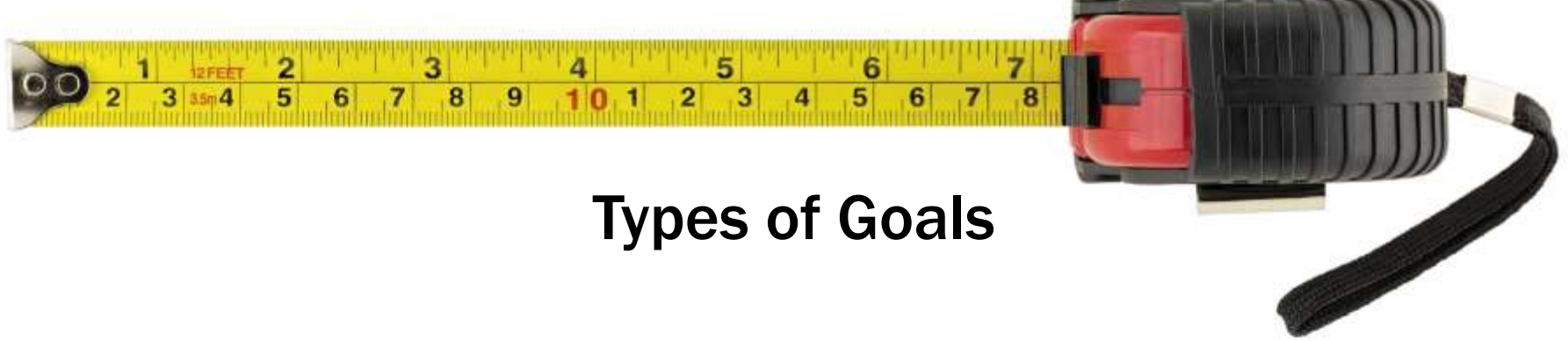
Types of Goals

Project goals – based on achievement of a project. May be under the employee's direct control, but for professionals, managers and executives, typically involve issues that are either only indirectly controllable or not controllable. (Critical few)

Job description goals – based on pre-established set of job duties under the employee's direct control. (Essential many)

Behavioral goals – identifies certain behaviors, or skills that need to be improved. Under the employee's direct control.
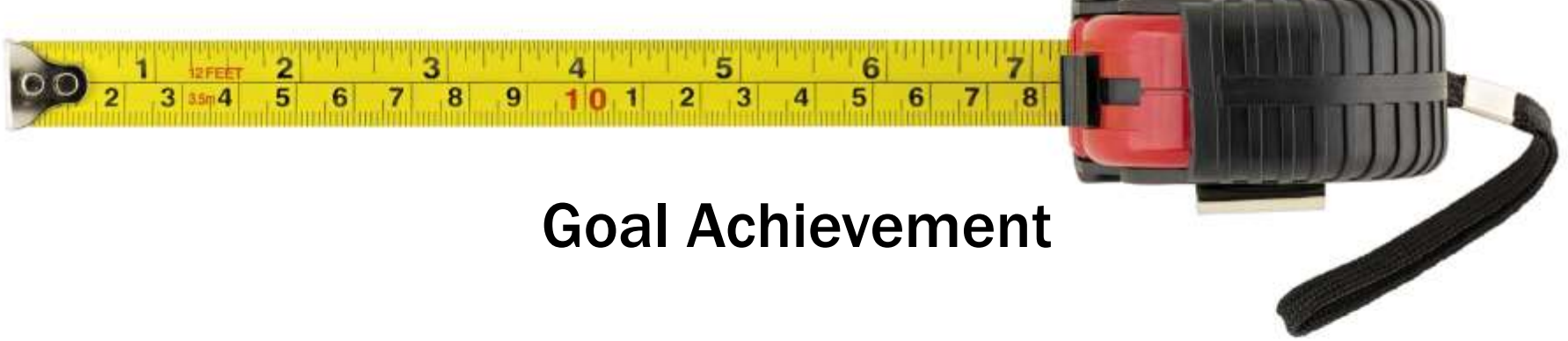
Goal Achievement

Direct control – a goal entirely under employee's control

Indirect control – a goal partially under employee's control but requires working with others, either inside or outside the organization, to accomplish the goal

Influenceable, but not controllable– a goal not under the employee's control, typically addressing a major issue, or potential issue, that may be influenced through coordinated efforts.

As responsibility increases, goals typically move from direct, to indirect, to influenceable but not controllable

Which goals are SMART?

1. Improve the quality of customer service.

2. Reduce the monthly average of products lost in production due to operator error to 5 percent during the next 12 months.

3. Limit the number of customer complaints related to your service to four per year.

4. Complete the performance evaluation forms for each of your employees on or before the scheduled due date.

5. Reduce the returned postage charges by 5 percent before May 1.

6. Reduce waste and loss in the department to save money.

7. Try to secure the Council's approval for the new computer system by August 15.

8. Promote a more positive work environment by communicating more effectively with your employees.

Which goals are SMART?

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Based on Self Assessment by Marnie E. Green

Painless Performance Evaluations - A Practical Approach to Managing Day-to-Day Employee Performance

Exercise

Review one of your employee's goals. Contrast it with SMART criteria questions and revise it as necessary.

SMART Goals Worksheet

Draft Goal:

_____

_____

Specific • What is the desired result? (who, what, when, why, how)	
Measurable • How can you quantify (numerically or descriptively) completion? • How can you measure progress?	
Attainable • What skills are needed? • What resources are necessary? • How does the environment impact goal achievement? • Does the goal require the right amount of effort?	
Relevant • Is the goal in alignment with the overall mission or strategy?	
Time-bound • What is the deadline? • Is the deadline realistic?	

Final Goal:

_____

_____

When goals are not SMART

- they allow too much room for misinterpretation
- they do not succinctly convey what constitutes success or failure
- they may become demotivating

When goals are SMART

- they highlight what is important to the organization

- they show how the employee can contribute to the organization

- they eliminate ambiguity surrounding the employee's job duties

- they motivate the employee to achieve the goals

Employee Performance Management

City employees are encouraged to develop the specific knowledge, skills and behaviors to be successful at various levels in the organization.

EMPLOYEE PERFORMANCE EVALUATIONS

- Click here to log-in: NEOGOV-PE
- FY 15/16 Employee Performance Management Deadlines

TRAINING:

    COMPUTER BASED TRAINING

    UPCOMING TRAININGS WILL BE ANNOUNCED AT A LATER DATE.

    INSTRUCTOR-LED TRAINING

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TOOLS & RESOURCES:

    "HOW TO'S" FOR RATERS & APPROVERS (Supervisors and above)
    How to Add Goals in NEOGOV

    "HOW TO'S" FOR EMPLOYEES (General workforce)
    How to Acknowledge Goals in NEOGOV

    SMART GOALS REFERENCE GUIDES
    SMART Goals Guide- Creating/Rating Goals
    SMART Goals Worksheet-Refining Goals
    SMART Goals Overview

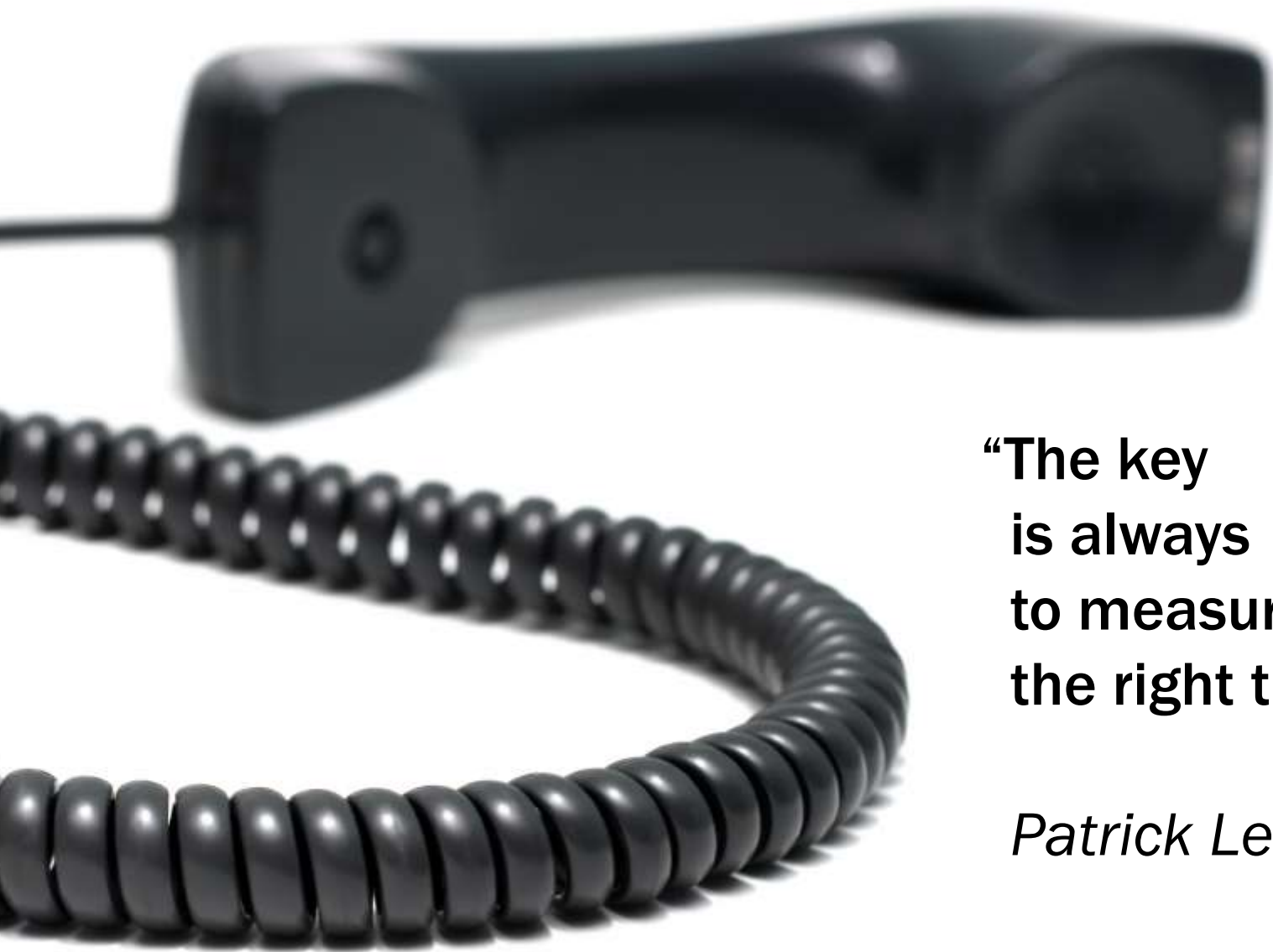**Tools for avoiding**

common problems

Common problems

- Weasel words
- Vague ideals
- Milestones not results
- Actions not outcomes
- Multi-focus
- Unintended consequences

Adapted from Practical Performance Measurement, Stacey Barr, 2014

"The key
is always
to measure
the right things."

Patrick Lencioni

Correcting common problems

1. Write down the goal.
2. Highlight the vague and weasel words.
3. Ask the person who wrote it what they meant
4. Replace vague words with phrases with clearer definitions
5. Reword the goal

Correcting common problems (example)
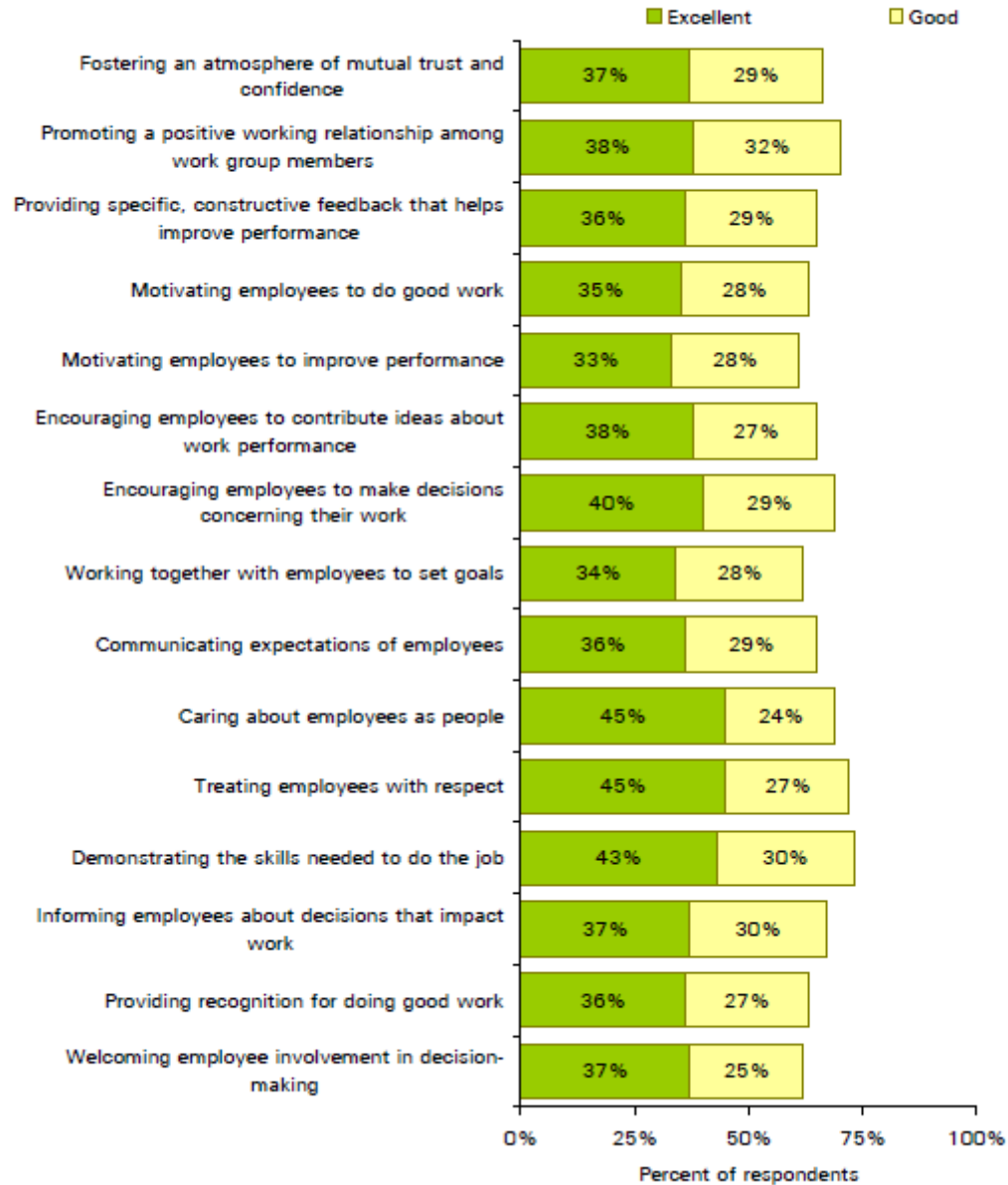
Communicate and lead at all levels.

Correcting common problems (example)

Communicate and **lead** at all levels.

Figure 18: Ratings of Employee-Supervisor Relationships

Correcting common problems (example)

Rewritten Goal

Improve employee ratings of the measure "Informing employees about decisions that impact work" by 10 percent by May 1, 2016.

More clear than?

Communicate and lead at all levels.

Correcting common problems (example)

Communicate and lead at all levels.

- Send an email update on a bi-weekly basis to all staff to share key items from management meetings

Correcting common problems (example)

Communicate and lead at all levels.

- Host a monthly tailgate meeting with front-line employees to share safety and training tips and relay key information from management meetings

Correcting common problems (example)

Rewritten Initiative

Every two to four weeks, through in-person meetings or emails, share key safety, training and information about challenges facing the department with each employee team.

Habits that help increase consistency

- Standardized goals and objectives
- Proactive peer review before approval
- Review meets/exceeds standards with peers

Wrap-up

Citywide Goals   **50,000 feet**

Division/Department/Center Goals and Objectives   **10,000 feet**

Employee Goals   **Sea level**

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CITYLINK

| NEWS | CITY | EMPLOYEE | TOOLBOX | APPS |

Employee Award nominations close Friday, Oct. 9

Remember these guys? This team was recognized at last year's awards ceremony for its consistent focus on quality customer service. Do you know of a terrific group like the Vista Maintenance crew? You have until Friday, Oct. 9, to nominate deserving individuals or teams for a Scottsdale Employee Award. **More »**

Become part of the Morning Show
The Morning Show – featuring the 2015 Scottsdale Employee Awards, is all about YOU. That's why we want you (and your family) to become part of the act and join the fun.

Police dispatchers honored for quick thinking, diffusing dangerous situation
It is a nightmare scenario – burglars break into a home and begin destroying things. A young boy is alone, hides in a closet and calls 911 for help.

Meet more co-workers as part of National Hispanic Heritage Month
As part of National Hispanic Heritage Month, we're profiling these employees to celebrate their accomplishments and educate others on the many facets of different Hispanic cultures. This week, meet Chelo Leyva, Denise Garcia, Dion Romero and Eduardo Durazo.

Tobacco Cessation course provides techniques and tools to conquer addiction
We want you to quit! Smoking and tobacco use – that is. A 5-week, 1-hour live Tobacco Cessation webinar course will begin Nov. 3.

« Prev | 1 | 2 | 3 | Next »

- SCOTTSDALEAZ.GOV
- WEBTIME
- EMPLOYEE SELF SERVICE
- SCOTTSDALE UNIVERSITY
- EMPLOYEE PERFORMANCE MANAGEMENT

ESSENTIAL LINKS   MY LINKS

Classifieds

Administrative Regulations

Employment Opportunities

Council Agendas & Minutes

HR Benefits

Risk Management / Safety / Take Pride!

Staff Directory

Budget

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