

PERFORMANCE MANAGEMENT GOAL-SETTING GUIDE



Contents

Introduction to Performance Management	2
Goal Development & Defining SMART	3
Goal Cascade Process & Additional Guidance.....	4
SMART Development Goals	5
Goal-Setting Worksheet Examples	6

OUR PERFORMANCE MANAGEMENT CYCLE



Our goal-driven performance management cycle is an annual process that ensures everyone is **working smart** across our organization. The performance management cycle reflects the industry best practice of setting clear SMART goals that are aligned to our mission and organizational strategy and tracking our achievement of those goals. Each step of the cycle is completed in our **Talent System**.

Performance management provides employees the opportunity to discuss and agree upon clear performance targets with their leaders, engage in continuous performance discussions and progress reviews **throughout the year**, and then report back on realized achievements and opportunities for future development.

FOCUS: LEADERSHIP AND MANAGEMENT SYSTEM

SMART goals aligned to our FOCUS: Leadership and Management System set the vision and strategy for teams throughout the enterprise.

Top-down and horizontal alignment of our goals and metrics ensures everyone is working smart and focused on the right outcomes for our business.

Goal-setting and leadership alignment also drives the right conversations around performance expectations for everyone and sets the stage for ongoing performance discussions throughout the year.



PILLARS OF PERFORMANCE REVIEWS

Overall Performance Rating

SMART Goals

Rate achievement of each SMART goal

LEGACY

Rate demonstration of each of our LEGACY core values

Each of sections of the End of Year Performance Review receives a performance rating. These ratings are averaged to produce the final Overall Performance Rating.

Rating Description
Rarely Meets Expectations (RM)
Does Not Fully Meet Expectations (DNFM)
Meets Expectations (M)
Often Exceeds Expectations (OE)
Consistently Exceeds Expectation (CE)

GOAL DEVELOPMENT – THINK BIG, THINK GROWTH, THINK SMART



Think BIG: When setting goals, “Less is More.” Define your ultimate goals, or the important results you’re working to achieve, that will significantly impact the business. Goal-setting isn’t the time to list every project you will work on or list your job duties.



Think GROWTH: In addition to your performance goals, make sure to also create at least 1 individual development goal. Examples of individual development goals include attending professional conferences, identifying a mentor, completing training assignments, or taking on a stretch assignment outside your normal comfort zone. **People Grower Goal:** All leaders should also set a People Grower goal that focuses on how they will grow and develop their team. Your People Grower goal may include how you will ensure career development, provide key experiences, or provide overall support for one or more of your employees to help them grow.



Think SMART: Well-written goals make it easier to assess progress and increase the probability of a more achievable plan. When writing goals, use the definitions below to make sure they meet the SMART criteria.

DEFINING SMART

What makes a goal SMART? When writing your goals, use the following definitions and examples to make sure it meets the SMART criteria.

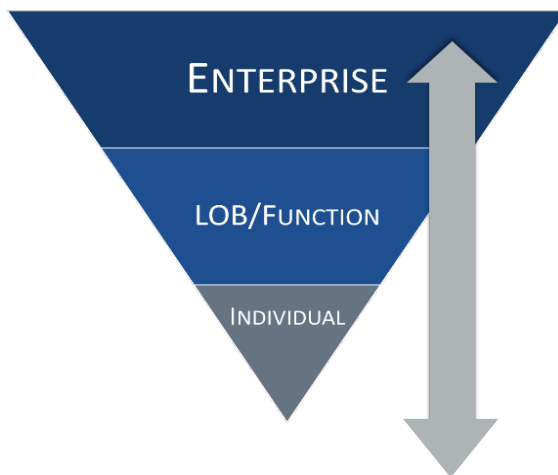
	Stands for...	Means...	Not quite this...	More like this...
S	Specific	A clear, concise description of the goal that can also outline <i>how</i> it will be achieved	Cut costs.	Reduce controllable expenses by benchmarking spend to similar operations.
M	Measurable	A clear metric or measurable target that will indicate goal achievement – <i>how much</i>	Significant drop in controllable spend.	Reduce controllable spend by 15%.
A	Attainable	Consideration of your control and constraints, as well as the tactics that will be used to achieve the goal – is it <i>realistic</i>	Reduce controllable spend by half.	Reduce controllable spend by 15%.
R	Relevant	Consideration of the relevance of the goal to team and organizational strategy – how it <i>aligns</i> to the bigger picture	Align: Growth X Reduce controllable spend by 15%	Align: Operational Excellence ✓ Reduce controllable spend by 15%
T	Time-Bound	A specific deadline or target date to achieve the goal	As soon as possible.	By November 30.

CASCADE, CONTEXTUALIZE, CONNECT

Cascade – Leaders should create SMART goals that align with the mission and vision of the company and communicate these goals down to their teams. This helps ensure employees understand the connection between their work and larger organizational objectives and creates transparency behind organizational strategy.

Contextualize – It is important that employees understand how goal-achievement ties into overall measures of performance. Leaders should ensure that employees understand how their performance is being evaluated.

Connect – Employees should set their own goals that align to their manager’s vision and objectives. **When we understand the connection between our work and organizational success, it is empowering.** Goal-setting is a time to self-identify opportunities for aligned contribution. Employees should work with their leaders during the goal-setting cascade to ensure goals are **relevant** and connected to the bigger picture.



ADDITIONAL GUIDANCE FOR SMART GOAL-SETTING

SMART goals should be written for your key areas of focus and continuous improvement efforts to advance the business forward, impacting the key measures that are part of our overall company goals.

Number of SMART Goals

Based on your level in the organization, the number of goals you have may vary. Here are some general guidelines to aid in the goal-setting process. **This may vary by department or function.**

Senior Leader (Executive, VP)	5-7 SMART Goals
Director (Sr. Director, Director, Asst. Director)	4-5 SMART Goals
Manager (Manager, Supervisor, Team Lead)	3-5 SMART Goals
Individual Contributor	2-3 SMART Goals

SMART DEVELOPMENT GOALS

In addition to SMART goals aligned to business objectives, it is just as important to set goals for your individual development. If you are a leader, you should collaborate closely with members of your team to support their individual development, as well. These development goals should focus on opportunities to grow professionally, ultimately leading to greater organizational impact and career advancement.

To begin identifying individual development opportunities, collaborate with your leader and identify the skills and abilities that are best aligned with where you would like to go in the organization. **Stretch Assignments, Special Projects, Ops Visits, External Development Opportunities (i.e. conferences, workshops, certifications, etc.), Cross-Functional Discussions, Connecting with Colleagues, Mentoring, and Taking the Lead** are all possibilities to continue to grow in your current role and prepare you for your next steps.

When setting your annual SMART goals, it is recommended at least one (1) additional SMART goal focuses on your individual development. If you are a leader, you should set at least one People Grower goal that focuses on developing your team as well.

REMEMBER: These development goals should be **SMART!** Consider specific (**S**) opportunities that have measurable (**M**) takeaways, budget approval for any expenses associated with the development opportunity (**A & R**), and the timing that such events may occur (**T**). For example, if in discussion with your leader, you align that it is important to develop your business acumen, you may write a goal to develop a mentoring partnership with someone that excels in this area.

SMART GOAL: *Initiate a 6-month mentor relationship with Dave focused on improving my business acumen in order to make faster, more impactful decisions in my role.*


Development Opportunities

STRETCH ASSIGNMENTS

Gain knowledge and skills to stretch your capabilities

SPECIAL PROJECTS

Participate in a project outside your day-to-day that shifts your mindset to gain greater business insight

GO EXTERNAL

Leverage local professional development events like seminars, courses, and programs to grab quick learnings

OPS VISIT

What better way to understand our business than visiting a home, a day program, or a pharmacy for a site visit? This will help to connect the pieces on how we all work together

ON YOUR OWN

Explore your industry by reading current articles and reports - identify best practices and trends, then share with your colleagues

CREATE VISIBILITY

Get out from your desk and join company events and town halls - share lunch in the café with your colleagues and cultivate cross-functional roundtable discussions

CONNECT

Never underestimate the power of relationship building - increase your network and personal confidence by connecting with new colleagues for a quick coffee chat

TAKE THE LEAD

Don't be afraid to take a leap - lead a call, a team meeting, a project or a process to showcase the skills you are working to develop





©2019, BrightSpring Inc. All Rights Reserved

SAMPLE COMPLETED WORKSHEET SPECIALIST

NAME POSITION LOB/DEPARTMENT

Use this worksheet to draft your 2020 SMART goals. Remember, think BIG and think SMART! Be sure to review your leader's goals to ensure your goals are aligned to the team and organization. Leaders, be sure to include a **People Grower** goal to drive ongoing development on your team.

SMART PERFORMANCE GOALS

1. *Design an effective, high-impact onboarding program resulting in overall satisfaction rating of 90% on the 2020 Onboarding Experience Survey.*
 2. *Perform exit interviews for 50% of employees within 5 days of notification of exit to drive understanding of turnover and identify opportunities for employee experience improvement by September 30, 2020.*
 3. *Increase the engagement of employees by analyzing employee experience survey results and developing an action plan to improve on areas of opportunity by June 30, 2020.*
 - 4.
 - 5.
- People Grower Goal (Leaders Only): No People Grower Goal given that Sam has no direct reports.*

SMART INDIVIDUAL DEVELOPMENT GOALS

1. *Complete two Skill Soft Training Courses on Customer Service to enhance overall communication skills by end of Q2.*
- 2.

SAMPLE COMPLETED WORKSHEET DIRECTOR

NAME POSITION LOB/DEPARTMENT

Use this worksheet to draft your 2020 SMART goals. Remember, think BIG and think SMART! Be sure to review your leader's goals to ensure your goals are aligned to the team and organization. Leaders, be sure to include a **People Grower** goal to drive ongoing development on your team.

SMART PERFORMANCE GOALS

1. *Increase headcount by 900 from January 1, 2020 through December 31, 2020.*
 2. *Achieve or exceed budgeted EBITDA of 136M for 2020.*
 3. *Decrease Temp labor spend by 3.5M YOY.*
 4. *100% completion of quarterly Safety Committee Meetings conducted and submitted to the quality department.*
 5. *99% Initial Site review completed monthly with less than 2% of homes with repeat 85% or less scores.*
- People Grower Goal (Leaders Only): Broaden business impact of team by supporting them to lead key work in patient care including adopting and sharing ideas from internal and external best practices.*

SMART INDIVIDUAL DEVELOPMENT GOALS

1. *Initiate a 6-month mentor relationship with Dave focused on improving my business acumen in order to make faster, more impactful decisions in my role.*
- 2.