2024 Goal Setting and Cascading Goals

HR Leader Meeting

People Strategies
February 19, 2023

Agenda

What We Want You to Know

- Cascading Goals Progress
- Goal Setting Process
- Performance Enhancements
- Timelines and Key Dates

What We Want You to Do

- Talk about 2024 goals with your leader
- Ensure your goals are entered in Workday
- Giver each other grace

What We Want You to Believe

- Cascading Goals and Creating goals in Workday is straight forward and intuitive.
- Goal setting and monitoring is successful when ongoing performance progress conversations occur.

How Cascading Goals Impacts Employee Connection and Performance

We must re-commit to a **consistent way** to share goals throughout the organization so **everyone understands how their work aligns and contributes to choices we're making.**

Cascading Goals

1 **Human Resources**

- Frontloads goals from CEO to Leadership team in WD
- Provides tools, resources, support for leaders and employees to enter SMART goals in WD goals template

2 **Chief Executive Officer**

Organizational goals from CEO entered in Workday and cascaded to appropriate directs (ELT).

3 **Executive Leadership Team**

Adds divisional goals and cascades goals to appropriate directs (LT) WE ARE HERE

4 **Leadership Team**

- Meets with leaders to create department goals
- Decides if goals will be cascaded, if directs will enter goals themselves, or a combination.

5 **Leadership Team+ Directs, Managers, Team Leaders, Individual Contributors**

HR will educate on how to use the Workday goals template to cascade or enter performance goals (SMART).

Goal Setting

3/11-3/22
"To Do" Reminder launches for leaders

- Receive a task to start setting goals for 2024.
- Meet with directs/department to make them aware of goals and strategic priorities.
- Decide whether to enter goals and assign to directs, have directs enter their goals, or both.
- Communicate decision to directs.
- Cascade goals as appropriate.

3/25-4/5
"To Do" Reminder launches for ALL

- Enter goals in Workday as determined by you and your leader
- Ensure goals are SMART
- Use Workday to provide progress updates or create milestones for large goals.
- Communicate with your leader if you have questions or are unsure.

4/5
"To Do" Reminder closes for ALL

- Leaders and employees can continue setting and modifying goals as needed.
- Benchmark reporting captured.
- % of documented goals by division, by leader, by employees
- % goals documented that align to strategic priorities
- % of milestones entered by division, leader
- % Activity tracker usage

Formal Goal Setting Ends

Prepare for April Performance Conversation and Check-In

4/8-5/7
April Performance Conversations launch in Workday

- Theme: Goal Clarity
- Reporting metrics captured to measure organizational improvement.
- % of documented goals by division, by leader, by employees
- % goals documented that align to strategic priorities
- % of milestones entered by division, leader
- % Activity tracker usage

Enhancements and Benefits

1

Leader to Leader Performance Conversation Template

Allows for specific conversations with leaders on leadership performance, accountability, growth, and development.

Activity Tracker

Located in the Workday goals template, this enhancement allows users to provide updates, seek clarity, or communicate with others about their goals using the "TAG" feature.

2

3

Milestones Feature

Allows the user to break down a large goal into small tasks to ensure completion and alignment of the goal.

Performance Apps

Performance applets for performance have been broken out into the "My Performance" applet for ALL and the "My Team's Performance" applet for leaders.

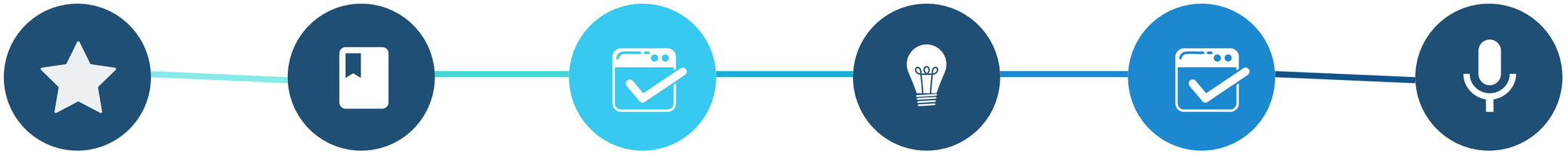
4

5

Goal Weights

Allows user to assign a weight no greater than 100% for all goals combined. Weights are required and will need to be updated frequently as priorities or goals shift.

Expected Timeline



2/19

Leader communication: Mindset Shift and introduction to goal setting.

2/21

Organizational communication: Mindset shift and introduction to goal setting.

3/11 - 3/22

“To Do” Reminder for leaders launches: Reminder for leaders to begin goal setting.

3/12

TOWN HALL: Introduce goal setting.

3/26

“To Do” Reminder launches for ALL employees. Reminder for all to begin goal setting.

Live Stream with leaders on new Leader to Leader Performance Conversations.

4/8 -5/7

April Performance Conversations: Employee- Leader Leader - Leader

Thank You