

GOAL SETTING PROCESS IN RISMA PERFORMANCE MANAGEMENT SYSTEM

| LEVEL | CASCADING PROCESS | TOOL | EXPLANATORY NOTE | | | | | | | | | | | | | | | | | | | | | | | | |
|--|---|---|----------------------|--|--|--|--|-------|----------|---------|-----------------------|--|--|--|------------------|--|--|--|-----------------------------|--|--|--|-------------------|--|--|--|--|
| <p style="writing-mode: vertical-rl; transform: rotate(180deg);">COMPANY</p> | <p>STRATEGIC PLANNING</p> <ul style="list-style-type: none"> • Company purpose & vision • Strategic priorities • Core values | <table border="1"> <thead> <tr> <th colspan="4">COMPANY SCORECARD</th> </tr> <tr> <th></th> <th>GOALS</th> <th>MEASURES</th> <th>TARGETS</th> </tr> </thead> <tbody> <tr> <td>Financial Performance</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Customer Service</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Internal Business Processes</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Learning & Growth</td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p>COMPANY PERFORMANCE IS EVALUATED IN TERMS OF ITS FINANCIAL, CUSTOMER SERVICE, INTERNAL PROCESS AND LEARNING & GROWTH</p> | COMPANY SCORECARD | | | | | GOALS | MEASURES | TARGETS | Financial Performance | | | | Customer Service | | | | Internal Business Processes | | | | Learning & Growth | | | | <p><u>STRATEGIC PLANNING WORKSHOP</u></p> <ul style="list-style-type: none"> • Involves the board of directors and executive/senior managers <p><u>COMPANY SCORECARD</u></p> <ul style="list-style-type: none"> • Links the strategic goals to measurable goals & actions. • Enables one to view the company's performance from the financial & non-financial perspectives |
| | COMPANY SCORECARD | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | GOALS | MEASURES | TARGETS | | | | | | | | | | | | | | | | | | | | | | | | |
| Financial Performance | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Customer Service | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Internal Business Processes | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Learning & Growth | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p style="writing-mode: vertical-rl; transform: rotate(180deg);">DIVISIONAL</p> | <p>BUSINESS PLANNING</p> <ul style="list-style-type: none"> • Divisional purpose & vision • Strategic goals • Operational goals | <table border="1"> <thead> <tr> <th colspan="4">DIVISIONAL SCORECARD</th> </tr> <tr> <th></th> <th>GOALS</th> <th>MEASURES</th> <th>TARGETS</th> </tr> </thead> <tbody> <tr> <td>Financial Performance</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Customer Service</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Internal Business Process</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Learning & Growth</td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <ul style="list-style-type: none"> • USED TO EVALUATE THE DIVISION'S PERFORMANCE • SERVES AS THE EXECUTIVE/SENIOR MANAGER'S PERFORMANCE CONTRACT | DIVISIONAL SCORECARD | | | | | GOALS | MEASURES | TARGETS | Financial Performance | | | | Customer Service | | | | Internal Business Process | | | | Learning & Growth | | | | <p><u>BUSINESS PLANNING WORKSHOP</u></p> <ul style="list-style-type: none"> • Should involve the executive manager or group manager and direct reports. • Smaller divisions could involve the whole team (optional) <p><u>DIVISIONAL SCORECARD</u></p> <ul style="list-style-type: none"> • Translates strategic goals into operational goals with measurable targets • Goals are aligned to the divisions' purpose and vision, thereby ensuring that short term actions are linked to longer term results |
| DIVISIONAL SCORECARD | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | GOALS | MEASURES | TARGETS | | | | | | | | | | | | | | | | | | | | | | | | |
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| TEAM | <div style="border: 1px solid black; background-color: yellow; padding: 5px;"> <p>TEAM GOAL SETTING</p> <p>Performance goals</p> <p>⋮</p> <ul style="list-style-type: none"> • Strategic goals • Operational goals </div> | <div style="border: 1px solid black; background-color: #f4a460; padding: 2px; text-align: center; font-weight: bold;">TEAM PERFORMANCE CONTRACT</div> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th rowspan="2" style="background-color: #cfe2f3;">KRA</th> <th rowspan="2" style="background-color: #cfe2f3;">Weight</th> <th colspan="2" style="background-color: #cfe2f3;">KRI'S</th> </tr> <tr> <th style="background-color: #c6e0b4;">Measures</th> <th style="background-color: #c6e0b4;">Targets</th> </tr> </thead> <tbody> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> </tbody> </table> <p style="text-align: center;">THIS BECOMES THE TEAM MANAGER'S PERFORMANCE CONTRACT</p> | KRA | Weight | KRI'S | | Measures | Targets | | | | | | | | | | | | | | | | | | | | | | | | | <p><u>TEAM GOAL SETTING WORKSHOPS</u></p> <p>Must involve the manager and his team and should address :</p> <ul style="list-style-type: none"> • Specific goals (KRA's) to achieve divisional results • Team priorities for the year <p><u>TEAM PERFORMANCE CONTRACT</u></p> <ul style="list-style-type: none"> • Captures the performance goals of the team (these are linked to the divisional strategic & operational goals) • This becomes the performance contract of the team manager as he/she is accountable for the performance of the team |
| KRA | Weight | KRI'S | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | Measures | Targets | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| INDIVIDUAL | <div style="border: 1px solid black; background-color: yellow; padding: 5px;"> <p>INDIVIDUAL GOAL SETTING</p> <ul style="list-style-type: none"> • Key result areas (KRA's) • Key result indicators (KRI's) </div> | <div style="border: 1px solid black; background-color: #f4a460; padding: 2px; text-align: center; font-weight: bold;">PERFORMANCE CONTRACT</div> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th rowspan="2" style="background-color: #cfe2f3;">KRA</th> <th rowspan="2" style="background-color: #cfe2f3;">Weight</th> <th colspan="2" style="background-color: #cfe2f3;">KRI'S</th> </tr> <tr> <th style="background-color: #c6e0b4;">Measures</th> <th style="background-color: #c6e0b4;">Targets</th> </tr> </thead> <tbody> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> </tbody> </table> <p style="text-align: center;">INDIVIDUAL EMPLOYEE PERFORMANCE CONTRACT</p> | KRA | Weight | KRI'S | | Measures | Targets | | | | | | | | | | | | | | | | | | | | | | | | | <p><u>PERFORMANCE AGREEMENT DISCUSSION</u></p> <ul style="list-style-type: none"> • Must take place between the employee & his/her direct manager • Specific individual performance goals, targets and measures are identified, agreed to and captured in the performance contract |
| KRA | Weight | KRI'S | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | Measures | Targets | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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