

Kaiser Permanente

Goal Setting Overview and Template

Goal Setting Overview

Each and every employee, manager, physician, and leader plays a crucial role in helping Kaiser Permanente to achieve its goals. This requires a well thought out approach to the way that we all cascade, align and set goals throughout the organization. Having an effective goal setting process ensures that:

- You know what your priorities are for the upcoming year
- You know how your goals align to the organizational goals and support the success of the organization
- You know the resources needed for success such as metrics, information, budgeting and shared commitment
- If most people are doing their part to achieve their goals, the organization will be successful in accomplishing its goals

See “**How to Set Effective Goals**” for detailed information on how to write effective goals.

Purpose of this Goal Setting Template

The purpose of this goal setting template is to help you create meaningful goals that align with your manager’s goals and ultimately support the organization’s goals. This document provides you with:

- A format for you to document draft goals and share them with your manager to help ensure you are both on the same page about expectations for the upcoming performance cycle
- A place for you to document final goals and behaviors before entering them into the online performance management system

Using the Goal Setting Template

The goal setting template includes two main sections:

- Goals – “what” is expected for the upcoming performance cycle
- Behaviors – “how” performance is demonstrated over the course of the performance cycle

The default weighting for the overall Goals section vs. the overall Behaviors section is 70/30, respectively. This weighting ratio can be changed, but the two numbers must add to 100.

Individual performance goals must be weighted and must total 100%.

Core Behaviors: Core behaviors are automatically “checked” to be included and cannot be changed.

Menu Behaviors: Additional menu behaviors can be included, as needed. No more than 4 menu behaviors should be selected.

Level Description: this field should be selected to denote organizational level. The core and menu behavior expectations are adjusted to align to your organizational level. The organizational levels are: 1) individual contributor – administrative / support, 2) individual contributor – professional / technical, 3) first-line manager / supervisor, 4) manager of managers, and 5) senior leader. Refer to the “KP Behaviors Handbook” for Core and Menu Behaviors Level Descriptions.

User-Defined Behaviors: In rare cases, a unique behavior may need to be created to represent a specific expectation for an individual in his/her role. A manager may define a new behavior in this section.

All selected behaviors are weighted equally to each other.

How to Set Effective Goals

SMART: All goals should be written in a SMART format.

Specific – Focused, concrete and well-defined outcome or result

Measurable – Result or outcome is measurable and the goal contains clear criteria for measurement. Targets are numbers; use current levels as guidance in determining potential performance levels.

Attainable – Challenging, yet attainable; within your circle of influence

Relevant/Realistic – Aligned with business goals and realistically stretches your abilities

Time-bound – Specifies a completion date or deadline

Number of Goals: Goal success is increased as the number of goals is reduced; less is more. To ensure that you are able to give an appropriate level of attention to each goal, it is recommended that you limit the number of goals to 5-7.

Goal Weighting: Weighting helps to establish priorities for effort and focus -- the higher the weight, the higher the priority. All goal weights need to add up to 100%. General guidelines for priorities: 5% weighting =acknowledgement, 10%= awareness, 20%= focus, 30%+= urgency.

Common / Cascaded Goals: Common goals originate from organizational goals and are broadly shared with others in the organization to make sure all of the right people are working together. Common goals could include, for example: meeting budget, patient satisfaction, interdepartmental satisfaction, employee satisfaction, or clinical indicators.

If you receive goal(s) cascaded to you, answer these questions:

1. Can you copy your supervisor's / the organization's goal exactly as it is written and directly impact the outcome? - If yes, copy your supervisor's / the organization's goal. If no, then ...
2. Can you rewrite your supervisor's / the organization's goal in a way that the outcome you create will indirectly impact the outcome? If yes, write the goal in that way. If no, then...
3. Is there a goal which is in alignment with the goal category (Service, Quality, etc.) but not directly related to your supervisor's or the organization's goal? If yes, write that goal. If no, then there is probably no need to create a goal for that goal category.

Custom Goals: Custom goals are yours or your department / unit's unique goals and not shared broadly with others. Even with custom goals, it is important to have alignment with organizational priorities and values.

Outcome Goals vs. Project / Process Goals: Goals should be written as outcomes instead of tasks or projects. Outcome measures and goals strengthen the overall impact of your contribution on organizational outcomes and help you focus on the outcome rather than on the task itself. Outcome goals usually begin with the words "increase, decrease or maintain" for a measure and contain all of the elements of SMART. (For example: To [increase/decrease/maintain] – what - to the amount of - as measured by - data source)

If you find yourself writing a project or task goal, answer these questions: "If this project or task happens well, what will change?" or "To what end are you doing this work?" or "What will be the impact to the organization?" Then replace the original process/task goal with an outcome goal.

If you have to write a process / task goal, clearly indicate what the factors of success look like, especially with respect to impact and effectiveness.

Goal Ratings: Goals should be written in the same way that they will be evaluated, using a 1-5 rating scale. Discuss and agree with your manager what result would get each of the five ratings at the time you establish the goal. To ensure that goals across the organization are written with a fairly uniform level of difficulty, ratings should be written with common definitions of likelihood.

- | | |
|-----------------------------------|----------------------------------------------------------------------------|
| 1 = Unsatisfactory Performance | = less than last year's performance* / significantly below target |
| 2 = Performance Needs Improvement | = last year's performance with perhaps minimal improvement* / below target |
| 3 = Successful Performance | = 60-70% likelihood of achieving the target |
| 4 = Excellent Performance | = 15-25% likelihood of achieving the target |
| 5 = Exceptional Performance | = 5-10% likelihood of achieving the target |

* Applies only if you are working on long-term goals that aim for incremental improvements year over year.

Goal Setting Template

Employee Name:

Employee NUID:

Manager Name:

Goal Section Weight:	70 %
-----------------------------	-------------

GOAL #1

Title	
Description	
Measurement	
Category	(Choose one: Best Place to Work, Quality, Service, Financial Performance, or Growth/Membership)
Due Date	
Weight	%

GOAL #2

Title	
Description	
Measurement	
Category	
Due Date	
Weight	%

GOAL #3

Title	
Description	
Measurement	
Category	
Due Date	
Weight	%

GOAL #4

Title	
Description	
Measurement	
Category	
Due Date	
Weight	%

GOAL #5

Title	
Description	
Measurement	
Category	
Due Date	
Weight	%

GOAL #6

Title	
Description	
Measurement	
Category	
Due Date	
Weight	%

GOAL #7

Title	
Description	
Measurement	
Category	
Due Date	
Weight	%

Behavior Section Weight:	30 %
---------------------------------	-------------

ASSIGN	ORGANIZATIONAL LEVEL
<input type="checkbox"/>	Individual Contributor – Administrative / Support
<input type="checkbox"/>	Individual Contributor – Professional / Technical
<input type="checkbox"/>	First-Line Manager / Supervisor
<input type="checkbox"/>	Manager of Managers
<input type="checkbox"/>	Senior Leader

ASSIGN	CORE BEHAVIOR DESCRIPTION
<input checked="" type="checkbox"/>	Champions Innovation and Change - Embraces and generates better and innovative ways to improve performance aligned to a shared purpose. Commits to sustained, effective change.
<input checked="" type="checkbox"/>	Collaborates - Supports individual and team efforts by encouraging, influencing and engaging others with different backgrounds, experiences, and points of view. Establishes effective working partnerships, participates in joint decision-making (when appropriate), and works through differences to achieve shared goals.
<input checked="" type="checkbox"/>	Communicates Effectively - Seeks to understand. Asks others for input and feedback, including those with different backgrounds, experiences, and points of view. Actively listens and ensures that people are heard and can raise concerns. Clearly and openly expresses ideas. Adjusts communications to fit the audience. Keeps others appropriately informed of goals and objectives.
<input checked="" type="checkbox"/>	Develops Self/Others - Builds skills and capabilities to enhance performance. Seeks and applies feedback. Shares knowledge, feedback and contributes to the learning of others.

<input checked="" type="checkbox"/>	Drives for Results - Makes timely decisions and takes action. Seeks out and utilizes appropriate information and resources to achieve outcomes that best serve the organization. Resolves barriers and obstacles that impede progress. Monitors progress and acts to ensure success, in an ethical manner.
<input checked="" type="checkbox"/>	Focuses on the Customer - Consistently demonstrates the knowledge, skills, abilities and behaviors necessary to provide superior and culturally sensitive service to each other and to our patients, members, customers, contracted providers, vendors, regulators and communities.
<input checked="" type="checkbox"/>	Takes Accountability - Takes personal ownership for commitments and performance, including specific deliverables & timeframes; consistently delivers as promised, with integrity.

ASSIGN	MENU BEHAVIOR DESCRIPTION
<input type="checkbox"/>	Deals with Ambiguity - Effectively copes with uncertainties and deals with risk. Exercises good judgment and acts based on available information.
<input type="checkbox"/>	Demonstrates Business Acumen - Uses economic, financial, market and industry knowledge and data to understand and improve business results. Understands health care industry and Kaiser Permanente's business. Connects internal business activity with broader external view of business to continuously improve performance.
<input type="checkbox"/>	Demonstrates Creativity - Generates original, innovative, and value-added ideas to improve performance and meet goals.
<input type="checkbox"/>	Demonstrates Resource Stewardship - Ethically and systematically utilizes the resources entrusted to KP to create superior quality and value for all members, patients and customers. Shares successful practices, eliminates waste where it exists, decreases unwanted variation, and enhances reliability.
<input type="checkbox"/>	Exerts Influence - Considers the needs of various diverse interests and people. Persuades others to pursue important courses of action. Mobilizes the interest and commitment of people to gain buy-in, secure cooperation, adjust agendas, & sustain action while maintaining & nurturing important work relationships.
<input type="checkbox"/>	Leverages Technology - Maximizes current and new technological capabilities relevant to functional area to improve business processes, support workflow, and advance efficiencies. Develops and maintains a working knowledge and up-to-date technological skill set.
<input type="checkbox"/>	Makes Effective Decisions - Makes timely decisions that best serve the organization based upon relevant, accurate information. Sets priorities. Understands one's decision-making authority. Within that authority, uses best approach to make decisions.
<input type="checkbox"/>	Pays Attention to Detail - Checks work for accuracy before sending out. Performs routine or repetitious tasks with care and attention. Organizes highly detailed information and makes it easily accessible.
<input type="checkbox"/>	Recognizes and Rewards Others - Recognizes and rewards people in proportion to the excellence of their performance. Celebrates individual and team accomplishments when they go the extra mile. Tailors acknowledgement of individual contributions in ways that have personal meaning.
<input type="checkbox"/>	Solves Problems through Planning and Analysis Analyzes trends, crucial relationships and diverse options to solve problems in a systematic and timely manner. Chooses best solution to a problem after reviewing all available information.
<input type="checkbox"/>	Thinks and Acts Strategically - Understands the connections and relationships between one's work and how it impacts others. Seeks to understand how one's work fits into the big picture. Looks at the entire process. Considers possible future challenges and opportunities in making plans and decisions.

USER-DEFINED BEHAVIOR TITLE	USER-DEFINED BEHAVIOR DESCRIPTION	USER-DEFINED LEVEL DESCRIPTION