

Importance of Goal Setting

Goals help establish direction for on-going activities, identify expected results, improve teamwork through a common sense of purpose, and heighten performance levels by setting targets to be achieved.

Value of Goal Setting

And the most important value of goal setting is getting everyone's commitment in achieving the goals.

Performance Review and Recognition begins by establishing goals and objectives and discussing routine responsibilities that the employee is expected to perform.

This goes beyond the usual procedural steps of completing forms. The supervisor should listen to the employees allowing them the opportunity to have a "say" on the goals. After all they are the ones to implement the goals.

Performance Requirements

Then the supervisor and employee identify the perfor-



mance requirements, or "standards" for each item. They need to mutually agree on these standards.

Avoiding Problems

This avoids the problem when some employees, whether openly or in private complain, "that the goals have been shove down their throats." Instead the employee should feel motivated and "owns" the goals.

Employee Contribution

Studies have shown that the more employees contribute in the goal setting process, the more they are likely to implement the plans.

This planning segment is one of the most important elements of the process as it sets the direction and identifies the targets. In some cases, this part of the process may be time consuming as the supervisor and employee discuss the employee's job in detail.

Depending on the complexity of the job, it may take more than one meeting to develop a complete understanding of the goals and objectives and criteria to be assessed.

The supervisors' performance is usually dependent on how well their people are committed to accomplishing the perform results. Therefore, there is no substitute for a good goal setting process that generates the employees' commitments.