

CEMRP DELIVERABLES SETTING

CEMRP Deliverables – Pay for Performance

CEMRP deliverables plays a key role in aligning compensation with the overall success of the organization

When selecting objectives that drive organizational performance, it is critical that organizations can:

Communicate actions and behaviors required to improve performance.

Link employees' actions and behaviors to objectives.

Ensure performance can be measured.

Creating Alignment



Goal alignment helps:

- Create transparency and alignment behind organizational strategy.
- Provide a direct link between individual and organizational goals.
- Reinforce what high performance looks like at your organization.

Three Key Benefits of Alignment

Employee Role Clarity And Widespread Adoption Demonstrate Success

A well-utilized goal alignment cascade results in widespread employee role clarity, driving employee engagement and business results. Further, goal transparency vertical (top to bottom) and horizontal (among peers) drives collaboration. Together, alignment and transparency result in improved employee performance.

Personal Investment in Goal Alignment

Goal alignment involves directly inserting employee-created goals into the performance review and rewards process. This helps them be personally invested in goal-setting.



Benefits of Goal Alignment

Recalibration Ensures Ongoing Goal Alignment

Periodic goal reviews help recalibrate alignment, ensuring that adjustments do not impede alignment. This helps the organization work cohesively, even during times of change, to achieve business objectives.

UCI Health Guidelines for Setting Deliverables

Deliverables should be aligned with our institutional objectives:

- Quality/Safety
- Service/Patient Experience
- Finance/Cost

Each deliverable should have the appropriate performance measurement set:

Threshold Performance – Represents the minimum acceptable performance standard for which incentive award can be paid. This level represents satisfactory results, but less than full achievement of stretch objectives. If you are setting an appropriate threshold measurement, the probability of reaching this performance level is approximately 80% or higher.

Target Performance – Represents successful attainment of expected level of performance against stretch objectives. If you are setting an appropriate target measurement, the probability of reaching this performance is approximately 50% to 60%.

Maximum (Outstanding) – Represents results which clearly and significantly exceed all performance expectations for the year. This level of accomplishment should be rare if you are appropriately setting this performance level, making it a probability of achieving this level approximately 10% to 15%.

Establishing SMART Deliverables

| Checklist for Reviewing Individual Deliverables of Your Team Members | | Yes/No |
|--|---|--------|
| Specific (S) | Does the deliverable clearly define expectations in terms of actions and outcomes? | |
| | Does the deliverable avoid generalities and use action verbs? | |
| Measurable (M) | Is the deliverable results-based? | |
| | Does the deliverable define specific metrics (quantity, quality, timeliness, cost, etc.) that can be objectively measured? | |
| Achievable (A) | Is the deliverable challenging but within reason? | |
| | Does the employee have the skills and experiences necessary to achieve the deliverable? | |
| | Is achievement of the deliverable within the employee's control? | |
| | Can the employee reasonably be expected to successfully complete the number of deliverables assigned? | |
| Relevant (R) | Is the scope of the deliverables appropriate given the employee's job responsibilities and level? | |
| | Does the deliverable clearly connect to departmental and/or organizational deliverables? | |
| | Does the employee understand how his/her deliverable contributes to the organization's objectives? | |
| Time-Bound (T) | Does the deliverable specify a date or elapsed amount of time by when each deliverable needs to be completed? | |
| Collaborative | Are the employee's deliverables coordinated with others' deliverables? Is there any conflict with the deliverables of other team members? | |

The Smart deliverable Formula

Use a Goal Formula:

Action verb + measure + baseline + target + date for action

Guide employees to select the top three goals that they want to focus on. Help them avoid making a laundry list of goals that is not only unrealistic but distracts the employees from focusing on goals that matter to the business.





Last year, 380 (46%) unrepresented employees met all three deliverables at Outstanding. Did we Stretch?

Set Stretch deliverables

- ✓ Ask questions that help you broaden your horizons – How can I add more value to my organization?
- ✓ Ensure the stretch deliverable pushes you beyond your current role responsibilities.
- ✓ Ensure that your stretch deliverable is not easily achievable.
- ✓ Determine a range for your measure of success.
- ✓ Check if the stretch deliverable will deliver big impact if achieved.
- ✓ Review your stretch deliverables with your manager.

Review the deliverables



My goals are well-defined and answer the questions: who, what, when, which, and why.



My goals can be measured using either quantitative or qualitative assessments.



My goals can be achieved using the resources at my disposal.



My goals clearly outline how I contribute to team and organizational priorities.



I understand when to revisit goals.

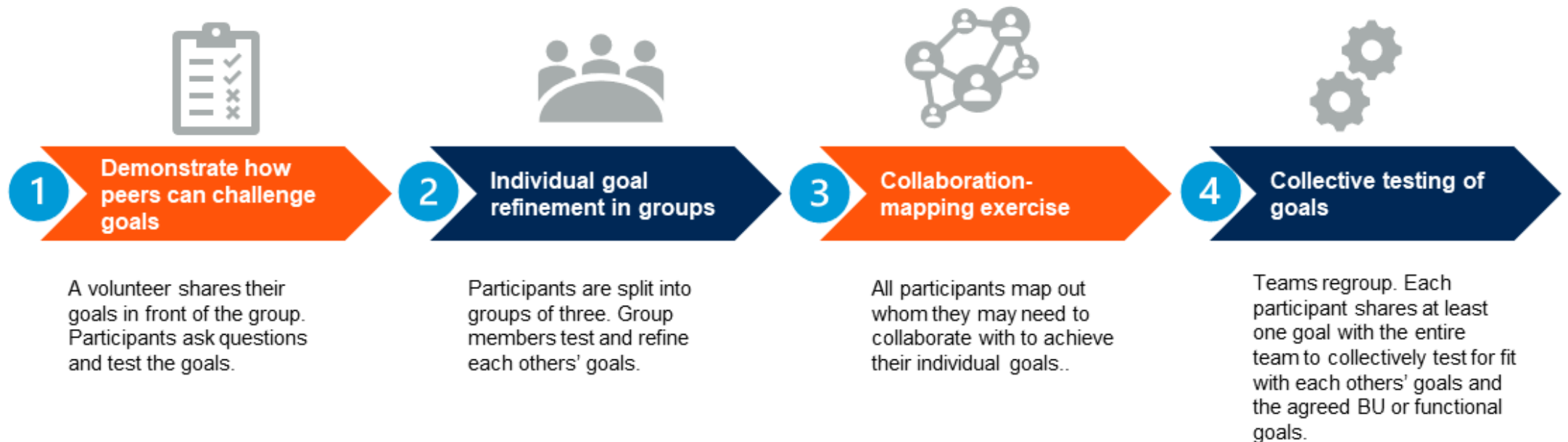


My goals are relevant to my day-to-day work.

| Common Goal-Articulation Issues | Examples of Incorrect Goals | Why the Goals Are Incorrect | Questions That Need to be Considered to Correct Goals | Corrected Goals |
|--|--|--|---|---|
| Writing goals that are activity-based instead of results-based. | Incorrect goal example: <i>Select vendors for automating order entry process</i> | The goal describes what actions or tasks need to be done, instead of stating the value-added results of these actions. | <ul style="list-style-type: none"> • What does the customer need from these actions? • Why are the actions being done? • If this action is successful, how will the organization benefit? | Corrected goal: <i>Reduce order processing cycle time by 25% in Q3</i> |
| Writing vague goals that are unmeasurable. | Incorrect goal example: <i>Manufacture more products in year XXXX</i> | There is no way to tell if this goal has been achieved, or if progress is being made toward the goal. | <ul style="list-style-type: none"> • What result are you trying to produce? • What is important about the result (how many, how well, cost, time, etc.)? • What numbers should be tracked to evaluate this goal? | Corrected goal: <i>Manufacture at least 14M of finished product in Q1, 15M in Q2, 16M in Q3 and 18M in Q4 without additional headcount or machinery</i> |
| Writing goals without targets. | Incorrect goal example: <i>Improve high performer turnover rate</i> | The goal includes a way to measure results but does not include targets that define if the measured results are good or bad. | <ul style="list-style-type: none"> • What level of performance will be good enough? • How many or what % needs to be achieved to consider this a success? | Corrected goal: <i>Reduce high performer turnover rate to less than 5% per year</i> |
| Writing goals that are irrelevant for the role. | Incorrect goal example (for an HR leader at a large multinational organization): <i>Prepare monthly HR reports and update HR dashboard</i> | The goal here is more executional in nature and, hence, not relevant to an HR leader who needs to ensure goals are more strategic in nature. | <ul style="list-style-type: none"> • Is the goal worth measuring for the employee's job level? • What unique value does the employee add? • How does the employee contribute to the effort? | Corrected goal (for an HR leader): <i>Ensure achievement of key HR metrics with less than 5% deviation</i> |

Option: Conduct Peer Deliverable-Sharing Sessions

- Peer deliverable-sharing sessions help employees achieve higher deliverable quality, feel more accountable for results and increase awareness of how individual outcomes fit with other priorities across the team and business.
- Participants should use this session to share their deliverables and measures with their peers, receive feedback on what they should be accountable for delivering, discuss how they will collaborate with each other to deliver on their deliverables and update their individual deliverables as necessary.



The background consists of numerous thin, dark blue lines radiating from the center towards the corners, creating a sunburst or starburst effect. The lines are evenly spaced and cover the entire area.

EMPOWER
PEOPLE SUCCESS