GCMA

SETTING OBJECTIVES

There are many different ways to structure objectives, and there you should consider what is best for your business and the employee when looking at how many objectives to set, how they will be measured, and what weight each will carry with regard to them achieving their annual goals.

You may, for example, set five objectives, which all are considered to carry equal performance, and would then each represent 20% of reaching the final objective. You may however, at the time of setting, have a priority which is critical to the business, so this could be set at a higher percentage of the overall mark/rating.

How to measure performance is something key in setting annual objectives, and you can use KPI's, or Key Performance Indicators to show what an employee has achieved. It should be noted that "you get what you measure" so careful thought should go into how and which KPI's are incorporated into annual objectives. Objectives which are harder to measure, but very applicable in the golf industry, such as customer service levels and member engagement can be considered, using feedback scores measured as a KPI, or through survey results. Audit scores can also help (which can be specific to individual departments such as green keeping or F&B), if the audit is created fairly and the marking criteria is constant over a period of time, so comparisons to previous results can be made.

There are a significant number of templates available, to present SMART objectives and show progress, which we would encourage you to investigate, to find the most suitable for you. However, a few examples are listed below to hopefully stimulate some ideas:

SMARTSHEET TEMPLATE
VISME TEMPLATE

SEE TEMPLATE BELOW:

SMART GOALS WORKSHEET

GOAL	MY GOAL IS...	✓
Be specific and concise. Include the measure and time frame.	Specific	S
	Measurable	M
PURPOSE	Attainable	A
Why is the goal relevant? What are the benefits?	Relevant	R
	Time-bound	T
CHALLENGES	**COMPLETION DATE**	
What are the challenges to overcome? What resources and skills are needed?	/ /	

KEY STEPS
How will you achieve your goal? What are the milestones and key steps?

Description	Start Date	Complete Date	✓

MEASURE
Keep a log of your progess.

Date	Measure	Date	Measure	Date	Measure	Date	Measure