

Objective Record Sheet

| | | | | | |
|---------------------|-----------------------|--|-------------|----------|----------|
| Company Name | | | | | |
| Department | | | | | |
| Manager | | | | | |
| Effectiveness Area: | | | | | |
| | Objective | | | Priority | |
| 1 | To do the following | | | 1 | |
| 2 | | | | 2 | |
| 3 | | | | 3 | |
| 4 | | | | 3 | |
| Measurement Method | | | | | |
| | | | | | |
| | Program of Activities | | Assigned To | Date | |
| | | | | Start | Finished |
| 1 | | | | | |
| 2 | | | | | |
| 3 | | | | | |
| 4 | | | | | |
| 5 | | | | | |
| 6 | | | | | |
| 7 | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| Actual Performance | | | | | |
| | | | | | |

Objective Record Sheet

Definitions

effectiveness area

Identify each Effectiveness Area by one to four words only.

Objective

State as clearly as possible what you plan to accomplish. Each objective must have a measurement method.

Priority

Insert 1, 2 or 3. 1 indicates highest priority. Several objectives may have the same priority.

Measurement Method

Provide a clear statement on the method used to measure the objective.

Program of activities

These are specific activities undertaken as steps towards achieving the objectives. These are essentially inputs, which are not substitutes for, or supplementary to, the objectives. These inputs assist with planning.

Date

Provide dates by which the activities are to start and finish.

Actual Performance

Detail the achievements as measured by the measurement method, in the time. Do not measure the program of activities. In addition, it includes a statement of whether the objective was overachieved, just achieved, or underachieved. If underachieved, a clear and accurate explanation of why should be given.

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Notes

Objectives

Sound objectives must be measurable. Statements like 'to increase profits' is not satisfactory. A better statement would be 'to increase profits to R,200,000 during 2005. Two essential elements are stated – quantity and time.

An objective should be attainable with a manager's level of motivation, competence, and resources and tied to the corporate plan. The objective must reflect the manager's and his subordinate's level of experience, training, skill, capability and motivation. Objectives may well reflect a more ambitious level of performance than previously, because they are working smarter. Quantitative elements of an objective may reflect levels:

- As they have been in the past
- As they are now
- As they could be now
- As they could be in the future

The selection the manager makes depends on many things. He must decide on what the appropriate level of effectiveness is for himself. The decisions require a manager to consider his previous level of attainment – was it too low? Is there anything he can do about it? To be avoided is the predictive objective which simply set the level at what could probably be attained without any effort.

Be careful of objectives, which say 'I can achieve this with that or that with this' Objectives must be tied to corporate plan, which implies the available amount of resources. Factors to consider when deciding on the level of objectives are:

- Level necessary to achieve one to five-year plans
- Objectives of associate positions
- Budgets available
- Possible additional budgets available
- Skill of manpower resources
- Motivation level of manpower resources
- Past performance experience

Priorities of Objectives

Assigning priorities, helps keep perspective especially when a manager has many objectives. When there are many objectives assigning a relative, 'importance weight' to each is sometimes difficult. An aid to doing this is the method of paired comparisons. The procedure is as follows:

- Each objective is assigned a number
- The basis of assignment is established – importance to the position or to the company plan
- Each objective is compared with other objectives and assigned a higher priority
- Add up the number of choices each objective receives, and then arrange the objectives in the order of priority.
- The rank orders are converted to priorities of 1, 2 or 3.

How many Objectives

In setting objectives, managers should be careful of setting:

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- Objectives too ambitious
- Objectives too easy
- Objectives that are not measurable
- Goal measurements too high
- Too many objectives
- Objectives too complex
- Too long a time for completion
- Too short a time for completion
- An imbalanced emphasis

Tests of an objective

Sound and Measurable

- Quantitative
- Specific
- Realistic and attainable
- Time-bound

Probably unsound and immeasurable

- Qualitative
- General
- Activity input centred
- Minimal or unattainable
- Time-extended

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| | | | | | |
|-------------------------------|--|-------------|-------|----------|--|
| The Business | | | | | |
| The Administration Department | | | | | |
| The Manager | | | | | |
| | Effectiveness Area: Accounting Information | | | | |
| | Objective | | | Priority | |
| 1 | Introduce a new code of accounts into all branches by date | | | 2 | |
| | Measurement Method | | | | |
| | All branches accounts coded using the new system with less than 3 errors per 1000 verified by auditors | | | | |
| | Program of Activities | Assigned To | Date | | |
| | | | Start | Finished | |
| 1 | Obtain approval to introduce | A | Jun | Jul | |
| 2 | Design implementation plan | | Jul | Aug | |
| 3 | Visit all branches to explain implementation plan | | Aug | Sep | |
| 4 | Conduct 3 days training to all accountants | | Sep | Oct | |
| 5 | Pilot test at one branch | | Oct | Nov | |
| 6 | Checkpoint to correct problems | | Nov | Dec | |
| 7 | Introduce to all branches | | Dec | Jan | |
| | | | | | |
| | | | | | |
| | Actual Performance | | | | |
| | I had some problems in getting initial approval. | | | | |