

How to create goals

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PMGM TIMELINE(2024)

2024

2025



New goals creation



1/2024 – 29. 2. 2024

Half year superior assessment

1. 6. – 30. 6.

Self - assessment

15. 9. – 15. 10.

Final superior assessment

15. 10. – 15. 11.

Calibration

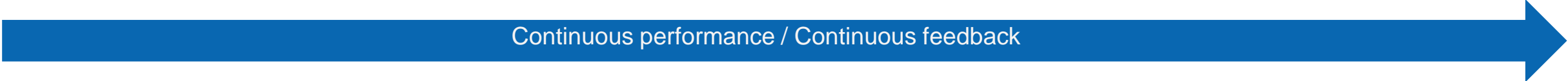
1. 1. – . 28. 2.

Employee confirmation

until 15. 12.

Superior confirmatio

until 15. 3.



Goals in general

Activities to be performed/fulfilled during a specific period

Based on the profession and job responsibilities

Goals are set in agreement with the supervisor (manager) and in accordance with the strategy

The recommended number of goals per year is 3 – 5 goals (including developmental goals)

What goals can be related to?

Projects I am (co)working

More extensive and complex work tasks/activities

Personal development (developmental goals)

Routine operational tasks should not be included



What should a proper goal fulfill?

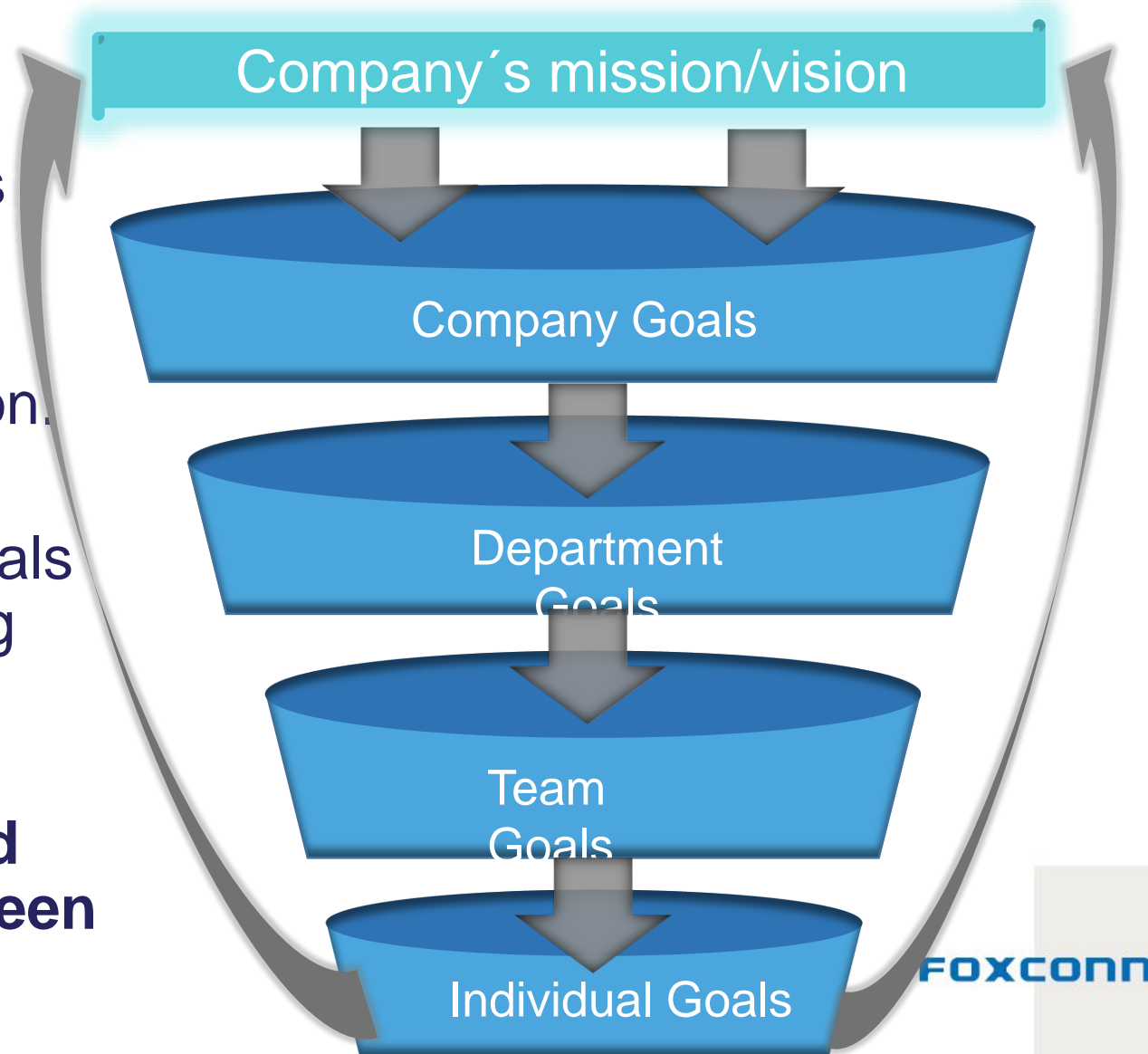
Goals should be based on the company's mission/vision.

There should be a cascade of goals from top to bottom:

Company-level goals aimed at fulfilling the long-term mission and vision.

Departmental goals derived from corporate goals, leading to team goals and finally to individuals contributing to the fulfillment of the company's mission/vision.

Hence the need for alignment and communication on strategy between employees and leader/s.





Be the world leader in Manufacturing & Supply Chain Operations by delivering an excellent experience to our employees, customers and partners alike.

Develop Technology

Utilize best in class solutions in the area of Business Intelligence, Digitalization, Hardware and Software Automation.

Develop Citizenship

Continue to nurture strong community partnerships and environmental programs with sustainability at heart.

Develop Processes

Continuously challenge and optimise the way we do things to enhance customer experience and improve efficiency.

Develop People

Create an environment where employees feel pride in their work, and have the opportunities to grow and develop

Reminder of Foxconn's vision / long-term goals and the 4 main pillars.

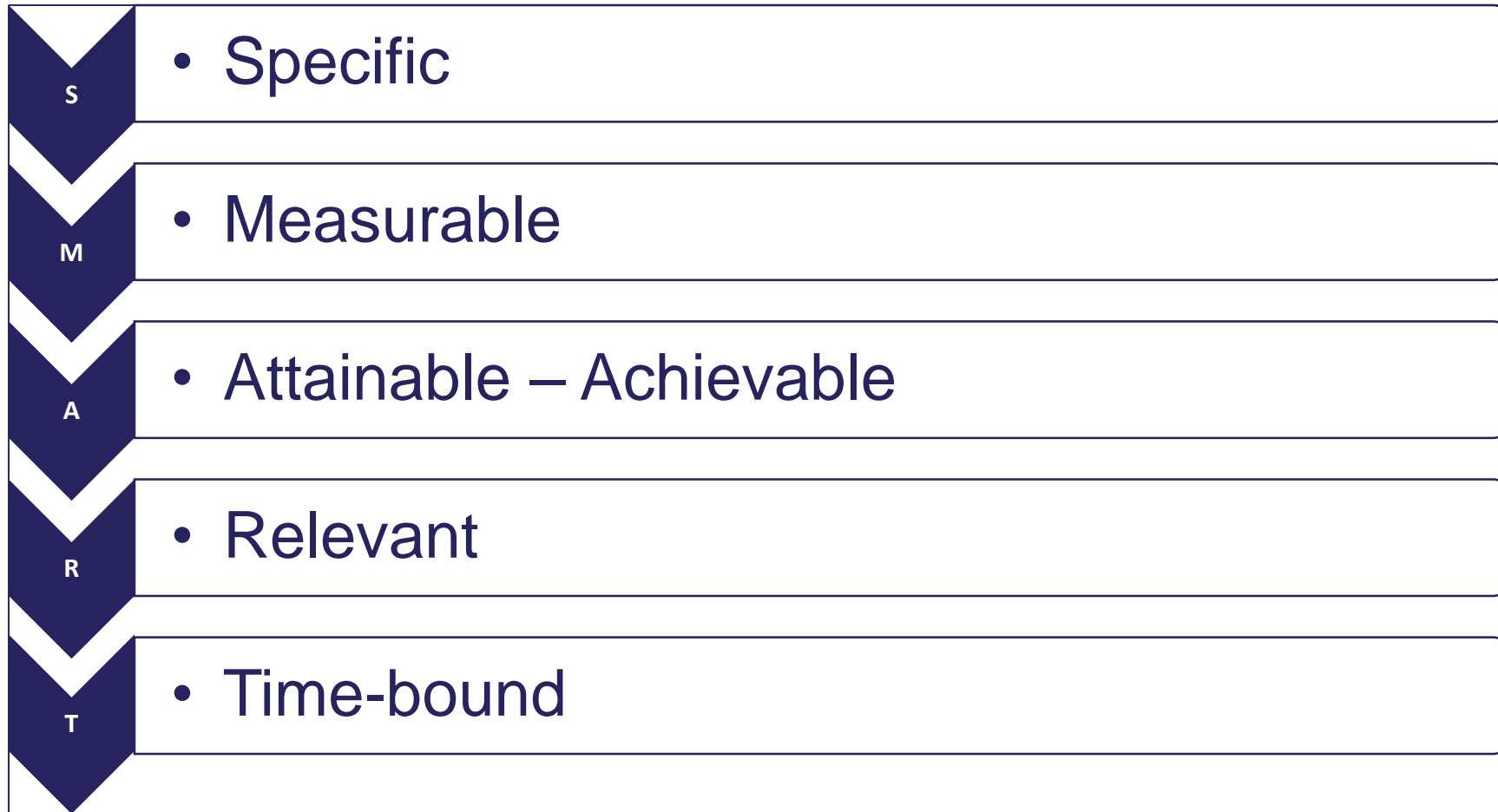
What should a proper goal fulfill?

A proper goal should have:

- Clear purpose, meaning, and benefit (Why? Who/what will benefit from it?)
- Clear description of the target state (Measurability – how will the goal be recognized as achieved?)
- Weight (Importance and difficulty of the goal expressed in %.)
- Deadline (By when should the goal be achieved?)
- Owner (Who is responsible for achieving the goal? Is she/he ideally motivated and engaged in the matter?)

SMART Goals

A goal defined according to SMART meets all the following aspects:



Examples - what is/isn't a proper SMART goal?

Examples of goals in the IL environment:

1a) In 2024, increase the production of XY units from 9,000 pieces (in 2023) to 10,000. 

1b) Increase unit production. 

2a) Improve product quality – reduce defect rate. 


2b) By the end of Q3/2024, reduce the defect rate of component XY from 2% to 1%. 

Examples - what is/isn't a proper SMART goal?

Examples of goals in office/non-manufacturing IL environments:

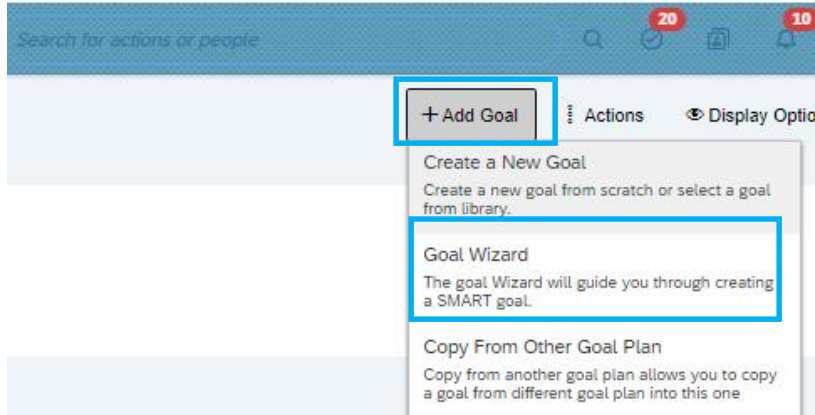
1a) In the second half of 2024, achieve an average response time to contact job applicants within 2 days of receiving their response. 

1b) Contact job applicants as quickly as possible upon receiving their response. 

2a) Within one year, proficiently lead and conduct negotiations in the English language. 

2b) Improve communication in the English language. 

MyFox – Guide to creating SMART goals



In myFox, a guide that can be launched through designated options can assist you with creating SMART goals.

The guide then, in 5 steps, assists in creating a SMART goal through instructive questions and recommendations.

Add a SMART Goal

SPECIFIC >> MEASURABLE >> ATTAINABLE >> RELEVANT >> TIME-BOUND

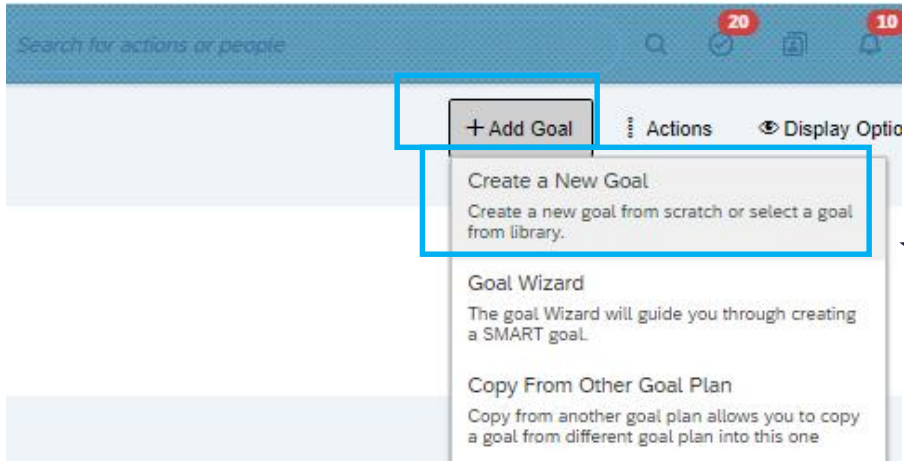
Welcome to the SuccessFactors SMART Goal Wizard™ which will help you quickly write effective goals.

What is your goal?

Hint: To see suggestions from the Goal Library, start typing action or subject key words, such as *create, increase, inventory, sales.*

Tips: Goals should be straightforward and state what you want to happen. Be specific and define what you are going to do. Use action words such as direct, organize, coordinate, lead, develop, plan, etc.

myFox – Goals Library



Goals that are repetitive can be inserted into the so-called Goal Library, as indicated by option 1, and subsequently in the second step 2. This makes it easier for the repeated entry of content-wise identical or similar goals.

Create a New Goal

Choose what type of goal to add.

+ Personal Goal

Personal Goals allow you to make up your own goal and assign any metrics you want.

+ Library Goal

Library Goals are selected from an organized library with suggested metrics.



myFox – Goals Library

Select Goal from the Library

Select goal to add from the library. Click the icon to expand categories. You will be able to modify the goal in the next step.

▼ Administration and Legal Services

▼ OKR

- | | |
|---|---|
| <input type="checkbox"/> Be a good presenter in English | _ presentations given in English achieving at least _level in final test |
| <input type="checkbox"/> Be an expert in the field and train junior employees | In_period, train_new colleagues |
| <input type="checkbox"/> Have more time to be a leader | Training of members, delegating and allocating responsibilities |
| <input type="checkbox"/> No more manual reports | 100 % of reports fully automated in QLIK |
| <input type="checkbox"/> Team members are proud to be working at Foxconn | No fluctuation Proactive signing up for trainings Positive feedback from the customer |

▼ SMART

- | | |
|--|-----------------------------------|
| <input type="checkbox"/> Be trained in company processes | Shorten processing of output by_% |
|--|-----------------------------------|

› Business Development and Sales

› Engineering

› Facility Management and Maintenance

› Finance, Accounting and Cost Management

› Human Resources, SER and PR

This is what the Goals Library looks like. In case of interest in adding more goals to the library, please contact the distribution email group .HR Training.

Add Selected

Back

Cancel

OKR Goals

O – Objective

Mid-term ambitious goal for 1-2 years

KR – Key Results

Metric used to verify goal achievement

Essence of OKR:

- Bold and impactful goals (resembling catchy marketing slogans)
- Clearly defined, comprehensive, and time-bound
- Achievable with at least a 40% probability (because even if we manage to achieve a very ambitious goal only halfway, it can still be a much greater success than 100% achievement of a modest goal, or in other words: *"it's better to aim for the stars and miss than to aim for a dung heap and hit"* 😊)



Examples
of OKR
goals and
missions
from
around the
world

Mission: "By the end of this decade, we will transport a human to the Moon and safely return them to Earth."

Volvo

Zero fatalities or injuries by the year 2020



Office depot
Tomorrow or free



The essence and example for creating OKR.

Objective = what do I want to achieve?

From trainee to appreciated specialist within two years.

Key results = how will I measure it?

80 % of trainees stay in the FX after completing the program.

Performance rating in PMGM ≥ 3 .

Activity = what am I doing for it?

Factory tours, workshops, internships, meetings with management,
1:1 meetings with career counselors, development center,
individual development plans...



Examples of OKR Goals

Objective: To become a key supplier for Inogen.

Key Result: Deliver 70,000 products annually within two years.

Activities: Breakdown of activities by department, the necessity of collaboration between teams...

Anyone in the team can handle anything at any time.

Key Result: 100% coverage in all agendas and activities.

Activities: Sharing agendas, procedures, knowledge transfer, maintaining a unified and shared repository of documents...

How to create your own OKR goal?

Magic questions for preparing OKR goals:

1. Setting the objective (objective) – **What do I want to achieve?**
2. Metric for success verification (key results) – **How will I measure it?**
3. Activities to achieve the goal (activity) – **What am I doing for it?**

When creating OKR goals, we ask:

Does it stimulate progress? Will we leave the comfort zone for it?
Does it motivate people? Is it in line with our values? Do people consider it attractive? Does it create driving force?

➡ Ideally, we should answer **yes** to all, if not, it is not a properly formulated OKR goal...

When to use OKRs and SMART (KPIs)?

OKR:

For a new business, startups
Need for innovation
Driving force – "challenging"
Personal self-development

SMART (KPI):

Established, functioning process
Maintenance of quality
Increase in production volume
Cost reduction



Recommendations for putting OKRs into practice

Seek small victories.

Speak openly about mistakes.

Break down big goals.

OKRs are not a tool for blaming.

Collaboration and sharing are essential – aim in the same direction.

When something doesn't work out, communication is necessary.

Break down big goals.

OKR goals may change – circumstances can evolve over time, and the original goal may be modified (communication!).

25 Resistance to OKRs – "it doesn't work" – seek meaningful answers to the question "why?" and don't settle for established routines.



How to start setting goals in myFox?

Before we start setting goals in myFox, it is necessary to align broadly with the supervisor (especially on the first question):

Do they want/expect me to set goals on my own?

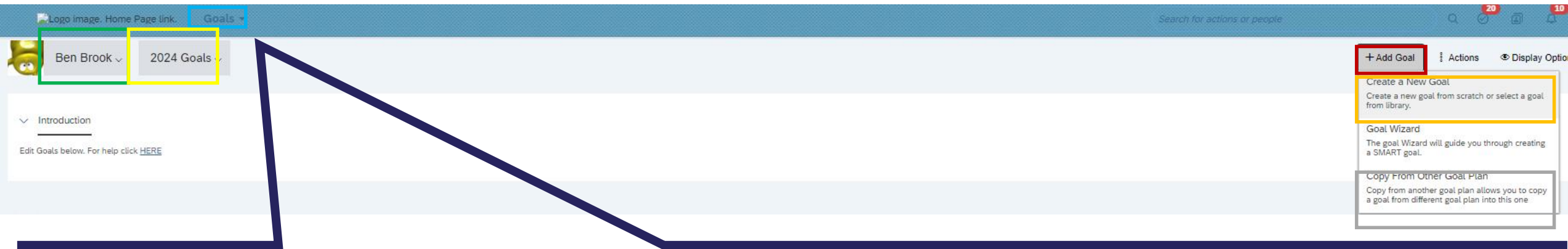
If yes, what are our strategic priorities for the next year or two?

How can I specifically contribute to their achievement?

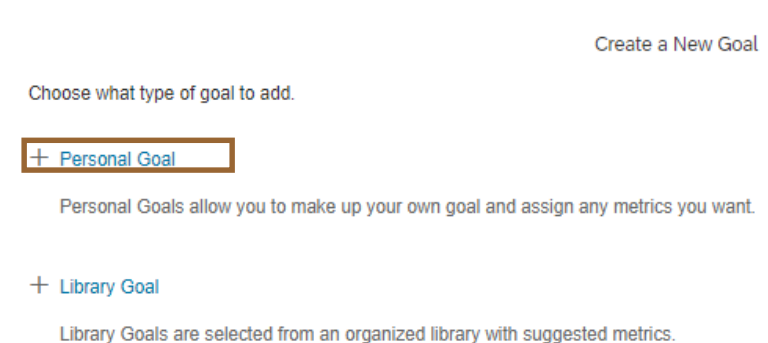
What will be my next professional direction in the team? Do I need to develop in some way, learn something new for that purpose...?

➡ Only after clarifying these and similar questions does it make sense to go to myFox and start creating your goals.

myFox - creating a goal, how to do it?



In myFox, goals are created in the designated **Goals** section. Then, it is essential to ensure that I am "on myself," and also that I am planning to enter goals for the correct period – **the year**. Subsequently, I proceed through the option **Add Goal – Create a new goal**. This opens a window at the bottom left, where I choose the option **Personal goal** (next slide).



If a goal from previous years continues, you can easily transfer it to this year's goals using the **Copy** function.

myFox - creating a goal, how to do it?

You can choose whether you want the goal to be visible to other employees from different departments or if it should be private, visible only to you and your superiors.

Fill in the weight of the goal based on its importance.

Here, you can change the status and the percentage completion of the goal

sf Add Goal - Google Chrome

hcm2preview.sapsf.eu/tgmEdit?t=9&u=718ED13C9DED4CE08626D8428174C81C&editComp=true&...

Add Goal

Edit your goal below.

Fields marked with * are required.

Visibility: Private

Type: Personal

* Goal Name:

* Description:

* Metric:

Weight: 0.0 %

* Start Date: 01/01/2024

* Due Date: 12/31/2024

* Complete: 0.0 %

* Status: Not Started

Save Changes Back Cancel

Name your goal – what you want to achieve.

Fill in a detailed description of the goal and activities for its achievement.

Specify the metric(s) by which you will determine whether the goal has been achieved.

Specify the period during which you will work on the goal and when it should be achieved at the latest.

Here you will complete the creation of the goal.

myFox – created goal

The screenshot shows the 'myFox' interface for a user named Ben Brook. The page title is '2024 Goals'. A search bar at the top right says 'Search for actions or people'. There are notification icons for 20 and 10. The main content area shows a goal named 'Testovací cíl 1' with a metric 'Metrika XY', a weight of 20.0%, a start date of 01/01/2024, a due date of 12/31/2024, and a completion of 10.0%. The status is 'On Target'. Below the goal, there is a 'Comments' section with a comment input field and a 'Post' button. A 'Cancel' button is also visible.

Here, you can provide ongoing comments on the progress of the goal. Confirm the comment by clicking **Post**. (For public goals, comments may be visible to others.)

Here, you can find additional options for editing or deleting the goal.

This way, both you and your supervisor will see all your goals. Just like you, your supervisor can add, edit, or delete goals - you have the same permissions. If someone modifies a goal, creates a new one, or removes a goal, the other party will be notified the next day through email notification.

myFox – How Do I Recognize What Has Been Modified?

The screenshot shows the myFox Goals interface. At the top, there is a navigation bar with a search bar and user profile information for Ben Brook. Below this, there is a section for '2024 Goals' with an '+ Add Goal' button and 'Actions' and 'Display Options' menus. The main content area shows a goal titled 'Testovací cíl 1 + změna názvu' with a metric 'Metrika XY'. The goal has a weight of 30.0% and is currently at 10.0% completion. A dropdown menu is open over the goal, showing options: 'Edit goal', 'View goal detail', 'Link to another Employee's goal', 'Add goal to Outlook', and 'Delete goal'. The 'View goal detail' option is highlighted.

Visibility	Goal Name	Metric	Weight	Start Date	Due Date	Complete	Status	CPM Achievements	Action
Private	Testovací cíl 1 + změna názvu Edit	Metrika XY	30.0%	01/01/2024	12/31/2024	10.0%	On Target	0	<ul style="list-style-type: none">Edit goalView goal detailLink to another Employee's goalAdd goal to OutlookDelete goal

If you find the general information about the change from the notification insufficient and want more specific details - what, when, and by whom exactly was changed, you can obtain this information through "View goal detail" (continued on the next slide).

myFox – How Do I Recognize What Has Been Modified?

The system will then automatically highlight the sections where changes have occurred within the given modification using color shading.

Logo image. Home Page link. Goals ▾

Detail View of Goal for Ben Brook

[Return to Goal Plan for Ben Brook](#)

Visibility: **Private**

Type: Personal

Goal Name: **Testovací cíl 1 + změna názvu**

Description: Popis testovacího cíle....

Metric: Metrika XY

Weight: **30.0%**

Start Date: 01/01/2024

Due Date: 12/31/2024

Complete: 10.0%

Status: **On Target**

Comment:

Audit History:

Date	Action	User	
01/05/2024	Created	Ben Brook (fox221415)	view
01/16/2024	Modified	Ben Brook (fox221415)	displayed

Here you can choose which changes you want to display.



myFox – developmental goals

Logo image, Home Page link, Development + Search for actions or people

Ben Brook 2024 Development Goals

Introduction

Edit Development Goals below. For help click [HERE](#)

+ Add Goal Actions Display O

Create a New Development Goal
Create a new goal from scratch or select a goal from library.

Copy From Other Development Goal Plan
Copy from another goal plan allows you to copy a goal from different goal plan into this one

Development goals are created technically the same way as standard performance goals, with a separate section designated for development in myFox.

Add Development Goal

Fields marked with * are required.

Visibility: Private

* Development Goal:

* Competencies:

- Acceptability
- Customer approach
- Developing the self, team & organization
- Flexibility / Innovation
- Initiative
- Leading the self, team & organization
- Managing the self, team & organization
- Responsibility / Integrity
- Teamwork

* Description:

* Metric:

Save & Close Cancel

The only difference when filling out a development goal is that you also check the competencies that will be developed within that goal. This is more of an indicative indicator without a significant impact.

T&D team

Questions,
comments?

Contact:
.HR Training