

HRIZONS

We are a strategic HR solutions and consulting firm that offers consulting services to improve organizational performance by helping our clients with their talent strategies and solutions for talent acquisition, talent management & talent development projects and initiatives.

We are in business to help our Clients succeed and prosper...

We do what we say we'll do, always...

We conduct business with honesty and integrity, always; no exceptions...



We put our client's interests first; period!

HRIZONS

For more information about HRIZONS, our partners or to arrange a consultation Please contact:

Jim Newman

(763) 498-7531

jim.newman@hrizons.com

Case Study Brief

Goal Management and Alignment at Vision-Ease Lens Worldwide

Synopsis

Vision-Ease Lens Worldwide (VEL) is a recognized leader in ophthalmic lenses, a pioneer in the development of polycarbonate and polarized lenses. VEL is one of the most highly respected names in the eye glass lens making industry. They are a leader in film product and constantly strive to bring innovative products to the market place. They manufacture many products including LifeRX, SunRX, Outlook, Tegra, Continua, Glass and Hard Resin. Their products are made of polycarbonate, plastic or glass.

In June 2007, VEL implemented the Goal Management (GM), Performance Management (PM) modules and Reporting and Analytics from SuccessFactors' Talent Management Suite. The goal of the implementation was to:

- *Move to an electronic system to eliminate paper*
- *Make the Goal Planning process more efficient*
- *Provide managers with the ability to monitor and see how employees are doing in one system with real-time data*
- *See individual, department, and organizational goals*
- *Provide the capability to see what goals and objectives have been set and the current status of those goals;*
- *Help manage the development for employees*

While the software was successfully implemented and functioned according to the original specifications, VEL's leadership realized that it needed additional help and expertise to truly leverage the system's capabilities to support its evolving and growing business challenges. They suspected that they could better leverage the application's capabilities to address the following key business challenges:

- *A growing global business and market with a growth plan to increase sales substantially over the next 3-5 years*
- *A clear understanding of how they could provide executives and managers with the visibility and reporting they'd need related to goal alignment and performance management to support their business growth*

Opportunity

In March 2008, HRIZONS was engaged to: (1) re-design the process and system configuration, and (2) develop an effective deployment strategy that would ensure a successful launch.

Keys to success included:

- *Create executive support and buy-in for the use of the SuccessFactors system*
- *Effectively deploy and train all managers on Goal development, alignment and management*
- *Create the foundation in support of its quest to develop a performance management culture*

Approach

First, HRIZONS partnered closely with VEL's VP of Human Resources to re-assess current business conditions, performance management needs, and application capabilities to:

- 1) *Re-design the goal and performance management process*
- 2) *Re-design the application to better support business and process needs and to improve the resulting user experience*

Second, HRIZONS helped VEL develop a deployment strategy to ensure end-user adoption occurred throughout the organization, with top level executives clearly leading by example.

This included:

- 1) *Developing an executive level training program that would engage C-level executives in an interactive training experience with emphasis on Goal Development, Alignment and Management, Performance Management and Reporting and Analytics*
- 2) *Creating a test environment that replicated their internal organizational structure for play time*
- 3) *Facilitating on-site instructor-led executive level training and skill building sessions with adequate time for Q&A*
- 4) *Developing reference materials (e.g. Quick Reference Guides, Training Materials and Exercises)*
- 5) *Follow-up "refresher" training to ensure learning objectives were supported and met post initial training*
- 6) *Develop and provide access to recorded training that could be viewed by busy executives and managers while traveling*

- 7) *Facilitated on-site and virtual manager training to ensure managers were adequately equipped to support the executive team's vision for goal alignment and performance management*

Result

VEL and HRIZONS successfully partnered together to ensure that the deployment of SuccessFactors Performance/Talent Management application was deployed not as a piece of HR software, but as a strategic business tool that could significantly impact the direction and focus the organization took as well as the business decisions and course corrections it would need to take to achieve its growth goals and objectives.

A key to success; VEL successfully engaged its executive team as "Leaders by Example". In fact the CEO was so enthusiastic about the new found capabilities to *operationalize* the organization's strategic direction that he proclaimed he would be moving to Phoenix as he now had the visibility and capability to manage the company remotely! Of course, this was an exaggeration but it clearly demonstrated how the CEO was fully on board with the strategic implications and business applications.

In addition, managers have successfully adopted the application and understand the importance of effective goal management and alignment and how it relates to performance management. The next phase of their deployment is to all employees.

A quote post deployment to executives and managers from VEL's VP of Human Resources:

"HRIZONS has been very instrumental in helping us successfully launch SuccessFactors talent management suite. HRIZONS' expertise and knowledge of our company, our business challenges and objectives and the SuccessFactors application was critical for this project."

Sue Linzmeier, Vision-Ease Lens

Follow-up

Six months post deployment, HRIZONS performed a brief analysis of the use of the application by VEL executives and managers. The goal management results we can share are as follows:

Metric	Result
Avg. # of Goals per Executive / Manager	9
% Goals Aligned	42%
% Goals Public	93%
% Goals [Financial]	27%
% Goals [Operational]	32%
% Goals [Customer]	23%
% Goals [Workforce]	12%
% Goals [Other]	6%

With executives and managers fully utilizing the systems goal management capabilities, VEL is able to effectively drill down into its goals via SuccessFactors reporting capabilities to analyze key goal metrics and assess progress and completion. And as you can see, goals are highly visible within the organization allowing alignment and a balanced approach to be achieved.

The other noticeable improvement was quality of goals developed. Prior to this initiative, goals were not created consistently across the organization and the quality of goals created was poor to average. Post deployment goal quality has improved substantially using the Specific, Measurable, Achievable, Relevant (SMART) format.

For more information about HRIZONS and our services and solutions, please visit www.HRIZONS.com or send an email to info@HRIZONS.com.