



City of Grand Rapids  
Environmental Services Department  
Policies and Procedures

<b>Title:</b> Element 5 – Goals and Objectives	<b>Created by:</b> Dave Harris <b>Approved by:</b> William R. Kaiser
<b>Policy Number:</b> 1103-5 Version: 12.0	<b>Effective:</b> 10/26/2017

### General

Setting Biosolids program goals and objectives initiates and drives the continuous improvement process. In the City's BMP, a "Goal" is a long-term performance improvement target and an "Objective" is a short-term interim step that helps to achieve a specific goal. This element requires an action plan that describes the actions the organization plans to take to meet the goals and objectives we commit to, when they will be implemented, who is responsible, what resources are required, and how results will be measured.

### Procedures

- 1) Identification and selection of goals and objectives will take into consideration the following criteria:
  - a) Adequate funding
  - b) Sufficient staffing to achieve/implement the goals and objectives<sup>A</sup>
  - c) Consistent with the Biosolids mission statement<sup>B</sup>
  - d) Directly related to one or more of the four outcome categories:
    - i) Quality Management Practices – ensure consistent product quality
    - ii) Relations with interested parties – establish and maintain credibility
    - iii) Regulatory compliance – meet or exceed compliance with regulatory requirements
    - iv) Environmental Performance – protect the environment for future generations
  - e) Identified or potential environmental impacts
  - f) Legal and other requirements
  - g) Consistent with the NBP code of good practice<sup>B</sup>
  - h) Based on "SMART" (Specific Measurable Achievable Relevant Time-Bounded) criteria
- 2) Annually during the last quarter of the calendar year the internal BMP team will identify new goals and objectives as follows:
  - a) Input from interested parties<sup>C</sup> in setting goals and objectives are important to the success of the program. The internal BMP team will develop a list of suggested goals and objectives for the upcoming calendar year and seek

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input from interested parties in ranking them from one (1) most important and so forth utilizing Form 5.2 “Public Participation – Annual Goals and Objectives Selection.”<sup>D</sup> Information received will be considered in determining which goals and objectives are implemented in the upcoming calendar year.

- b) Review goals and objectives with the ESD Manager as part of the annual periodic management review of performance<sup>E</sup>
  - c) Review goals and objectives for compliance with SMART criteria as noted on Form 5.1 “Goals and Objectives Annual Review” using Form 5.3 “S.M.A.R.T Goals Assessment Worksheet.”
  - d) Based on consideration of items 1.a, 1.b, and 1.c above, the Internal BMP team will complete Form 5.1 “Goals and Objectives Annual Review.”<sup>F</sup>
- 3) The internal BMP team will:
    - a) Select target completion date
    - b) Assign responsible parties and appoint a lead if more than one responsible party is identified
    - c) Select key outcome(s)
    - d) Select monitoring/measurement criteria
  - 4) New goals and objectives will be implemented during the second quarter of the calendar year. In addition, goals may also be identified and implemented at any time during the year.
  - 5) The lead responsible party (Lead) will prepare and submit both Action Plan<sup>G</sup> and Action Plan Status Worksheet<sup>H</sup> to the BMP coordinator for approval
  - 6) The responsible party (Lead) will then implement the Action Plan and begin tracking progress towards achieving the goal.
  - 7) The responsible party (Lead) will submit Quarterly Action Plan Progress Reports<sup>I</sup> periodically in accordance with the Schedule of Annual Biosolids Activities<sup>J</sup> to the BMP Coordinator.
  - 8) Information submitted by the responsible party (Lead) to the BMP coordinator shall be filed in accordance with Element 12<sup>K</sup> requirements.
  - 9) The BMP coordinator will be responsible for the following:
    - a) Updating Table 5.1 to reflect new goals and objectives and remove completed goals and objectives.
    - b) Utilize methods identified in Element 9 to notify interested parties.
  - 10) If a new goal and objective is identified during the calendar year, then a SMART form will be completed and steps 5 through 9 will need to be completed also for the new goal.

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## References

Appendix A Glossary

Appendix B Tables, Figures, Forms

Appendix C CCP Postings

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<sup>A</sup> Reference Table 5.1 “Goals and Objectives”, Element 7 Roles and Responsibilities – Table 7.2 “Employee Roles and Responsibilities grouped by Biosolids Value Chain Component” and Figure 7.1 “Organizational Chart”

<sup>B</sup> Reference Element 2 Biosolids Management Policy

<sup>C</sup> Reference Element 6 Public Participation in Planning – Table 6.1 “Interested Parties” and Table 6.2 “Interested Parties Contact Information”

<sup>D</sup> Reference Form 5.2 “Public Participation – Annual Goals and Objectives Selection”

<sup>E</sup> Reference Element 17 Periodic Management Review of Performance

<sup>F</sup> Reference Form 5.1 “Goals & Objectives Annual Review”

<sup>G</sup> Reference Element 13 Monitoring and Measurement – Table 13.2 “Action Plan”

<sup>H</sup> Reference Figure 5.1 “Action Plan Status Worksheet”

<sup>I</sup> Reference Element 13 Monitoring and Measurement – Table 13.1 “Action Plan – Quarterly Progress Report”

<sup>J</sup> Reference Element 7 Roles and Responsibilities – Figure 7.2 “Schedule of Annual Biosolids Activities”

<sup>K</sup> Reference Element 12 BMP Documentation and Document Control – Table 12.2 “BMP Related Documentation and Retention”

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Form 5.1 Goals & Objectives Annual Review

Goals & Objectives Annual Review	
<b>Instructions:</b> Annually during the last quarter of the calendar year the Internal BMP team shall identify new goals in accordance with Element 5 “Goals and Objectives” procedures section 1. Complete one form for each suggested goal. Only goals meeting all of the listed criteria will be further considered for the upcoming calendar year.	
Suggested goal:	
Expected Key Outcomes (circle applicable key outcomes)	
<b>Quality Management Practices</b> (Ensure consistent product quality)	<b>Relations with Interested Parties</b> (Establish and maintain credibility)
<b>Regulatory Compliance</b> (Meet or exceed compliance with regulatory requirements)	<b>Environmental Performance</b> (Protect the Environment for future generations)
Suggested objectives:	
Yes    No	Compliance check list and comments
<input type="checkbox"/>	Adequate funding to accomplish goal?
<input type="checkbox"/>	Sufficient staffing to achieve/implement?
<input type="checkbox"/>	Consistent with Biosolids mission statement?
<input type="checkbox"/>	Related to one or more key outcomes areas?
<input type="checkbox"/>	Have identified or potential environmental impacts been considered?
<input type="checkbox"/>	Have legal and other requirements been considered?
<input type="checkbox"/>	SMART compliant? (Complete and submit Form 5.3)
<input type="checkbox"/>	Does the goal take into consideration best management practices such as the Deming model for quality management philosophy <sup>1</sup> ?

Completion date: (MM/DD/YYYY) \_\_\_\_/\_\_\_\_/\_\_\_\_    Name (Print): \_\_\_\_\_    Signature: \_\_\_\_\_

<sup>1</sup> Reference Biosolids Environmental Management System Guidance Manual Chapter 2 “Environmental Management System Fundamentals”

Form 5.2 Public Participation – Annual Goals and Objectives Selection

Public Participation in Annual BMP Goals and Objectives Selection	
<p><b>Purpose:</b> Annually during the last quarter of the calendar year the City will identify new goals and objectives for the following calendar year. As part of this process the City will actively seek input from interested parties through use of this ranking form which will be distributed to interested parties and encouraging their participation in the continuous improvement process. Input received from the ranking forms will be used in setting goals and objectives for the next calendar year.</p> <p><b>Instructions:</b> Rank the listed candidate goals and objectives beginning with one (1) as the most important to you and so forth. Include any other suggested goals and objectives in the comment section. Sign and date the form and return the completed form as specified in the attached cover letter.</p>	
Rank	Suggested Goals and Objectives
<p>Comments (Include any other goals and objectives you would like considered):</p>    	

Completion date: (MM/DD/YYYY) \_\_\_/\_\_\_/\_\_\_\_ Name (Print): \_\_\_\_\_ Signature: \_\_\_\_\_

Form 5.3S.M.A.R.T Goals Assessment Worksheet

S.M.A.R.T Goals Assessment Worksheet – Compliance with S.M.A.R.T criteria

**Purpose:** Evaluate annual goals for compliance with S.M.A.R.T criteria as specified in Element 5 Procedures sections 1.h and 2.c.  
**Instructions:** Evaluate your goal using this worksheet and verify that your goal complies with all S.M.A.R.T criteria. In the section below, describe how your goal complies with each of the S.M.A.R.T requirements. Submit this form along with Form 5.1 “Goals and Objectives Annual Review”. Complete one form for each goal identified.

**Suggested Goal:**

<b>S</b>	<p><b>Specific:</b> A specific goal has a much greater chance of being accomplished than a general goal. To set a specific goal, you must answer the six “W” questions: Who is involved? What do I want to accomplish? Where? Identify a location. When? Establish a time frame. Which? Identify requirements and constraints. Why? Specific reasons, purpose or benefits of accomplishing goal.</p>
<b>M</b>	<p><b>Measurable:</b> If you cannot measure it, you cannot manage it. Establish concrete criteria for measuring so you can see the change occur. When measuring progress you stay on track and reach your target dates. To determine if your goal is measurable, ask questions such as; How much? How many? How will I know when it is accomplished? The goal should be measurable by the date, dollar, or other appropriate unit of measurement.</p>
<b>A</b>	<p><b>Achievable:</b> Your goals should be achievable for your situation. Goals you set which are too far out of your reach, you probably will not commit to doing. A goal needs to stretch you slightly so you feel you can do it and it will need a real commitment from you. Make the goal achievable. If the goal can be achieved, the feeling of success will help you remain motivated on your goal.</p>
<b>R</b>	<p><b>Relevant:</b> This is not a synonym for easy. Relevant, in this case, means “do-able”. In order to be relevant, the goal needs to have a positive outcome in the biosolids value chain and relevant to a critical control point.</p>
<b>T</b>	<p><b>Time- Bounded:</b> A goal needs to include a time limit. A good objective statement should include, “By when” do you want to achieve your result? Set one or more target dates (by when) to guide your goal to successful and timely completion. Include deadlines, dates and frequency.</p>

Completion date: (MM/DD/YYYY) \_\_\_\_/\_\_\_\_/\_\_\_\_ Name (Print): \_\_\_\_\_ Signature: \_\_\_\_\_

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Table 5.1 Goals and Objectives

<b>GOALS AND OBJECTIVES</b>				
Goals	Objectives	Anticipated Completion	Responsible Party (L=Lead)	Key Outcomes/ Monitoring and Measurement
#1				
#2				
#3				
#4				
#5				
#6				

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## GOALS AND OBJECTIVES

Goals	Objectives	Anticipated Completion	Responsible Party (L=Lead)	Key Outcomes/ Monitoring and Measurement
#7				



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Figure 5.1 Action Plan Status Worksheet (responsible supervisor updates quarterly and submits to BMP Coordinator as part of periodic review)

ACTION PLAN STATUS WORKSHEET														
Goal:														
Start Date:					Responsible Party <sup>L</sup> :									
Objective:		Anticipated Completion	Status/Progress – Months 1-12											Workgroup Employee <sup>M</sup>
			1	2	3	4	5	6	7	8	9	10	11	
Action Item														
Objective:		Anticipated Completion	Status/Progress – Months 1-12											Workgroup Employee
			1	2	3	4	5	6	7	8	9	10	11	
Action Item														
Objective:		Anticipated Completion	Status/Progress – Months 1-12											Workgroup Employee
			1	2	3	4	5	6	7	8	9	10	11	
Action Item														
Objective:		Anticipated Completion	Status/Progress – Months 1-12											Workgroup Employee
			1	2	3	4	5	6	7	8	9	10	11	
Action Item														

<b>Legend</b>	 On Schedule	 Caution – Schedule Slipping	 Warning – Behind Schedule	 Assignment Completed
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Use in conjunction with Element 13 Monitoring and Measurement – Table 13.1

Submitted (MM/DD/YYYY) \_\_\_\_\_ by (print) \_\_\_\_\_ (signature) \_\_\_\_\_

<sup>L</sup> Reference Table 5.1 “Goals and Objectives”

<sup>M</sup> Normally workgroup employee who reports to the supervisor responsible for the goal/objective

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