

## 2019 Goal-Setting FAQs

Question	Answer
<b>Where do I enter my 2019 goals?</b>	2019 goals should be entered in Workday upon release of the goals template; all employees will be notified once this template is available. Resource materials on how to enter goals in Workday, including Quick Reference Guides (QRGs), will soon be made available.
<b>Has the Williams philosophy on performance changed?</b>	There is no change to Williams' philosophy that performance can and should be measured on two fronts: <i>what</i> gets done (results) and the <i>way</i> in which that work is accomplished. The application will look different in Workday, but the philosophy remains.
<b>What's the baseline goal?</b>	The compliance-specific goal that is cascaded to every employee now also includes language related to an employee's day-to-day work. This goal intends to capture <b>both</b> day-to-day job-related tasks and required compliance activities in one. When creating goals, employees should not include day-to-day tasks separately. Some employees, based on the nature of their job, may not have additional goals beyond the baseline goal. <b>Do not edit</b> the baseline goal language or due date.
<b>Is there a minimum or maximum number of individual goals?</b>	There is no pre-defined <i>minimum</i> number of individual goals, unless set by a leader. The <i>maximum</i> number of individual goals is 11 and includes the baseline goal. Some employees, based on the nature of their job, may not have additional goals beyond the baseline goal. Because we encourage employees to work with their leaders to create a thoughtful focus on impactful goals, most employees should maintain five or fewer goals.
<b>Why are we weighting goals?</b>	Workday enables us to weight goals which provides employees and leaders an opportunity to prioritize what drives the most value for Williams. Goal weights must add up to 100 percent during the goal-setting process.
<b>Should the baseline goal have a weighting? If so, why does it show as zero?</b>	When this goal is added behind the scenes to all employees' goal templates, a weighting is required. Because roles differ, default values of either zero or 100 are most reasonable. Zero was chosen as the default value as it requires employees to actively consider and input a weighting during the annual goal-setting process.
<b>Can goal weightings be changed during the year if my goals change?</b>	Yes, goal weightings can be edited throughout the year and you should strive to maintain goal weightings that total 100 percent. During the year-end performance process, Workday requires that your goals total 100 percent.
<b>Do goal weights have to equal 100?</b>	Yes, goal weights must add up to 100 percent during the goal-setting process. If weights do not add up to 100 percent, employees will receive an error message that prevents submission of the goals.
<b>Are goals approved by my leader?</b>	Yes. During the goal-setting process and throughout the year, goals added, deleted, or otherwise edited will move next to the leader for review and approval. Employees and leaders will have visibility and the ability to edit goals throughout the year (as they do today), though these goals will be reflected on the employee's profile and not on a performance form. When setting goals for 2019, please complete them as a set and submit as a whole for approval, not one goal at a time.
<b>Can I edit my goal while it's pending approval from my leader?</b>	No. While it's pending approval, you cannot edit it further until it comes back from the leader. This ensures there aren't multiple versions of the goal being edited at the same time. Upon the leader's approval, it will then be editable by you.
<b>What happens if I change jobs during the year? Can I still only have 11 goals?</b>	Employees who have had job changes during the course of the year may have more than 11 goals, which allows for full-year results to be captured and recognized.
<b>Who can see my goals?</b>	Your individual goals can be seen by you, your leader and leadership chain, and your HR Business Partner.
<b>Can a leader see all team members' goals in one place?</b>	Yes, leaders can navigate to the My Team's Goals report (by typing this into the Workday search bar) to see all their direct reports' approved goals in one place. Access your team's goals by going to the home screen and clicking on your Team Performance application.

<b>Can I see individual goals up my leadership chain?</b>	No, in Workday you cannot see individual goals upward. That is the intent on having organization goals that may be set by any leader for their team.
<b>What is the difference between an organization goal and an individual goal?</b>	Leaders may think of organization goals as team priorities or key initiatives for the upcoming year. Employees should be able to articulate how their work supports a higher-level organization goal, and be able to create an aligned individual goal. <i>Example: Organization goal: Achieve year-over-year sales growth of 15 percent. Individual goal: Identify and complete introductory sales calls with at least five new potential customers by June 30.</i>
<b>How do cascade an organization goal and how do I link to an organization goal?</b>	Leaders create organization goals in Workday and can make them visible (cascade) them to subordinate supervisory organization and can be cascaded down by leaders. In addition, employees can link their individual goal to an organization goal during the goal-setting process or when editing goals throughout the year. This is reflected as “supporting” an organizational goal in Workday.
<b>Why are Core Values &amp; Beliefs showing up during goal setting?</b>	Beginning with 2019 goal-setting, Williams’ <a href="#">Core Values &amp; Beliefs</a> will be the framework by which employees’ way is assessed. All employees are expected to demonstrate mindsets and behaviors in support of our Core Values & Beliefs. For your convenience, a list of our Core Values & Beliefs is provided during the goal-setting process; no action is required on this page during goal-setting.
<b>Where are our “old” competencies?</b>	The competencies previously visible on employees’ historical performance forms did not go away. They’re still applicable and will continue to provide guidance to employees and leaders regarding specific technical skills and behavioral competencies that are important to success. In preparation for ongoing individual development planning, feedback sharing and performance conversations, employees and leaders are encouraged to review these competencies, as a few minor changes have been made.
<b>Where are my old performance forms? Can I upload them in Workday?</b>	Historical performance forms will not be transitioned to Workday. If you desire to retain a copy of your historical performance forms, do so prior to Dec 31, 2018. Keep RIM guidelines in mind. If you would like to upload your historical forms to Workday, reference the Career Information quick reference guide <a href="#">here</a> .
<b>Who can see my historical forms in Workday?</b>	Right now, only the employee can see their own documents uploaded to the Worker Profile > Career > Documents (or Worker Profile > Personal > Documents). This is being reviewed, and it is expected that during 1Q 2019 certain documents will be made visible to leaders, HR business partners, or other stakeholders.