

Mid-Year Calibration Checklist

During mid-year calibration, managers have the opportunity to reinforce their commitment to their team members' development, ensure that objectives are aligned to business plans, make any required adjustments, and track year-to-date progress.

The following checklist can be used by both managers and team members to prepare for and guide the mid-year calibration discussion. **Team members and managers should plan to conduct mid-year calibration discussions between June 15th and August 12th.**

Checklist for Team Members

- Are your objectives in TTMS?
- Do your objective weights add to 100%?
- Do you have reasonable number of objectives (ideally 3 to 6)?
- Are your objectives expressed in terms of results and outcomes?
- Is your manager in agreement with your objectives?
- Have you added key accomplishments/challenges (where appropriate) for your objectives?
- Are you clear on what is required to achieve your objectives?
- Have you shared your career goals with your manager? Is your manager aware of your unique skills and talents?
- Do you have at least 1 professional development objective?
- Have you confirmed your mid-year calibration discussion in TTMS?
- Have you updated your TM Profile in TTMS to include career goals, position changes, geographic mobility preferences, etc.?

Checklist for Managers

- For each of your team members:*
- Are their objectives in TTMS?
 - Do objective weights add up to 100%?
 - Do they have a reasonable number of objectives (ideally 3 to 6)?
 - Do they have at least 1 professional development objective?
 - Are their objectives aligned with current business plans/strategies?
 - Is there a need to make adjustments to objectives or weightings?
 - Have you provided balanced feedback on progress-to-date against their objectives?
 - Have you celebrated the achievement of milestones and recognized key accomplishments?
 - Have you asked the team member about their career goals? Questions to consider:

- How would you like to progress at Terex?
- What do you like most about what you are doing now? Least?
- Have you thought about moving upward or laterally?
- In what ways could we take better advantage of your skills and support your career interests?

Desired outcomes of Mid-Year Calibration:

- ✓ Ensure that all objectives are entered in TTMS
- ✓ Ensure that all team members have at least one professional development objective
- ✓ Update objectives in response to business or organizational changes
- ✓ Eliminate tasks or projects that are not of high priority (remember the saying “when everything is a priority, nothing is”)
- ✓ Reinforce priorities and adjust weightings
- ✓ Discuss progress-to-date against objectives
- ✓ Clarify what is required to achieve specific objectives
- ✓ Discuss short term and long term career goals and individual development plans
- ✓ Team members confirm mid-year conversations took place in TTMS

After Mid-Year Calibration:

Discussing team member development should not be limited to a once or twice a year activity. Research has shown that those who write down their goals accomplish “significantly more” than those who do not. Here’s how you can get started:

Step 1. Consider Longer Term Career Goals

Do you want to be leading an Engineering team one day? Perhaps you currently work in Finance but you think you could leverage a number of your skills in Supply Management. The first step in creating an Individual Development Plan is thinking about your longer term career aspirations. This will help ensure that you are not just taking training for the sake of taking training but rather taking specific steps to further your development.

Step 2. Take Your Vision and Make it Measurable

With your career aspirations in mind, make a list of specific goals that you would like to achieve. Just like your business objectives – development objectives should be SMART (Specific, Measurable, Aligned, Realistic, Time bound) as well as leveraging the FAST Framework (Frequently Discussed, Ambitious yet Realistic, Specific and Transparent). Articulate a clear and *immediate* next step in support of your goals.

Step 3. Discuss Your Progress Regularly

Share progress with your manager and brainstorm additional development activities. Keep in mind that on-the-job experiences are often the most impactful. Look for a range of activities that support your career goals.