to agree individual goals (see ‘How to Develop an Appraisal System’, and ‘How to Prepare for an Appraisal’). What is important is that you get it right for your organisation.

In some areas of the organisation, it may be enough to cascade goals down to the team level (e.g. in administration or production teams where they work together more as a team than as individuals). For some it is more appropriate to cascade goals down through the organisation.

Cascading goals means breaking down the organisational goals into a series of smaller goals that describe what should do to help achieve them. This requires a management process to be in place that cascades top-level goals down through the organisation.

Teams and individuals throughout the organisation need to be briefed about what the goals are and what they should do to help achieve them. This requires a management process to be in place that cascades top-level goals down through the organisation.

The formation of goals that set out what a business is aiming to achieve is a key part of business planning.

**HOW TO...**

**THE MANUFACTURING TEAM**

To reduce scrap/reject from 22 per month to less than 5, 10% across the whole site, by September 20XX agreements which result in a 7% stock reduction, by October 20XX to agree 12 key supplier

**THE WAREHOUSE TEAM**

To access the “How To...” guides, log on to the BIGGA Members Area at www.bigga.org and download and learn a range of subjects. The guides can be downloaded and used to help you develop your knowledge and implement new processes within your workplace.

These short, handy guides provide practical, step by step guidance on a range of subjects. The guides can be downloaded and used to help you develop your knowledge and implement new processes within your workplace.

**Play your Cards Right – Higher or Lower**

1. Is the lowest score in Major History higher or lower than 266?
2. Is the highest number of goals scored by a Premier League team higher of lower than 100?
3. Is the highest individual innings score in a Test Match higher or lower than 500?
4. Has AP McCoy ridden higher or lower than 3300 winners by the Cheltenham Festival of this year?
5. Has Jonny Wilkinson scored higher or lower than 1000 points.
6. Has Roger Federer won higher or lower than 17 Major Singles’ titles?
7. Is the lowest round on one of the four major golf Tours higher or lower than 59?
8. Has Ryan Giggs played higher or lower than 850 games for Manchester United?
9. Did GB&I win higher or lower than 50 medals at the Beijing Olympics?
BIGGA Regional Conferences

All forthcoming conferences are as follows...

<table>
<thead>
<tr>
<th>REGION</th>
<th>DATE</th>
<th>LOCATION</th>
<th>CONTACT</th>
</tr>
</thead>
<tbody>
<tr>
<td>South East</td>
<td>16 November 2011</td>
<td>Stock Brook Manor Golf Club, Essex</td>
<td>Clive Osgood, RA, 01737 819343</td>
</tr>
<tr>
<td>South West &amp;</td>
<td>17 November 2011</td>
<td>Oaktree Arena, Highbridge, Somerset</td>
<td>Jane Jones, RA, 01454 270850</td>
</tr>
<tr>
<td>South East</td>
<td>6 March 2012</td>
<td>Carnegie Conference Centre, Dunfermline</td>
<td>Peter Boyd, RA, 01416 616 3440</td>
</tr>
</tbody>
</table>

APRIL 2011

QUICK '9 HOLE' QUIZ ANSWERS:

2. Lower. 97 by Manchester United in 99-00 season.  
5. Higher. 1128 points.  
6. Lower. 16 Major titles.  
7. Lower. 58. Ryo Ishikawa in 2010 at the Crowns event on the Japanese Tour.  
8. Higher. 863 as of March this year.  
9. Lower. 47. 19 Gold, 13 Silver and 15 Bronze.

CROSSWORD

MONSTER SUDOKO

SQUIGGLY SUDOKO