

EXAMPLES OF SOCIAL TARGETS FOR SENIOR MANAGERS

SENIOR MANAGEMENT POSITION	SOCIAL GOALS FOR WHICH THE EMPLOYEE IS RESPONSIBLE	TARGETS FOR THE SENIOR MANAGER
Internal audit manager	<ul style="list-style-type: none"> • The institution will disclose all product terms and conditions to clients. • The institution will respond to client complaints. • Field officers will record client data accurately. • Field officers will evaluate client capacity to repay using a cash flow analysis. 	<ul style="list-style-type: none"> • Survey a 5% sample of all new clients to check for understanding of product terms and conditions. • Follow up on 10% of client complaints to check for satisfactory resolution. • Check a 10% sample of client data entries for each branch annually. • Check a 10% sample of loan application forms for accurate cash flow analysis.
Operations director	<ul style="list-style-type: none"> • The institution will target low-income women. • The institution will prevent client over-indebtedness. 	<ul style="list-style-type: none"> • 80% of new clients are women. • 60% of new clients are under the US \$1.25/day poverty line. • Update institution's policies on client debt thresholds by the end of the year.
Human resource manager	<ul style="list-style-type: none"> • The institution will respond to employee grievances through a formal mechanism. • Employees will receive skill development and training. 	<ul style="list-style-type: none"> • 100% of employees are informed on the mechanism. • 100% of employee complaints are answered within one week. • Employee training needs are identified, and a training plan is presented to executive manager by the end of the year.