

The Performance Management Series

PERFORMANCE

MEASUREMENT

EXAMPLES

By Jack Zigon

ZPG

ZIGON PERFORMANCE GROUP

IMPROVING EMPLOYEE PERFORMANCE

PERFORMANCE MEASUREMENT EXAMPLES

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Preface

In the two and one half years since the first edition of *Sample Employee Performance Measures*, our performance measurement experience has grown. This second edition has been renamed *Performance Measurement Examples* and has nearly doubled in size. Why the new title? To better describe how the contents are to be used. The original title implied that the measures were useful only for *individual employees*. We have found that teams and larger groups have also used the book successfully as a source of measurement ideas. *Performance Measurement Examples* is a compendium of measurement ideas that doesn't limit the type of user.

As with the first edition, we have found that the most effective way to help individuals and teams write performance measures is to give them examples to *borrow and modify*. Creating measures from scratch is worthwhile, yet quite time-consuming. Building on how others have solved a measurement problem saves time and increases the quality of the metrics produced.

While clients have licensed these examples as an excellent way to quickly "jump-start" their performance measurement system, the *most useful* examples come from those created by the *client's* employees and managers. Collecting and publishing their examples on paper, disk, file servers, LANs, WANs, and/or intranet are all good ways to help future employees create useful measures that fit the organization.

The examples in this book have been created by real employees and therefore reflect the unique cultural biases and politics of an organization. To preserve the proprietary nature of some of the data, the actual standards have been changed.

I want to thank my clients of the last 19 years for giving me the opportunity to work with them to solve their performance management problems. After nearly two decades, I'm still learning and very much appreciate the opportunities given me to broaden this body of work.

Jack Zigon
Media, Pennsylvania

June 1, 1998

How To Use This Guide

Introduction

Successful individuals, work teams and departments require clear, results-oriented goals. But creating objective goals for today's high-performance work environment is easier said than done.

Writing *high-quality* performance standards *quickly* for individuals and teams requires clear "how-to steps" and numerous examples. The first two volumes in the *Performance Management Series* give you the steps for developing team and individual performance measures.

What this guide contains

Performance Measurement Examples gives you hundreds of pages of sample customer diagrams, results, measures and performance standards for over 300 positions, in 17 functions from 17 different industries. You can use these samples as a source of ideas when creating your own performance measures.

Who the guide is written for

- Managers responsible for the results of individuals, work teams and departments.
 - Employees who need to create performance standards for their positions.
 - Members of work teams and their leaders.
 - Human resource personnel charged with helping individuals and teams define their goals.
 - Compensation professionals searching for metrics on which to base individual and team variable compensation.
 - Anyone interested in how to measure individual and team performance.
-

How the guide is organized by job function, industry and alphabetically

The performance measures are grouped by job function, and within each function by job title.

If your exact function or job title isn't listed in the table of contents, look for a job title that is similar to yours. You can then copy the value-added results and performance standards and modify them according to your specific situation.

To find results and measures relevant to your situation, page 613 lists the measures by **industry** and page 619 list them **alphabetically**.

How the guide is organized by job function, industry and alphabetically (cont'd)

Another option is to look in the **key word index** on page 625 for terms that describe the results of your work or your job responsibilities. You can then select results and performance standards from a number of positions and modify them to fit your situation.

Definitions

Many of the samples in this guide include a **customer diagram**. This graphic describes the position's customers and the products and services these customers need from the employee. When completed, the diagram shows the "links" between the employee and the customers and is an excellent starting point for developing results, measures and performance standards.

Activities are the actions you use to produce value-added results. Attending meetings, writing memos, talking to people over the phone and solving problems are all activities.

Value-added results are the products which are worthwhile to the position's customers. They are the products you leave behind at the end of the day that have resulted from your activities.

Measures are the yardsticks used to judge how well you have done each result. **Numeric measures** use *numbers* to evaluate the result. The numeric measure identifies the units to be tracked. **Descriptive measures** use *words* to evaluate the accomplishment. The descriptive measure identifies who will judge the performance and what verifiable factors they will be evaluating.

If a measure is the yardstick used to judge an employee's performance, then a **performance standard** is the point on the yardstick that represents performance which *meets expectations*. The measure is *how* you evaluate, and the performance standard is *how much* you require.

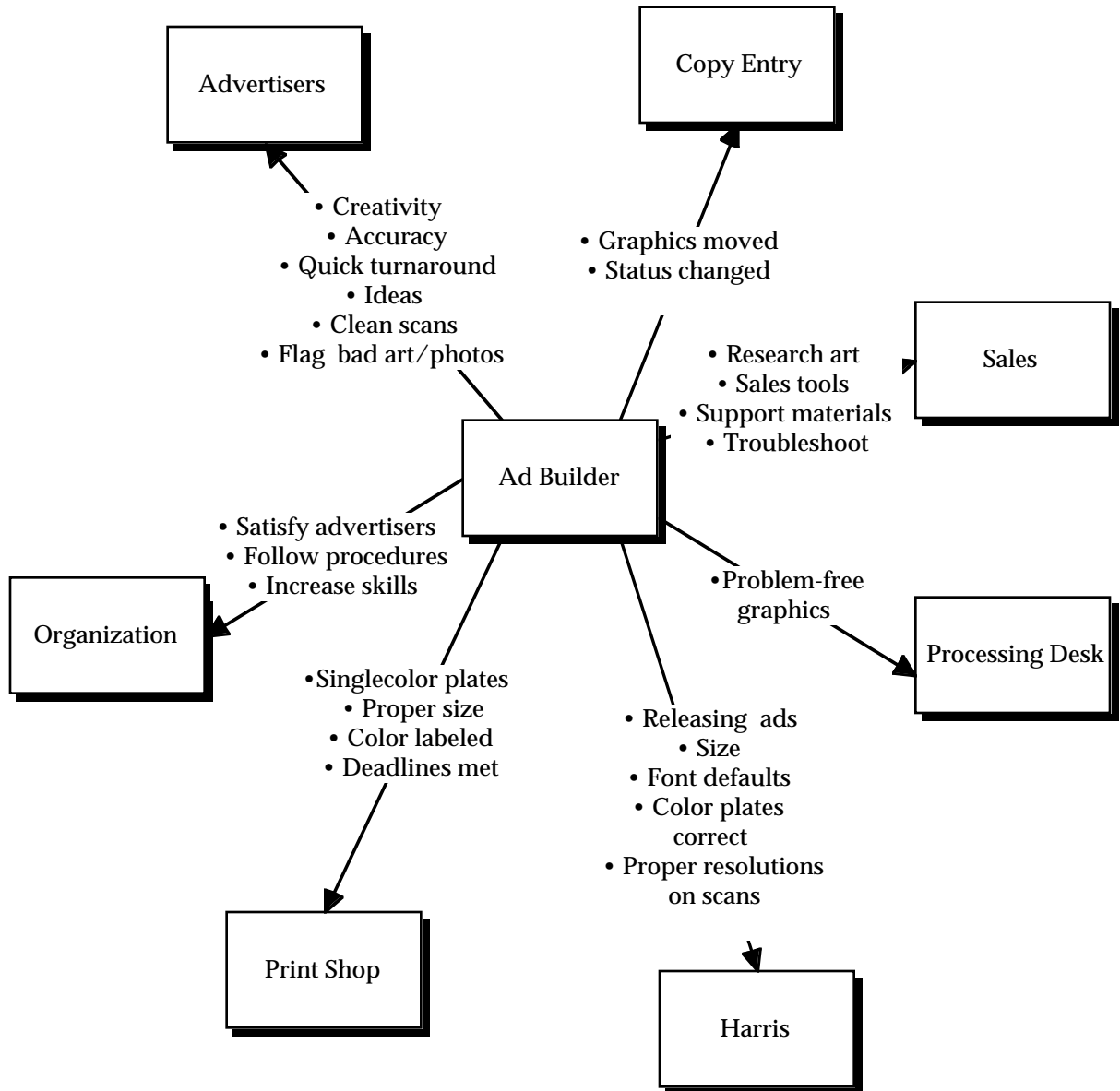
Numeric measures usually specify the performance standard as a range. Descriptive performance standards use a verifiable description of what the judge will see or hear for each factor that indicates that the expectations have been met.

See the companion ZPG publications: ***How to Measure Employee Performance*** or ***How to Measure Team Performance*** for an in-depth discussion of how to write value-added results, measures and performance standards like the ones in this guide.

SAMPLE PERFORMANCE MEASURES ORGANIZED BY JOB FUNCTION

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Ad Builder



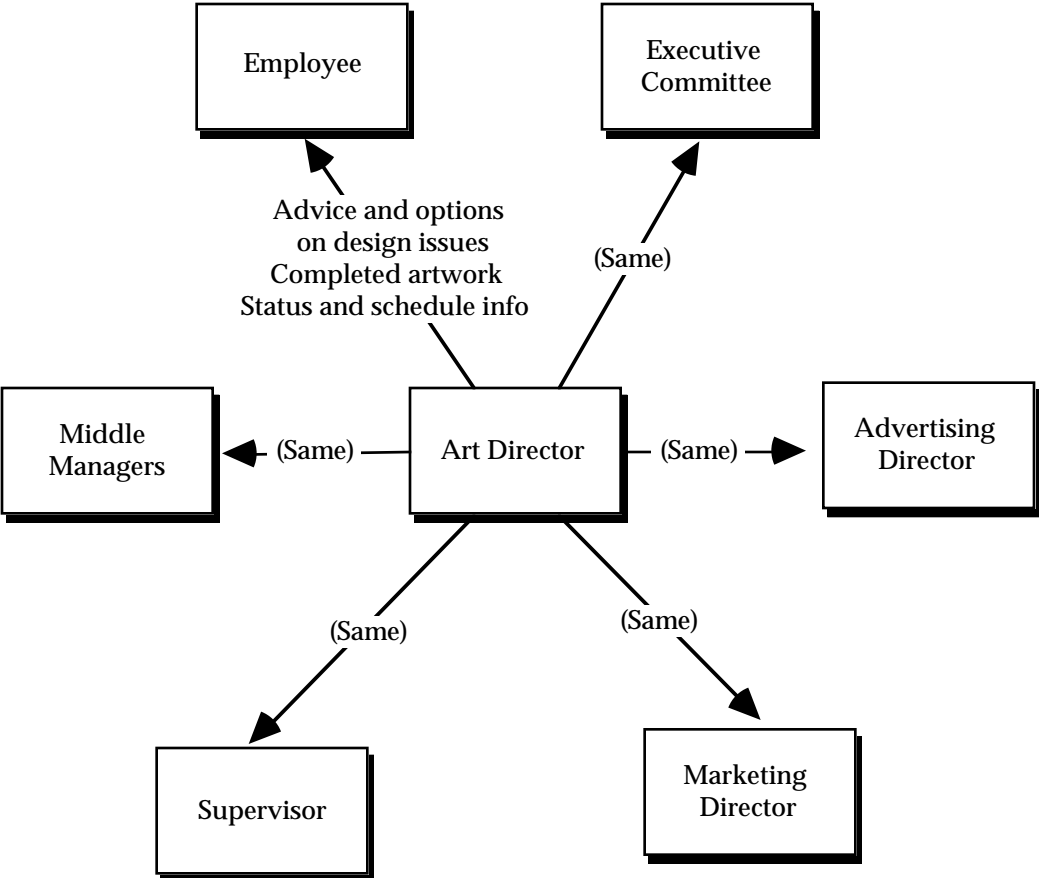
Ad Builder

Value-Added Results/Weights	Performance Standards
Completed, accurate ads (50%)	<ul style="list-style-type: none"> • The following criteria must not be missed on more than 2–5 ads/month: <ul style="list-style-type: none"> • Proper size • Instructions followed • End results match layout • No more than 1–4 error-based credits/month. • Supervisor satisfied that: <ul style="list-style-type: none"> • Work is completed in timely manner. • Pace of worker is sufficient. • Employee is willing to go above and beyond to help others. • Ads released by deadline. • Less than 4 credits/year due to the following: <ul style="list-style-type: none"> • Wrong art • Old copy (dates, etc.) • Problem scans • Wrong pick up
Smooth transition of ad through department (15%)	<ul style="list-style-type: none"> • No more than 25%–50% ads/month returned for internal corrections per month.
Quality scans at correct resolution (20%)	<ul style="list-style-type: none"> • 90%–95% of all scans meet the following criteria: <ul style="list-style-type: none"> • Appropriate file size • Proper resolution • Good light/dark balance, highlight/shadow
Satisfied customers (10%)	<ul style="list-style-type: none"> • 80%–85% supervisors and sales representative are satisfied with: <ul style="list-style-type: none"> • Correct use of screens. • No light reverse type. • Clear headlines/benefits. • Good use of graphics. • Eye direction in ad.

Ad Entry

Value-Added Results/Weights	Performance Standards
Satisfied customers (40%)	<ul style="list-style-type: none"> • Supervisor received no more than 2–3 complaints/month regarding (shared): <ul style="list-style-type: none"> • Responsiveness • Thoroughness • Accessibility (team) • Reliability • 85%–90% sales reps and inside sales say their needs and demands are met the majority of the time (shared).
Ad packets are moved to processing (25%)	<ul style="list-style-type: none"> • Ad packets are incorrect no more than 3 times/month. • No more than 3 ad packets/year late to processing.
Corrections to Ad Building (15%)	<ul style="list-style-type: none"> • No more than 4–5 ad corrections returned/year due to lack of clarity or thoroughness. • No more than 3 daily corrections missed/year.
Notification of missing ads has been done (13%)	<ul style="list-style-type: none"> • No more than 5 complaints/year due to improper tracking.
Cross trained co-workers (7%)	<ul style="list-style-type: none"> • Co-workers and supervisor(s) say co-worker knows how to do the task. • Exceeds = Employee can meet the performance standards of 3 other functions.

Art Director



Art Director

Value-Added Results/Weights	Performance Standards
<p>Design services (50%)</p> <ul style="list-style-type: none"> National and international advertising 	<ul style="list-style-type: none"> All publication deadlines are met. Vendor costs are within budget. Budgeted hours are within $\pm 10\%$. Supervisor is satisfied with the following: <ul style="list-style-type: none"> Style is contemporary and not dated. Use of type is appropriate. Quality of photo or art is high. Overall quality is comparable to competitors' ads. Message is clear to the reader and uses a creative approach. Ad uses graphic standards consistent with the corporate identity standards manual. Exceeds = Design is unique and breaks new ground, is award-winning or is copied by competitors . Client is satisfied with the following: <ul style="list-style-type: none"> Image conveyed to the public is the image upper management wants to convey. Message is clear (copy and graphic support each other). Important "buzzwords" appear in the copy. Details in the ad are up-to-date and truthful. Corporate identity is in the ad.
<p>Graphic arts vendors results (30%)</p>	<ul style="list-style-type: none"> Quality of the product meets client's and supervisor's expectations. Exceeds = Getting vendors really excited about the project and willing to do portfolio-quality work for less money than they usually charge. Agreed-upon budget is met. Agreed-upon deadline is met.
<p>Advice and options on design issues (10%)</p>	<ul style="list-style-type: none"> Supervisor is satisfied with Art Director's advice (based on observation of meetings between client and Art Director) <ul style="list-style-type: none"> Client agrees that Art Director understands what is wanted. Client accepts Art Director's design suggestions. The design suggestions will lead to a good design (as judged by the supervisor). The design suggestions show creative initiative (unique design ideas are initiated by the Art Director, agreed to by the client and stay within the budget). Exceeds = Client says they got more than they expected, and the design exceeded their expectations.