

Performance Process

Accountability starts with clearly defined performance goals. Translating an organization's business objectives into daily tasks is the process side of performance management.

When we consider the human element of performance, we must consider that it is often not enough to know just "what to do." It is also important to know the "how," "why," and "how well or how often" in order for people to bring their best ideas and contributions to the work they do.

Without clearly defined performance goals, we cannot determine if it is the person or the process that must be coached.

Performance Process

The Job Description (JD) allows managers and employees to plot a path from mission, vision, and values to measurable job objectives. The JD not only helps them discover and delineate individual job functions (Key Result Areas), but it definitively measures successful completion of those Key Result Areas (KRAs) through Performance Standards. Most important, it establishes clear-cut individual accountability to our team, department, and company as well!

The only way this can be accomplished is to have employees and managers focused on mission, vision, values, and job objectives on a daily basis. The JD helps delineate and measure goals, provide clear-cut responsibilities, and establish accountability.

People use technology to monitor speed and performance (speedometer and gas gauge in their car, computer to figure the time it takes to fly from the east to the West Coast, a fax or e-mail to send virtually instantaneous information). Leaders can help define performance by identifying KRAs and relevant performance standards. This allows members of the organization to measure and monitor their personal performance and minimize the need for traditional systems of measurement and discipline.

What are the areas where you must achieve predetermined, desired results? Key Result Areas

1. _____

2. _____

3. _____

4. _____

5. _____

6. _____

7. _____

8. _____

EXAMPLE OF JOB DESCRIPTION

Job Description for a sales professional at a fabrics manufacturer

Major job Function: The position exists to promote custom-dyed, specialty fabrics to the apparel and home furnishing industry.

(1) KRA- Prospecting

(1) ACTIVITIES *identify and contact prospect*

(1) PERFORMANCE STANDARDS *I keep my account list growing by making Proficient use of ACT! software 10% of my monthly appointments with "new" account; with whom we are not currently doing business. I average \$5,000 per month of business from "new" accounts. I maintain sales activity by keeping a "hit list" of 20 potential accounts that we are currently not doing business with.*

(2) KRA Product Presentations

(2) ACTIVITIES *Make presentations*

(2) PERFORMANCE STANDARDS *I have an average closing ratio of 33% on Know PowerPoint software established accounts and 25% on "new" accounts. I average \$45,000 in gross sales per month. 50% of my presentations use technical support (i.e, PowerPoint), resulting in leaving a professional image with our clients.*

(3) KRA Reporting/Order Processing

(3) ACTIVITIES *Process and submit all orders within 24 hours of receipt*

(3) PERFORMANCE STANDARD *I ensure maximum customer retention by missing no more than one delivery date per year due to inaccurate or late order processing. Not more than once per quarter does Admin ask me to clarify an order I've submitted for processing, resulting in quicker deliveries.*

(4) KRA Servicing Existing Accounts

(4) ACTIVITIES *- customers have a "wow" experience with us*

(4) PERFORMANCE STANDARDS *-Each account averages an increase of unit sales of 10% per year, resulting in continued "partnering" and consistency of business. We receive no more than one call per year from my territory requesting added service or attention, resulting in happy, satisfied customers. We lose no more than one account per year to competition, resulting in constant growth.*

Suggestions for Completing Your JD

Major job Function

Why does my job exist?

Key Result Areas

The areas in which you must accomplish specific results that, when collectively achieved, fulfill the job function:

Duties/Activities

What are the activities that you must do to accomplish the Key Result Areas?

Performance Standards

My job in this Key Result Area will have been satisfactorily completed when:

Performance Standards should be specific, measurable, attainable, results oriented, and time phased. Does your performance standard have at least one of the following?

DEADLINES: DOCUMENTATION: PERCENTAGES: MONETARY AMOUNT

What is the major goal of your job?

Identify the Key Result Areas from your job and complete the worksheet below. Key Result Area # 1:

Write the condition(s) that must exist when that Key Result Area is being satisfied by your efforts. Be sure the condition(s) you describe is (are) specific, measurable, attainable, results oriented, and time phased.

Duties/Activities

What are the activities that I must do to accomplish the Key Result Areas?

Performance Standards

My job in this Key Result Area will have been satisfactorily completed when:

Skills/Knowledge

What must I know, or know how to do, in order to reach these results?