

AT A GLANCE
DEVELOPING EMPLOYEE PERFORMANCE PLANS
THAT LINK TO ORGANIZATIONAL GOALS

Step 1

Look at the overall picture.

Review organizational goals and objectives and performance measures already available. Determine which goals and measures the employee's work unit can affect.

Step 2

Determine what's going to be measured at the work unit level using any or all of the following methods:

Method A (*Results-Oriented*) Cascade the organization's mission or goals to the work unit level. Determine the work unit's accomplishment(s) that directly affect the organization's mission or goals.

Method B (*Results-Oriented*) Determine the product(s) or service(s) (i.e., the accomplishments) that the work unit supplies or provides to its customers.

Method C (*Process-Oriented*) Develop a process flow chart for the work unit. Establish key steps in the work process(es). These are the steps that should be measured.

Step 3

Develop performance elements that support work unit goals and mission or work processes

Performance work plans can only include critical elements that address individual performance. However, one way to ensure that those assignments and responsibilities are linked to the organization's mission and goals would be to derive elements from work unit results. The most important aspects of unit performance (results and/or processes) are identified in Step 2.

Step 4

Determine which performance elements should be critical elements and mark these on the performance work plan.

There is a good possibility that the element should be critical if the element is a major component of the work, if serious consequences would result if the employee performed it unacceptably, if the element requires a significant amount of the employee's time, or if there is a statutory or regulatory requirement related to its performance.

Step 5

Develop work unit and individual measures.

For each element or work accomplishment, determine which general measure(s) (i.e., quantity, quality, timeliness, or cost-effectiveness) are important. Determine how to measure the quantity, quality, timeliness and/or cost-effectiveness for the element. If an accomplishment can be measured with numbers, determine the unit of measurement to be used. If performance can only be described (i.e., observed and verified), clarify who would appraise the work and what factors they would look for.

Step 6

Develop work unit and individual standards.

A *successful* standard must be established for each critical element. Write the performance requirement(s) or expectation(s) that must be met to be *successful*.

If the measure for the element is numeric, determine minimum number(s) that would represent successful performance. If the measure for the element is descriptive, determine what the rater would see or report that would verify that performance expectations for that element had been met and below which a performance problem would exist.

If other work accomplishments or achievements are to be tracked and measured, it is recommended that employees be given a clear idea of the performance expectations to help them and their work units focus on what they are to do. Avoid absolute and backwards standards.

Step 7

Determine how performance will be monitored.

Determine what data to collect for each performance element, the source of the data, and whether all the data or just a sample should be collected. Determine when the data should be collected, who should collect it, and who should receive it. Review existing reports for possible use as feedback reports. Create feedback tables or graphs where appropriate, necessary, or desired. Try to design feedback processes that give employees feedback automatically.

Step 8

Check the performance plan to ensure that elements and standards are effective and meet regulatory requirements.

Are the performance expectations quantifiable, observable, and/or verifiable? Does failure on the element mean that the employee's overall performance is unacceptable? Are the standards attainable and challenging and are expectations reasonable? Do they allow for some margin of error? Can the rater manage the data collected through the measurement process? etc .