

# Performance Management



**presented by**

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## PAR

Below are fifteen statements taken from actual job descriptions. The title of the person doing the job is in parentheses. For each, determine if the statement holds the person responsible for achieving a result or for performing an activity. If your answer is that the item is an activity, see if you can state the desired result of performing the activity.

1. (Salesperson) Increase profits from sales by ten percent this year.
2. (Mental Health Counselor) Spend at least fourteen hours per week in direct counseling of clients..
3. (Fire Marshall) Inspect all commercial properties for fire hazards once per year.
4. (Receptionist) People coming to or calling the office will view us as a competent, professional organization.
5. (Trainer) Conduct fifteen training sessions per month.
6. (Police Officer) Citizens in patrol area will be safe from burglaries.
7. (Bank Officer) Increase the number of long-term deposits at our bank.
8. (Teacher) Meet with children's parents once per quarter.
9. (Housekeeper in hotel) Customers will be satisfied with the cleanliness of their rooms.
10. (Hospital Cook) Patients will find their meals appetizing.
11. (Clerk) Increase office efficiency through improved office procedures.
12. (Purchasing Officer) Staff will be satisfied with the quality of their supplies.
13. (Community Relations Officer) Make presentations to citizen's groups.
14. (Master Gardener) Callers will be able to solve their plant disease problems.
15. (Typist) Type all correspondence in a timely manner without typographical error.

## Setting Performance Standards

To define results for people you supervise, think about the major categories of tasks they perform. Then ask "What is the point of these activities? What are we trying to accomplish by having them do that?" Or complete the sentence: "I want this done so that . . ." In the space below, define a result for a person or unit you supervise:

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To figure out how to measure the result ask "What information would indicate that the result is being achieved?" Then ask "How can we collect that information? In the space below, indicate how you will measure the result.

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To set performance standards, ask yourself:

1. What number or percent constitutes the minimum acceptable level of performance?

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2. What number or percent would constitute normal performance?

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## Measures

Below are listed some job titles (in parentheses) and one result the person doing the job was given to achieve. For each, identify how the person's performance might be measured. (There is no one right answer for each).

1. (Housekeeper in hotel) Customers will be satisfied with the cleanliness of their rooms.
2. (Food Service Worker in a hospital kitchen) Patients will find the food appetizing.
3. (Parole Officer) Parolees will learn alternative, positive ways of behaving.
4. (Master Gardener) Callers will be able to solve their plant disease problems.
5. (Computer Programmer) Clients will be able to use the systems developed by the programmer.
6. (Billing Clerk) The organization will receive the monies to which it is entitled.
7. (Bridge Designer) Contractors will be able to build from the plans.
8. (Employment Counselor) Clients will obtain stable employment.
9. (Grade School Teacher) Students will read at grade level.
10. (Health Department Inspector) Drinking water in worker's area will be safe.