

Defining Your Metrics

The purpose of the performance metrics section is to encourage you to work collaboratively with your employees to define the priorities and performance expectations for each role. We strongly encourage supervisors to work with their direct reports to define the performance metrics.

1. Consider how the work is structured, e.g., administrative, accounting, customer service, etc.
2. For each area of work, brainstorm all current work activities
3. Prioritize the work activities. Which work activities are most valuable for the SOA?
4. Develop a maximum of three performance metrics for the highest priority work activities. Consider how you will measure the work activities.
5. Determine the rating scale criteria for each metric you have defined (see an example from Classification below). Employees may have different rating scale criteria to accommodate different proficiency expectations. Expectations may be different for new hires than for experienced employees.

Here's an example of a scale for Classification:

Unacceptable	Needs Improvement	Meets Expectations	Exceeds Expectations	Exceptional
Did not perform task	Completed less than 18 job analysis per month	Completed 18 job analysis per month	Completed 19-25 job analysis per month	Completed 26 or more job analysis per month

While the above example is black and white, this approach may not make the most sense for every metric. What is important is that 1) the metrics capture the most valuable work activities, and 2) there is clarity between employees and their supervisors on what the performance expectations are and how they will be measured.