

## Performance Management

### Sample Lists, Statements, and Reports

Type	List, Statement, Graph, or Report	Plans Included	Sector	Type of Impacts
<a href="#">Business Outcome</a>	List	Yes	Private	Quantitative
<a href="#">Business Outcome</a>	List	Yes	Private	Qualitative
<a href="#">Business Outcome</a>	Statement (contains only actual results)	No	Private	Quantitative
<a href="#">Business Outcome</a>	Statement (contains only actual results)	No	Private	Mixed
<a href="#">Effectiveness</a>	List	Yes	Private	Quantitative
<a href="#">Effectiveness</a>	Statement (contains only actual results)	No	Private	Quantitative
<a href="#">Efficiency</a>	List	Yes	Private	Quantitative
<a href="#">Efficiency</a>	Statement (contains only actual results)	No	Private	Quantitative
<a href="#">Summary</a>	Report	Yes	Private	Quantitative
<a href="#">Program</a>	Report	Yes	Private	Mixed
<a href="#">Operations</a>	Report	Yes	Private	Quantitative

Version 4.0

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## Performance Management

### Sample List of Outcome Measures & Programs with Quantitative Impacts

<u>Priority</u>	<u>Business Outcomes and Learning Impact</u>	<u>Unit of Measure</u>	<u>2018 Actual</u>	<u>2019 Plan</u>
1	Revenue: Increase Sales by 20%			
	Corporate Goal or Actual	%	10%	20%
	Impact of Performance Management Initiatives	None planned		
2	Leadership: Increase Leadership Score by 5 Points to 73.5% (1)			
	Corporate Goal or Actual	Points	0 pts	5 pts
	Impact of Performance Management Initiatives	Points	NA	2 pts
	Performance Management Initiatives			
	Written goals for all employees aligned to corporate goals	Number of employees	24,001	46,230
	Quarterly performance reviews	Number of reviews	NA	184,000
	Increased performance counseling by leaders	Number of sessions	NA	92,000
3	Engagement: Increase Engagement Score by 3 Points to 69.4% (1)			
	Corporate Goal or Actual	Points	1 pt	3 pts
	Impact of Performance Management Initiatives	Points	0 pts	1 pt
	Performance Management Initiatives			
	Written goals for all employees aligned to corporate goals	Number of employees	24,001	46,230
	Quarterly performance reviews	Number of reviews	NA	184,000
	Mandatory year-end written performance evaluation	Number of employees	39,125	46,230
	Increased performance counseling by leaders	Number of sessions	NA	92,000
4	Safety: Reduce Injuries by 20%			
	Corporate Goal or Actual	%	10%	20%
	Impact of Performance Management Initiatives	None planned		
5	Costs: Reduce Operating Expenses by 15%			
	Corporate Goal or Actual	%	5%	15%
	Impact of Performance Management Initiatives	None planned		
6	Call Center Satisfaction: Improve Satisfaction Score by 4 Points to 80%			
	Corporate Goal or Actual	Points	1.6	4 pts
	Impact of Performance Management Initiatives	None planned		
7	Comply with New Regulations			
	Corporate Goal or Actual	% in compliance	100%	100%
	Impact of Performance Management Initiatives	None planned		
8	Innovation: Generate 10 New Patentable Ideas			
	Corporate Goal or Actual	Number	4	10
	Impact of Performance Management Initiatives	None planned		
9	Retention: Improve Retention of Top Performers by 5 Points to 90%			
	Corporate Goal or Actual	Points	-3 pts	+ 5 pts
	Impact of Performance Management Initiatives	Points	0 pts	#REF!
	Performance Management Initiatives			
	Quarterly performance reviews	Number of reviews	NA	184,000
	Mandatory year-end written performance evaluation	Number of employees	39,125	46,230
	Increased performance counseling by leaders	Number of sessions	NA	92,000
10	Diversity: Increase Diversity Index by 4 Points to 50%			
	Corporate Goal or Actual	Points	1.1 pts	4 pts
	Impact of Performance Management Initiatives	None planned		

NOTES: (1) Leadership and engagement scores from the semi-annual employee engagement survey

Preparer Notes: The list could contain a mix of quantitative and qualitative impact measures for the initiatives. For example, a more easily quantifiable goal like increasing sales might have a quantitative impact for the initiatives (like the 4% increase in sales due to the initiative while a goal like increasing leadership or engagement scores might have a qualitative impact for the initiative like high, medium, or low. For some goals, the initiative may simply be "Essential" to achieving the goal. The four columns are required. Additional columns could be added for previous years actuals.

## Performance Management

### Sample List of Outcome Measures & Programs with Qualitative Impacts

<u>Priority</u>	<u>Business Outcomes and Learning Impact</u>	<u>Unit of Measure</u>	<u>2018 Actual</u>	<u>2019 Plan</u>
1	Revenue: Increase Sales by 20%			
	Corporate Goal or Actual	%	10%	20%
	Impact of Performance Management Initiatives	None planned		
2	Leadership: Increase Leadership Score by 5 Points to 73.5% (1)			
	Corporate Goal or Actual	Points	0 pts	5 pts
	Impact of Performance Management Initiatives	High/Medium/Low	NA	Medium
	Performance Management Initiatives			
	Written goals for all employees aligned to corporate goals	Number of employees	24,001	46,230
	Quarterly performance reviews	Number of reviews	NA	184,000
	Increased performance counseling by leaders	Number of sessions	NA	92,000
3	Engagement: Increase Engagement Score by 3 Points to 69.4% (1)			
	Corporate Goal or Actual	Points	1 pt	3 pts
	Impact of Performance Management Initiatives	High/Medium/Low	None	Medium
	Performance Management Initiatives			
	Written goals for all employees aligned to corporate goals	Number of employees	24,001	46,230
	Quarterly performance reviews	Number of reviews	NA	184,000
	Mandatory year-end written performance evaluation	Number of employees	39,000	46,230
	Increased performance counseling by leaders	Number of sessions	NA	92,000
4	Safety: Reduce Injuries by 20%			
	Corporate Goal or Actual	%	10%	20%
	Impact of Performance Management Initiatives	None planned		
5	Costs: Reduce Operating Expenses by 15%			
	Corporate Goal or Actual	%	5%	15%
	Impact of Performance Management Initiatives	None planned		
6	Call Center Satisfaction: Improve Satisfaction Score by 4 Points to 80%			
	Corporate Goal or Actual	Points	1.6	4 pts
	Impact of Performance Management Initiatives	None planned		
7	Comply with New Regulations			
	Corporate Goal or Actual	% in compliance	100%	100%
	Impact of Performance Management Initiatives	None planned		
8	Innovation: Generate 10 New Patentable Ideas			
	Corporate Goal or Actual	Number	4	10
	Impact of Performance Management Initiatives	None planned		
9	Retention: Improve Retention of Top Performers by 5 Points to 90%			
	Corporate Goal or Actual	Points	-3 pts	+ 5 pts
	Impact of Performance Management Initiatives	High/Medium/Low	None	High
	Performance Management Initiatives			
	Quarterly performance reviews	Number of reviews	NA	184,000
	Mandatory year-end written performance evaluation	Number of employees	39,000	46,230
	Increased performance counseling by leaders	Number of sessions	NA	92,000
10	Diversity: Increase Diversity Index by 4 Points to 50%			
	Corporate Goal or Actual	Points	1.1 pts	4 pts
	Impact of Performance Management Initiatives	None planned		

NOTES: (1) Leadership and engagement scores from the semi-annual employee engagement survey

Preparer Notes: The list could contain a mix of quantitative and qualitative impact measures for the initiatives. For example, a more easily quantifiable goal like increasing sales might have a quantitative impact for the initiatives (like a 4% increase in sales due to while a goal like increasing leadership or engagement scores might have a qualitative impact for the initiative like those shown. For some goals, the initiative may simply be "Essential" to achieving the goal. The four columns are required. Additional columns could be added for previous years actuals.

# Performance Management

## Sample Business Outcome Statement

### with Quantitative Impacts

Results through June

Priority	Business Outcomes and Learning Impact	Unit of Measure	2018				Total or End of year	2019		
			Q1	Q2	Q3	Q4		Q1	Q2	YTD
1	Revenue: Increase Sales by 20%									
	Change in Sales	Millions of \$	\$774	\$689	\$764	\$825	\$3,052	\$890	\$821	\$1,711
	Percent change over year earlier	%	7.2%	8.8%	10.7%	13.3%	10.0%	15.0%	19.2%	17.1%
	Impact of Performance Management Initiatives	None planned								
2	Leadership: Increase Leadership Score by 5 Points to 73.5% (1)									
	Increase in Leadership Score	Points	68.1	67.3	68	68.5	68.5	69.5	71.5	71.5
	Point change over previous quarter	Points	-0.4	-0.8	0.7	0.5	0.0	1.0	2.0	3.0
	Impact of Performance Management Initiatives									
	Performance Management Initiatives									
	Written goals for all employees aligned to corporate goals	Number of employees	23,125	23,456	23,789	24,001	24,001	45,681	45,982	45,982
3	Engagement: Increase Engagement Score by 3 Points to 69.4% (1)									
	Increase in Engagement Score	Points	65.1	64.9	65.3	66.4	66.4	67.1	68.3	68.3
	Point change over previous quarter	Points	-0.3	-0.2	0.4	1.1	1.0	0.7	1.2	1.9
	Impact of Performance Management Initiatives	Points						0.1	0.2	0.3
	Performance Management Initiatives									
	Written goals for all employees aligned to corporate goals	Number of employees	23,125	23,456	23,789	24,001	24,001	45,681	45,982	45,982
4	Safety: Reduce Injuries by 20%									
	Reduction in Injuries	Number	143	157	174	165	639	125	130	255
	Percent change over year earlier	%	-8.5%	-10.5%	-9.4%	-11.6%	-10.0%	-12.6%	-17.2%	-14.9%
	Impact of Performance Management Initiatives	None planned								
	Costs: Reduce Operating Expenses by 15%									
	Reduction in Operating Expenses	%	\$651	\$623	\$663	\$674	\$2,611	\$601	\$541	\$1,142
5	Call Center Satisfaction: Improve Satisfaction Score by 4 Points to 84.5%									
	Improvement in Satisfaction Score	Points	79.1	78.4	80.1	80.5	80.5	81.5	83.4	83.4
	Point change over previous quarter	Points	0.2	-0.7	1.7	0.4		1.0	1.9	2.9
	Impact of Performance Management Initiatives	None planned								
	Comply with New Regulations									
	Compliance with New Regulations	% in compliance	100%	100%	100%	100%	100%	100%	100%	100%
6	Innovation: Generate 10 New Patentable Ideas for a Total of 48									
	Number of New Patentable Ideas	Number	9	7	10	12	38	11	12	23
	Change over year earlier	Number	1	-2	2	3	4	2	5	7
	Impact of Performance Management Initiatives	None planned								
	Retention: Improve Retention of Top Performers by 5 Points to 90.1%									
	Improvement in Retention of Top Performers	Points	87.8	87.0	86.3	85.1	85.1	86.1	89.1	89.1
7	Point change over previous quarter	Points	-0.3	-0.8	-0.7	-1.2	-3.0	1.0	3.0	4.0
	Impact of Performance Management Initiatives	None planned								
	Performance Management Initiatives									
	Quarterly performance reviews	Number of reviews					NA	44,568	45,456	90,024
	Mandatory year-end written performance evaluation	Number of employees	0	0	0	39,125	39,125	0	0	
	Increased performance counseling by leaders	Number of sessions					NA	8,956	20,608	29,564
8	Diversity: Increase Diversity Index by 4 Points to 50%									
	Increase in Diversity Index	Points	44.6	44.9	45.8	46.0	46.0	46.7	48.0	48.0
	Point change over previous quarter	Points	-0.3	0.3	0.9	0.2	1.1	0.7	1.3	2.0
	Impact of Performance Management Initiatives	None planned								
	Comply with New Regulations									
	Compliance with New Regulations	% in compliance	100%	100%	100%	100%	100%	100%	100%	100%

NOTES: (1) Leadership and engagement scores from the semi-annual employee engagement survey

Preparer Notes: This detailed statement shows results by quarter. Alternatively, a detailed statement could show results by month and/or at a greater level of granularity. For example, results could be shown at the region, business unit, or district level.

The statement could contain a mix of quantitative and qualitative impact measures for the initiatives. For example, a more easily quantifiable goal like increasing sales might have a quantitative impact for the initiatives (like the 4% increase in sales due to the initiative) while a goal like increasing leadership or engagement scores might have a qualitative impact for the initiative like high, medium, or low. For some goals, the initiative may simply be "Essential" to achieving the goal. The four columns are required. Additional columns could be added for previous years actuals.

# Performance Management

## Sample Business Outcome Statement with Mixed Impacts

Results through June

Priority	Business Outcomes and Learning Impact	Unit of Measure	2018	2019		
			Actual	Q1	Q2	YTD
1	Revenue: Increase Sales by 20%					
	Change in Sales	%	10%	14%	17%	17%
	Impact of Performance Management Initiatives	None planned				
2	Leadership: Increase Leadership Score by 5 Points to 73.5% (1)					
	Increase in Leadership Score	Points	0 pts	2 pts	3 pts	3 pts
	Impact of Performance Management Initiatives	High/Medium/Low	NA	Low	Medium	Medium
	Performance Management Initiatives					
	Written goals for all employees aligned to corporate goals	Number of employees	24,001	14,000	31,982	45,982
	Quarterly performance reviews	Number of reviews	NA	35,000	55,024	90,024
	Increased performance counseling by leaders	Number of sessions	NA	14,154	23,558	37,712
3	Engagement: Increase Engagement Score by 3 Points to 69.4% (1)					
	Increase in Engagement Score	Points	1 pt	1.4 pts	1.8 pts	1.9 pts
	Impact of Performance Management Initiatives	High/Medium/Low	None	Medium	Medium	Medium
	Performance Management Initiatives					
	Written goals for all employees aligned to corporate goals	Number of employees	24,001	14,000	31,982	45,982
	Quarterly performance reviews	Number of reviews	NA	35,000	55,024	90,024
	Mandatory year-end written performance evaluation	Number of employees	39,000	0	0	0
	Increased performance counseling by leaders	Number of sessions	NA	14,154	23,558	37,712
4	Safety: Reduce Injuries by 20%					
	Reduction in Injuries	%	10%	15%	15%	15%
	Impact of Performance Management Initiatives	None planned				
5	Costs: Reduce Operating Expenses by 15%					
	Reduction in Operating Expenses	%	5%	5%	10%	10%
	Impact of Performance Management Initiatives	None planned				
6	Call Center Satisfaction: Improve Satisfaction Score by 4 Points to 80%					
	Improvement in Satisfaction Score	Points	1.6	2.9 pts	2.9 pts	2.9 pts
	Impact of Performance Management Initiatives	None planned				
7	Comply with New Regulations					
	Compliance with New Regulations	% in compliance	100%	100%	100%	100%
	Impact of Performance Management Initiatives	None planned				
8	Innovation: Generate 10 New Patentable Ideas					
	Number of New Patentable Ideas	Number	4	7	7	7
	Impact of Performance Management Initiatives	None planned				
9	Retention: Improve Retention of Top Performers by 5 Points to 90%					
	Improvement in Retention of Top Performers	Points	-3 pts	#REF!	#REF!	#REF!
	Impact of Performance Management Initiatives	High/Medium/Low	None	Medium	High	High
	Performance Management Initiatives					
	Quarterly performance reviews	Number of reviews	NA	35,000	55,024	90,024
	Mandatory year-end written performance evaluation	Number of employees	39,000	0	0	0
	Increased performance counseling by leaders	Number of sessions	NA	14,154	23,558	37,712
10	Diversity: Increase Diversity Index by 4 Points to 50%					
	Increase in Diversity Index	Points	1.1 pts	2 pts	2 pts	2 pts
	Impact of Performance Management Initiatives	None planned				

NOTES: (1) Leadership and engagement scores from the semi-annual employee engagement survey

Preparer Notes: The statement could contain a mix of quantitative and qualitative impact measures for the initiatives. For example, a more easily quantifiable goal like increasing sales might have a quantitative impact for the initiatives (like a 4% increase in sales due to the initiative) while a goal like increasing leadership or engagement scores might have a qualitative impact for the initiative like those shown above. For some goals, the initiative may simply be "Essential" to achieving the goal. The four columns are required. Additional columns could be added for previous years actuals.



## Performance Management

### Sample List of Effectiveness Measures

	<u>Measurement</u>	<u>Historical Data Available</u>	<u>Manage or Monitor</u>
<b>Performance Ratings</b>			
Percentage of Employees Rated 1 (high performers)	% Employees	Yes	Monitor
Percentage of Employees Rated 2	% Employees	Yes	Monitor
Percentage of Employees Rated 3	% Employees	Yes	Monitor
Percentage of Employees Rated 4	% Employees	Yes	Monitor
<b>Performance Improvement</b>			
Percentage of Employees with Improved Rating	% Employees	Yes	Monitor
Percentage of Employees with Rating Turnaround	% Employees	Yes	Monitor
<b>Performance Perception</b>			
Goal Alignment	% Top Two Boxes	Yes	Manage
Pay for Performance	% Top Two Boxes	Yes	Manage
Performance Mgt Process Fairness	% Top Two Boxes	Yes	Manage

# Performance Management

## Sample Effectiveness Statement

Results through June

(Shows results only - does not take the place of a report)

		2018				Total Average.	2019		
Unit of Measure		Qtr 1	Qtr 2	Qtr 3	Qtr 4	or End	Qtr 1	Qtr 2	YTD
Performance Ratings									
Percentage of Employees Rated 1 (high performers)	%	NA	NA	NA	9%	9%	11%	13%	13%
Percentage of Employees Rated 2	%	NA	NA	NA	37%	37%	41%	43%	43%
Percentage of Employees Rated 3	%	NA	NA	NA	43%	43%	40%	37%	37%
Percentage of Employees Rated 4 (poor performers)	%	NA	NA	NA	11%	11%	8%	5%	5%
Performance Improvement									
Percentage of employees with Improved Rating	%	NA	NA	NA	-5%	-5%	6%	4%	10%
Percentage of Employees with Rating Turnaround	%	NA	NA	NA	1%	1%	3%	3%	6%
Performance Perception (semi-annual survey)									
Goal Alignment	% Top Two Boxes	NA	31%	NA	30%	30%	NA	79%	79%
Pay for Performance	% Top Two Boxes	NA	38%	NA	31%	31%	NA	35%	35%
Performance Mgt Process Fairness	% Top Two Boxes	NA	24%	NA	16%	16%	NA	45%	45%

Preparer Notes: Monthly data could also have been used instead of quarterly. The statement could also contain measures which are not included in the high-level statement.  
The statement could also show data at a more granular level. For example, measures could be shown for each initiative or by country, region, or busin

## Performance Management

### Sample List of Efficiency Measures

	<u>Measurement</u>	<u>Historical Data Available</u>	<u>Manage or Monitor</u>
<b>Performance Reviews</b>			
Percentage of Employees with Goals	% Employees	Yes	Monitor
Percentage of Employees with Written Year-end Evaluations	% Employees	Yes	Monitor
Number of Quarterly Performance Reviews	Number	Yes	Monitor
Percentage of Employees with Performance Discussion	% Employees	Yes	Monitor
<b>Performance Improvement</b>			
Number of Performance Counseling Sessions (not incl perf reviews)	Number	Yes	Monitor
Percentage of Employees Receiving Performance Counseling	% Employees	Yes	Monitor

Note: End of Period Headcount  
 Employees with goals  
 Employees with written year-end evaluations  
 Number of employees receiving counseling

Preparer's Notes: This list should contain the most important efficiency measures.  
 The four columns are required. Additional columns may be added.  
 Headings such as Performance Reviews are customizable



## Performance Management

### Sample Efficiency Statement

(Shows results only - does not take the place of a report)

#### Results through June

		2018	2019							
<u>Unit of Measure</u>		<u>Total</u>	<u>Jan</u>	<u>Feb</u>	<u>Mar</u>	<u>Apr</u>	<u>May</u>	<u>Jun</u>	<u>YTD</u>	
<b>Performance Reviews</b>										
Percentage of Employees with Goals	%	92%	75%	92%	96%	97%	98%	98%	98%	
Percentage of Employees with Written Year-end Evaluations	%	89%	0%	0%	0%	0%	0%	0%	0%	
Number of Quarterly Performance Reviews Discussions	Number	84,124	0	0	44,568	0	0	45,456	90,024	
Percentage of Employees with Performance Discussion	%	84%	0%	0%	98%	0%	0%	99%	99%	
<b>Performance Improvement</b>										
Number of Performance Counseling Sessions (cumulative, not incl perf reviews)	Number	32,167	985	2,645	9,956	18,596	26,895	37,712	37,712	
Percentage of Employees Receiving Performance Counseling (cumulative)	%	64%	2%	6%	20%	34%	47%	64%	64%	
		<u>YTD</u>							<u>YTD</u>	<u>Average</u>
Note: End of Period Headcount	Number	41,234	45,533	45,629	45,681	45,769	45,829	45,982	45,737	
Employees with goals	Number	37,935	34,123	42,156	44,005	44,589	45,009	45,153	42,506	
Employees with written year-end evaluations	Number	36,698	0	0	0	0	0	0	0	
Number of employees receiving counseling (cumulative)	Number	34,637	985	2,589	8,956	15,689	21,587	29,564	13,222	

Preparer Notes: Quarterly data could also have been used instead of monthly. The statement could also contain measures which are not included in the high-level statement.  
The statement could also show data at a more granular level. For example, measures could be shown for each initiative or by country, region, or business unit.

# Performance Management

## Sample Summary Report for the Private Sector

### Results Through June

					2019		
	Unit of Measure	2018 Actual	Plan	Jun YTD	Comparison to Plan	Forecast	Comparison to Plan
Impact of Performance Management Initiatives							
Leadership: Increase Leadership Score by 5 Points to 73.5% (1)							
Corporate Goal or Actual	Points	0 pts	5 pts	3 pts	2 pts below	4 pts	1 pt below
Impact of Performance Management Initiatives	Points	NA	2 pts	1 pt	1 pt below	2 pts	on plan
Engagement: Increase Engagement Score by 3 Points to 69.4% (1)							
Corporate Goal or Actual	Points	1 pts	3 pts	1.9 pts	1.1 pt below	3 pts	on plan
Impact of Performance Management Initiatives	Points	0 pts	1 pts	0.7 pts	.3 pts below	1 pts	on plan
Retention: Improve Retention of Top Performers by 5 Points to 90%							
Corporate Goal or Actual	Points	-3 pts	5 pts	4 pts	1 pt below	6 pts	1 pt above
Impact of Performance Management Initiatives	Points	0 pts	1.5 pts	1.5 pts	on plan	2 pts	.5 pt above
Effectiveness							
Percentage of Employees Rated 1 (high performers)	%	9%	12%	13%	1% above	13%	1% above
Percentage of Employees Rated 2	%	37%	42%	43%	1% above	43%	1% above
Percentage of Employees Rated 3	%	43%	40%	37%	3% below	37%	3% below
Percentage of Employees Rated 4 (poor performers)	%	11%	6%	5%	1% below	5%	1% below
Percentage of Employees with Improved Rating	%	-5%	19%	10%	9% below	19%	on plan
Percentage of Employees with Rating Turnaround	%	1%	6%	6%	on plan	6%	on plan
Goal Alignment	% Top Two Boxes	30%	100%	79%	21% below	98%	2% below
Pay for Performance	% Top Two Boxes	31%	80%	35%	45% below	70%	10% below
Performance Mgt Process Fairness	% Top Two Boxes	16%	80%	45%	35% below	70%	10% below
Efficiency							
Percentage of Employees with Goals	%	53%	100%	98%	2% below	98%	2% below
Percentage of Employees with Written Year-end Evaluations	%	86%	100%	0%	NA	98%	2% below
Percentage of Employees Receiving Performance Counseling	%	NA	100%	64%	36% below	100%	on plan
Number of Performance Discussions	Number	NA	184,000	90,024	49%	184,000	100%
Number of Performance Counseling Sessions (not incl perf reviews)	Number	NA	92,000	37,712	41%	80,000	87%

Note: The Performance Management Initiatives include the following:

Written goals for all employees aligned to corporate goals	Number of employees	24,001	46,230	45,982	99%	46,000	100%
Quarterly performance reviews	Number of reviews	NA	184,000	90,024	49%	184,000	100%
Mandatory year-end written performance evaluation	Number of employees	39,125	46,230	0	0%	46,000	100%
Increased performance counseling by leaders	Number of sessions	NA	92,000	37,712	41%	92,000	100%

Preparer's Notes: This management report should contain the most important outcome, effectiveness and efficiency measures from the three statements.

The choice of measures is up to each organization.

This example contains quantitative measures (like a 2 point increase in leadership) for the impact of initiatives on goals instead of qualitative measures like a High, Medium, or Low impact on sales.

The headings like Impact of Performance Management Initiatives are customizable. Choose a heading name that makes sense for your organization.

Likewise, group the measures together in a way that makes sense for your organization.

The five columns are required. Additional columns may be added such as Forecast as % of Plan

# Performance Management

## Sample Program Report

### Improve Quarterly Performance Reviews

	<u>Unit of Measurement</u>	<u>2018 Actual</u>	<u>2018 Plan</u>	<u>2018 YTD</u>	<u>2019 Comparison</u>		
					<u>to Plan</u>	<u>Forecast</u>	<u>to Plan</u>
Enterprise Goal: Improve Retention of Top Performers by 5 Points to 90%	Points	3.0	5.0	4.0	On plan	6.0	Above plan
Planned Impact of Performance Management (30% contribution for plan year)	Points	1.0	1.5	1.5	On plan	2.0	Above plan
Goal Owner: Arthur Daley, CHRO							
<b>Program: Improve Quarterly Performance Reviews</b>							
<b>Effectiveness measures</b>							
Percentage of Employees Rated 1 (high performers)	%	9%	12%	13%	1% above	13%	1% above
Percentage of Employees Rated 2	%	37%	42%	41%	1% below	43%	1% above
Percentage of Employees Rated 3	%	43%	40%	41%	1% above	39%	1% below
Percentage of Employees Rated 4 (poor performers)	%	11%	6%	5%	1% below	5%	1% below
<b>Efficiency measures</b>							
Percentage of Employees with Goals	%	92%	95%	94%	1% below	95%	on plan
Percentage of Employees with Written Year-end Evaluations	%	89%	95%	0%	NA	95%	on plan
Number of Quarterly Performance Reviews Discussions	Number	84,124	88,000	90,024	102%	92,000	105%
Percentage of Employees with Performance Discussion	%	84%	90%	98%	8% above	98%	8% above

## Performance Management

### Sample Operations Report

Results through June

					2019		
	Unit of Measurement	2018 Actual	Plan	Jun YTD	Comparison to Plan	Forecast	Comparison to Plan
<b>Effectiveness Measures</b>							
<b>Performance Ratings</b>							
Percentage of Employees Rated 1 (high performers)	%	9%	12%	13%	1% above	13%	1% above
Percentage of Employees Rated 2	%	37%	42%	43%	1% above	43%	1% above
Percentage of Employees Rated 3	%	43%	40%	37%	3% below	39%	1% below
Percentage of Employees Rated 4 (poor performers)	%	11%	6%	5%	1% below	5%	1% below
<b>Performance Improvement</b>							
Percentage of Employees with Improved Rating	%	-5%	19%	10%	9% below	19%	on plan
Percentage of Employees with Rating Turnaround	%	1%	6%	6%	on plan	6%	on plan
<b>Performance Perception (semi-annual survey)</b>							
Goal Alignment	% Top Two Boxes	30%	100%	79%	21% below	98%	2% below
Pay for Performance	% Top Two Boxes	31%	80%	35%	45% below	70%	10% below
Performance Mgt Process Fairness	% Top Two Boxes	16%	80%	45%	35% below	70%	10% below
<b>Efficiency Measures</b>							
<b>Performance Reviews</b>							
Percentage of Employees with Goals	%	53%	100%	98%	2% below	100%	on plan
Percentage of Employees with Written Year-end Evaluations	%	86%	100%	0%	NA	100%	on plan
Number of Quarterly Performance Reviews	Number	NA	184,000	90,024	49%	184,000	on plan
<b>Performance Improvement</b>							
Number of Performance Counseling Sessions (not incl perf reviews)	Number	NA	92,000	37,712	41%	80,000	87%
Percentage of Employees Receiving Performance Counseling	%	NA	100%	64%	36% below	100%	on plan
<b>Note: End of Period Headcount</b>							
Employees with goals		45,403	46,230	45,982	99%	46,230	100%
Employees with written year-end evaluations		24,001	46,230	45,153	98%	46,230	100%
Number of employees receiving counseling		39,125	46,230	0	0%	46,230	100%
		NA	46,230	29,564	64%	46,230	100%

Preparer Notes: Measures for this management report are selected from the Efficiency Statement. The Operations Report may include all the measures from the Efficiency Statement or a subset. The selected measures should be those that will be actively managed on a monthly basis and thus will have a forecast which can be updated monthly.

The five columns are required. Additional columns may be added including Forecast as a % of Plan.

Headings such as Performance Reviews and the measures included for each are customizable and may be selected to meet the needs of the organization.

Current Year	Next Year
2018	2019

**Note: Change the current year to also alter the "Next Year" field**

