

EMPLOYEE PRODUCTIVITY AND PERFORMANCE MEASURES

Measuring employee productivity and performance can be a difficult task, but with a little creativity and forward planning, you can ensure your workers perform up to, if not exceed, their full potential.

One of the areas that sharpen employee's productivity is agreeing on clearly defined performance measures. I find that employees often have a hazy understanding of what is expected of them in their role. Performance measures will bring crystal clear clarity for both the business owner/manager and the employee.

What is a performance measure?

Simply put, a performance measure is an outcome that is measurable, derived from the tasks the team member is responsible for. These outcomes allow both the manager and employee to know that they are meeting the requirements of the job.

Frequent performance reviews certainly have their place, while performance measures can help shorten the frequency of these and let you know that the particular job is being done according to your expectations and the requirements of the company as a whole.

Job descriptions

Many of the job descriptions I see often communicate a list of responsibilities, but they don't spell out an employee's performance measures.

I like to use the following layout:

- Title of the position;
- Purpose of the position;
- Particular roles the employee will fulfil;
- Corresponding responsibilities to those roles;
- Measures of performance in relation to the responsibilities;
- Approximate percentage of time to fulfil each role.

Here is a brief example demonstrating the difference between a role, responsibility and related performance measure.

Role	Administration
Responsibility	Invoicing
Performance measure	Invoices to be issued within three days of job completion

I recall working with a person responsible for invoicing. They were technically *fulfilling* the responsibility but because there was no performance measure in place, they were 90 days behind.

Not every responsibility requires a performance measure but those critical areas, such as invoicing, I think, is essential to integrate into your employees' accountabilities.

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