



## DIRECTORY of results expectations

Following are examples of metrics-style results expectations drafted or modified specifically for inclusion in this Directory.

As state agencies gain experience using results-based performance management, this directory will be expanded. If you are using metrics-style measures, you are invited to share them with us. We may include them here in a slightly modified form.

The targets entered in the table are arbitrarily chosen and are shown here for illustrative purposes only. Targets should be set based on mutual understanding of the expected standards or on actual baseline data. As illustrated, targets should specify a range representing “meets expectations.”

### SUPERVISORS and Managers

#### FINANCIAL

Measure	Target	Comment
% variance to budget	0-5%	
Cost per licensure applicant	\$115-140	Cost would need to be clearly defined to specify what is included in computing the figure (e.g., labor, supplies, overhead, etc.).

## CUSTOMERS

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Measure	Target	Comment
Score on customer satisfaction survey	80-90	Requires clearly defining who work unit's or department's customers are, developing survey to measure how well their requirements are being satisfied and collecting sufficient data to produce a reliable result.
Crash rate on state roads within Division	1.50-1.75	An outcome measure that could be appropriate for DOT Division Engineers. Aligns to Department's goal of safe transportation network.
Ratio of North Carolina State-chartered banks to US banks pre-tax return on assets	1.00-1.10	An outcome measure that could be appropriate for senior managers at the Office of the Commissioner of Banks, which is responsible for promoting a strong marketplace for financial services in the state.

## PROCESSES

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Measure	Target	Comment
% of license applications processed within 10 days with no rework required due to employee error	70-85%	Represents a roll-up of measures of performance of several employees the supervisor supervises. Note that this measure includes both a speed and a quality component.
% of transactions completed following the new process	25-40%	Appropriate when phasing in a new process on a disciplined time schedule, rather than making the change all at once. Over time, the target is moved higher.

Measure	Target	Comment
% of transactions requiring manual processing following initial system conversion	10-15%	Appropriate when converting to a new process all at one time.
% of key positions filled within 30 days of position becoming vacant	25-35%	Need to clearly define when to start and stop counting the days.

## PEOPLE

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Measure	Target	Comment
Average score of employees supervised on annual employee engagement survey	70-80	Should not be used for supervisors who have fewer than 5 direct reports. When used for managers, measure should include both direct and indirect reports.
Score on engagement checklist	70-80	For supervisors with fewer than 5 direct reports. Requires creation of checklist of items indicative of high engagement. Checklist to be completed by panel of judges familiar with supervisor's day-to-day work.
% of preventable turnovers among directly and indirectly supervised employees who are performing at Outstanding level	10-20%	Should be used only with managers with 5 or more employees in chain of command who are rated at Outstanding level. Preventable = voluntary turnover not due to factors out of supervisor's control, such as resignations due to health, retirement, trailing spouse, etc., or that is considered positive, such as promotion, movement to a higher-level position in another state agency, etc.

## INDIVIDUAL Contributors

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<i>Measure</i>	<i>Target</i>	<i>Comment</i>
% of internal customers satisfied with service provided	80-90%	Based on scorable questionnaire send to service recipients periodically (e.g., annually). Questionnaire must be carefully constructed and a process put in place to send it out and tally the results. Could sample recipients rather than send everyone a questionnaire.
% of external customers satisfied with service provided	80-90%	Based on scorable questionnaire sent to service recipients X days after service has been provided. Questionnaire must be carefully constructed and a process put in place to send it out and tally the results. Could sample recipients rather than send everyone a questionnaire.
% of applications processed within 10 days with no rework required due to employee error	70-85%	Note that this measure includes both a speed and a quality component.
Score on periodic evaluations of customer interactions	80-90	Involves supervisor unobtrusively listening in on employee's interactions with customers. Requires creating checklist defining factors that are critical to effective interaction and method for scoring.
Score on assessment of quarterly report	8-9	Based on scorable checklist of factors that define the standards for the report (e.g., on time, clearly written, no grammatical or spelling errors, based on accurate data, includes action recommendation). Multiple judges should ideally be named.

<b>Measure</b>	<b>Target</b>	<b>Comment</b>
% of trainees whose managers report they have changed their behavior or used the newly acquired skill or knowledge on the job	70-75%	Appropriate for trainers as a measure of training outcomes.
% of assigned projects completed on schedule, on budget, and consistent with expectations	70-80%	Appropriate for employees who carry out numerous projects during the year. Note that measure addresses timeliness, cost, and quality. Due dates and standards for each project will need to be defined and a scoring scheme devised.
% of travel and budget worksheets processed and submitted within 5 days of receipt	80-90%	
% of vendor bills paid within 10 days prior to due date	80-90%	
% of contested decisions that are successfully defended or upheld	80-90%	
% of trainees who successfully complete comprehensive examination within the first 2 years	70-85%	
Score on support provided to Secretary and Deputy Secretary	7-8	Based on scorable checklist of factors that define "support" (e.g., appointments accurately maintained with no conflicts, secretary and deputy secretary on time for meetings, etc.). Multiple judges should ideally be named.

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