

HOW TO USE THIS GUIDE

What this guide is about

Study after study has shown that clear expectations improve employee performance. But creating goals for hard-to-measure jobs in areas such as R&D, marketing, or customer service is easier said than done. This guide explains and shows you exactly how to develop performance measures for any kind of work, even for white-collar and other hard-to-measure positions.

This guide is designed to help you learn how to create employee goals in the shortest amount of time. It will act as your coach and guide while providing a place for you to record ideas as you draft your objectives.

Who the guide is written for

This guide is written for:

- Managers and supervisors responsible for the results of employees reporting to them.
- Employees who want to take a more active role in developing their own performance evaluation criteria.
- Human resource personnel charged with helping individuals define their goals.
- Compensation professionals searching for metrics on which to base variable compensation.
- Anyone interested in how to measure employee performance.

While any of the above readers can use this guide, the text assumes that the reader is an employee who needs to develop performance measures for his/her position.

What this guide contains

How to Measure Employee Performance contains step-by-step instructions, worksheets, and examples to help you write a performance plan for your position. It also gives instructions for planning how to track performance data.

The first half of the guide walks you through the process. It explains and demonstrates each step, and then gives you an opportunity to practice the skill on your position. The second half is a reference containing 40 sets of example performance measures, a summary of the key steps of the process, and worksheets to help you create your performance plan.

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Wolfgang Guggemos



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