

## Writing Measurable Results

The performance plan establishes **results-oriented** performance standards written at the Fully Successful or Meets Expectations level that:

- Describe the *actions* used to produce results (**activities**);
- Describe the *knowledge, skills, abilities, and work behaviors* required in order to be capable to do the work and to achieve desired results (**competencies**);
- Are *results-focused*, describing the consequences or outcomes of employee actions, activities, and demonstrated competencies (**results**).

The performance standards include credible measures and **specific** targets of performance for quality, quantity, timeliness, and/or cost-effectiveness.

**Tip:** Credible measures are observable and verifiable. Generally, measures of results will be quality, quantity, timeliness and/or cost-effectiveness and are often expressed in generic terms like **timely, effective, successful, reduce/increase**, and **by the end of the rating period**. Consider ways to establish specific targets of performance for the following general measures:

<b>Quality</b>	<p>Will the outcome/final product need to meet certain standards and/or guidelines? Will someone ultimately have to accept or approve a deliverable or recommendation? What will he/she be looking for in terms of quality?</p> <p>Quality refers to accuracy, effectiveness, completeness and/or usefulness.</p>
<b>Quantity</b>	<p>Will the employee need to produce a certain amount of units or meet a specific quota? Is there a percentage of improvement that needs to be made or specific organizational metrics that need to be met?</p> <p>Quantity measures can be expressed as a number of products produced or services provided.</p>
<b>Timeliness</b>	<p>Is the employee responsible for implementing a program, providing recommendations or ensuring an operation is ready by an established milestone or agreed-upon time frame? Timeliness measures should be included when applicable.</p> <p><u>Note:</u> <i>By the end of the rating period</i> is not an adequate timeliness measure. It is already assumed, unless otherwise stated, that the performance standards established in a performance plan are to be met before the end of the applicable appraisal period.</p>
<b>Cost Effectiveness</b>	<p>Will the employee have to operate under a certain budget or reduce operational costs by a certain amount?</p> <p>Cost-effectiveness measures may include such aspects of performance as maintaining or reducing unit costs, reducing the time it takes to produce or provide a product or service, or reducing waste.</p>

**Note:** *If results cannot be measured using numbers (efficiency or accuracy rates, survey results, number completed), a description of what constitutes the Fully Successful level must be included.*

Not a Results-Oriented Performance Standard	Measurable Result
<ul style="list-style-type: none"> <li>Coordinate and resolve issues with design agencies and other external entities.</li> </ul>	<ul style="list-style-type: none"> <li>Technical issues are identified, addressed, and resolved satisfactorily to meet mission objectives and support required weapon program production control document schedules to meet scheduled deliverables and within budget.</li> </ul>
<ul style="list-style-type: none"> <li>Provide timely engineering support in market- based rate filings.</li> </ul>	<ul style="list-style-type: none"> <li>90% of market-based rate filings with electric reliability issues processed within 60 days of filing date of a complete application or applicant’s requested date.</li> </ul>
<ul style="list-style-type: none"> <li>Measure the effects of sub-metering in 4 facilities.</li> </ul>	<ul style="list-style-type: none"> <li>Measure the effects of sub-metering in 4 facilities in order to recommend whether to use Agency-wide to reduce energy costs. Analysis of the return of investment (ROI) of sub- metering in buildings delivered to the Administrator by established due date.</li> </ul>
<ul style="list-style-type: none"> <li>Provide timely engineering support in cost- recovery cases.</li> </ul>	<ul style="list-style-type: none"> <li>90% of cost-recovery cases are addressed within statutory deadlines, including prudently- incurred expenses to safeguard and enhance the reliability, security and safety of the energy infrastructure.</li> </ul>
<p>Commonly-used types of performance standards that <b>do not meet</b> certification criteria for measurable results:</p> <ul style="list-style-type: none"> <li>At least four formal staff discussions of complex or emerging electric reliability issues by September 30, 2013.</li> <li>Participate in continuous learning by engaging in at least one formal leadership enhancement activity during the rating period.</li> <li>Lead a subgroup working to update program compliance guidelines for Industry. Completion date: Ongoing.</li> <li>Engage in a minimum of 2 exercise programs annually to test disaster readiness.</li> <li>Participated in at least 5 conference calls and a net conference to collaborate with District Office personnel.</li> </ul>	