



### Competencies that are addressed:

#### PRIMARY COMPETENCY CATEGORIES:

- **Management Controls—**  
Exercises necessary management controls to ensure the integrity of the organization's processes.
- **Human Resource Management—**  
Manages process for aligning human capital with organizational goals.

#### RELATED COMPETENCY CATEGORIES:

- **Initiative—**  
Proactively makes things happen. Evaluates self and others and takes positive corrective action. Is self-disciplined.
- **Leadership—**  
Drives business results by aligning the vision, mission, and values to enhance business value. Is able to enlist the willing cooperation of others, while tapping into their highest skills and abilities, to achieve desired results.

# Performance Defined

## SUMMARY

Defining clear performance expectations that relate to the organization's vision, mission, and values creates win-win outcomes. Identifying key result areas and SMART performance standards in these areas develops clarity. Duties, activities, and skills, knowledge and abilities are aligned to create measurable results.

## CONTEXT

Accountability starts with clearly defined performance goals. Translating an organization's business objectives into daily tasks is the process side of performance management.

When you consider the human element of performance, you must consider that it is often not enough to know just what to do. It is also important to know the "how," "why," and "how well or how often," in order for people to bring their best ideas and contributions to the work they do. Without clearly defined performance goals, you cannot determine if it is the person or the process that must be coached. After completing this module, you will be able to create clear, specific performance expectations that support an organization's vision and overall objectives.

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### At the completion of this module, participants will be able to:

- Create a picture of what their job looks like when it is being done well
- Write a document that defines performance expectations
- Identify key skills, knowledge, and abilities essential to job performance
- Translate business objectives into daily activities with measurable results

*"If you can't measure it, you can't manage it."*  
—Peter Drucker