

Care CEUs

Measuring Employee Performance - Aligning Employee Performance with Organizational Goals

Chapter 1: Performance Management Background and Context

1. Performance management is the systematic process that includes each of the following EXCEPT:

- A. Planning work and setting expectations
 - B. Continually monitoring performance
 - C. Developing measures to frequently assess behavior and competency
 - D. Periodically rating performance in a summary fashion and rewarding good performance
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2. Performance elements and standards should be measurable, understandable, verifiable, equitable, and achievable.

- A. True
 - B. False
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3. In an effective organization, _____ means increasing the capacity to perform through training, giving assignments that introduce new skills or higher levels of responsibility, improving work process, or other methods.

- A. Developing
 - B. Growth
 - C. Enhancement
 - D. Evolving
-

Employee Performance Plans

4. An adverse action is an assignment or responsibility of such importance that unacceptable performance in that area would result in a determination that the employee's overall performance is unacceptable.

- A. True

B. False

Additional Performance Elements

5. The essential difference between a non-critical element and an additional performance element is that non-critical elements do not affect the summary level.

- A. True**
 - B. False**
-

Chapter 2: Distinguishing Activities from Accomplishments

6. Accomplishments can be measured at the employee level and at the work level and can be included in employee performance plans and in the appraisal process.

- A. True**
 - B. False**
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Using Balanced Measures

7. Traditionally many agencies have measured their organizational performance by focusing on internal or process performance, while private sector businesses usually focus on customer satisfaction as their bottom line.

- A. True**
 - B. False**
-

Categories of Work

8. Cooperating with others falls under which category of work?

- A. Communication**
 - B. Teamwork**
 - C. Comparative**
 - D. Employee service**
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Chapter 3: Developing Employee Performance Plans

9. Although performance plans must reflect the type of work described in the employee's position description, the performance plan does not have to mirror it.

- A. True**
 - B. False**
-

10. By developing a performance plan that links accomplishments to organizational goals, the organization can take the opportunity to use the appraisal process to communicate its goals to its employees and to:

- A. Measure effectiveness of activities**
 - B. Evaluate strategies and objectives**
 - C. Align employee efforts with its goals**
 - D. None of the above**
-

Step 1: Look at the Overall Picture

11. The Government Performance and Results Act of 1993 (GPRA) requires all agencies to develop a strategic plan that includes performance goals that are:

- A. Objective**
 - B. Quantifiable**
 - C. Measurable**
 - D. All of the above**
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12. General outcome goals found in an organization's strategic plan are generally more specific and more output-oriented than performance plan goals.

- A. True**
 - B. False**
-

Method A

13. The goal cascading method is used for agencies with clear organizational goals and objectives and will answer each of the following questions EXCEPT:

- A. How do customer expectations impact goals and objectives?**
- B. What are the agency's specific goals and objectives?**
- C. Which agency goals can the work unit affect?**

D. What product or service does the work unit produce or provide to help the agency reach its goals?

Method C

14. The work flow charting method creates a flow chart that begins with the first step of the work process, maps out each successive step, and ends with the final product or service.

- A. True**
 - B. False**
-

Step 3: Determine Individual Accomplishments That Support Work Unit Goals

15. A _____ matrix should be used to identify the results each work unit member must produce to support the unit's accomplishments.

- A. Performance-outcome**
 - B. Goal-achievement**
 - C. Presentation-objective**
 - D. Role-results**
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Step 4: Convert Expected Accomplishments Into Performance Elements

16. All employees must have at least 2-3 critical elements in their performance plan that will address individual performance only.

- A. True**
 - B. False**
-

Step 5: Determine Work Unit and Individual Measures

17. The four general measures normally used for measuring work unit and employee performance are quality, quantity, cost-effectiveness and:

- A. Overall results**
- B. Timeliness**
- C. Customer satisfaction**

D. Productivity

Avoid Backward Standards

18. Standard such as "fails to meet deadlines" or "performs work inaccurately" actually describe negative unacceptable performance and should be avoided.

- A. True
 - B. False
-

Feedback

19. Basing feedback on the employee's performance against his or her elements and standards is key to providing tangible, objective, and powerful feedback, and giving a specific example of what he or she is doing well can be very effective.

- A. True
 - B. False
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Guiding Principles for Performance Measurement

20. Involving employees in the development of the elements and standards included in the performance plan is an excellent way to clarify expectations and measurement terminology.

- A. True
 - B. False
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