

OVERVIEW OF ESTABLISHING EMPLOYEE PERFORMANCE OUTCOME MEASURES
For Telecommuting Employees

The [Supervisor's Guide to Measuring Employee Performance](#) offers overall performance management and evaluation guidance that applies to all Sam Houston State University (SHSU) employees whether physically on-site or telecommuting. Effective performance management begins with setting performance expectations. Therefore [Finance & Operations Human Resources Policy \(ER-12\) Telecommuting Arrangements](#), requires supervisors to define an employee's performance outcome measures before approving and routing the proposal through appropriate channels to the division vice president.

In brief supervisors should

- Set clear performance measures
- Actively observe behavior and performance
- Provide employees with feedback, support, corrective action, and
- Conduct regular performance evaluation meetings

Set Performance Outcome Measures using SMART performance goals

Goal setting is a powerful method to direct an employee's energy and focus. Clearly defined SMART goals have built-in accountability for assessing performance. SMART is an acronym for

- Specific
- Measurable
- Achievable
- Realistic *and*
- Time-bound

Goals work best when a stretch to meet, but not so difficult to be unattainable. The more specific and measurable the goal, the more likely an employee will achieve the desired results.

Examples of SMART Goals:

- By X date launch the web page advertising the new service to students.
- Submit two authored articles to journals within eighteen months of employment.
- Answer/service at least XX service calls per day with fewer than Y callbacks.
- Process travel reimbursements within X business days of receipt.
- Publicize all office events on X, Y, and Z social media outlets, resulting in XX event registrations on our website.

Setting Performance Outcome Measures:

As the supervisor, always begin by articulating your strategy and follow by **clearly describing the intended results**. Measurement is specific, so confirming understanding with your employee on definitions and expectations is critical. For example, the objective to "improve customer service" might sound like a specific objective. However, one team member may interpret this to mean

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that customer calls must be returned within two hours while another team member defines customer service as emailing the customer a tutorial. Always confirm the employee understands the intended result.

Secondly, **analyze how results will be measured.** As the supervisor, you need to drill-down to create measurement(s) that can be analyzed to determine if performance is acceptable or if the employee is underperforming. For example: instead of using the above 'improve customer service' objective, you would breakdown the objectives into measurable components such as;

- What is the acceptable amount of time in which a customer's call needs to be returned?
- What steps should be taken to assist a customer before escalating the issue to a higher level for assistance?

If the intended result of improving customer service is too big of a result to measure by just one object, create several outcomes to measure exactly how service to the customer can improve. Use metrics that are relevant to operations; do not burden employees with unnecessary data collection.

Finally, **set targets and thresholds.** Targets are the desired level of performance for a specific reporting period. Thresholds are the upper and lower limits of desired performance. A threshold is the exact point performance exceeds expectations, meets expectations, or does not meet expectations.

See examples of setting performance outcome measures in more detailed [Supervisor's Guide to Measuring Telecommuting Employee Performance Outcome Measures](#).

Evolving Nature of Performance Outcome Measures

Performance outcome measures should be closely monitored and adjusted accordingly. Have monthly or even weekly one-on-one meetings with your telecommuting employee to evaluate and modify for effective performance.

It is important to remember that performance outcome measures are not permanent. You and your employee should expect them to change over time.