



## VISUAL PERFORMANCE MANAGEMENT (METRICS) JOB BREAKDOWN SHEET

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**Purpose:** The Job Breakdown Sheet is an Arizona Management System (AMS) guideline document to assist agencies with standard work (SW) preparation. SW is a documented version of the current one best way of performing a process. SW, when followed, allows improvement to be sustainable over time as each improvement becoming part of the latest version.

**Scope:** Minimum requirements for SW for agencies.

## DOCUMENT VERSION CONTROL

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Version #	Revision Date	Edited By	Changelog
1	1/2/2018	Tyler Armstrong - GTO	Formatting to new Final Version
2	1/5/2018	Jeanine Inman -GTO	Incorporate edits from Communication Review

## SUPPORTING / RELATED DOCUMENTS:

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Document Name	Description



## VISUAL PERFORMANCE MANAGEMENT (METRICS)

IMPORTANT STEPS		KEY POINTS		REASONS	
WHAT?	A logical segment of the process that advances the work	HOW?	Things in important steps that will make or break the process/ make the work easier	WHY?	List the reasons for the key points
1	Create Units Metrics	<ul style="list-style-type: none"> <li>Align with unit core processes</li> <li>Must include a performance target</li> <li>Shows progress over time</li> <li>Should be easy to understand</li> <li>Metrics &amp; Targets must expose problems in people, service, quality, or cost</li> </ul>	<ul style="list-style-type: none"> <li>Ensure performance is understood</li> <li>Ensure results are visible and easily understood</li> <li>Indicate when the unit needs help</li> <li>The purpose of metrics is not to be in “green” status all the time. Good metrics expose our problems.</li> <li>Targets challenge the teams to improve – no challenge leads to stagnation</li> </ul>		
2	Post Unit Metrics	<ul style="list-style-type: none"> <li>Make Metric Visible</li> <li>Metric should clearly indicate performance status</li> <li>Consistent location on Huddle board</li> </ul>	<ul style="list-style-type: none"> <li>Communicates group progress to all.</li> <li>Serves as a motivator to team performance</li> </ul>		
3	Make status of metrics visible at a glance	<ul style="list-style-type: none"> <li>Current performance status communicates whether performance meets the target standard either the use of color or symbols</li> <li>It is clear which trend direction is positive</li> </ul>	<ul style="list-style-type: none"> <li>Even those unfamiliar with the work of an area should be able to determine at a glance whether a metric is meeting the target standard</li> </ul>		
4	Update Unit Metrics	<ul style="list-style-type: none"> <li>Metrics should update as frequently as possible</li> <li>At least some of the metrics should update as frequently</li> <li>Regular updates ensure timely problem solving</li> </ul>	<ul style="list-style-type: none"> <li>Current Metrics are a sign that Huddle Meeting are happening and that the team is engaged</li> </ul>		



5	Discuss Unit Metrics	<ul style="list-style-type: none"><li>• Gaps in Metrics need to be noted.</li><li>• Team roadblocks need to be discussed and removed</li><li>• All Team members must be encouraged to openly participate and raise issues</li></ul>	<ul style="list-style-type: none"><li>• Gaps in metrics are the gateway to problem solving</li><li>• Targets must be continually challenged</li></ul>
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