Measurement Information Specification
Human Resources Performance

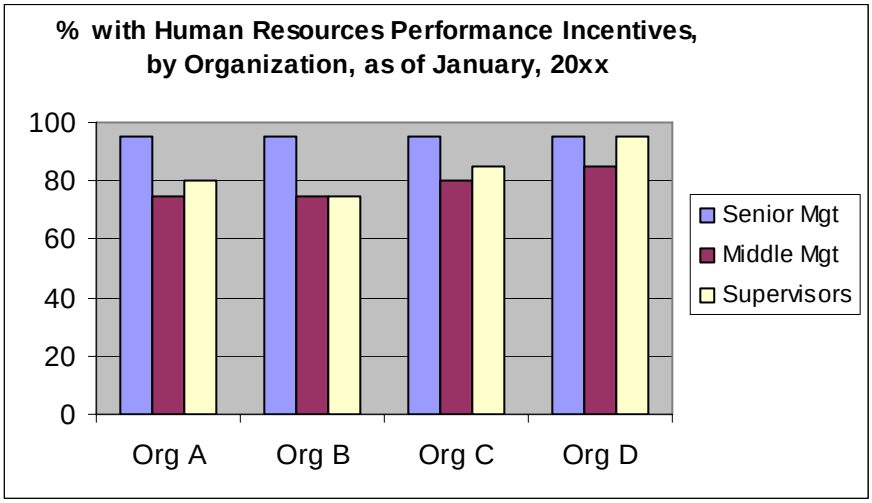
Information Need Description	
Information Need	Do we have a means to ensure involvement of management at all levels of the organization?
Information Category	Process Improvement Readiness

Measurable Concept	
Measurable Concept	Alignment and Commitment

Entities and Attributes	
Relevant Entities	Managers
Attributes	Human Resources performance incentive for process improvement

Base Measure Specification	
Base Measures	Existence of incentive
Measurement Methods	Determine from the manager's HR performance plan whether or not there is an incentive being offered for participating in the process improvement effort (or for specific results of the program)
Type of Method	Objective
Scale	Yes/No
Type of Scale	Nominal
Unit of Measurement	Individual manager

Derived Measure Specification	
Derived Measure	% of managers who have an incentive
Measurement Function	For each level of management, compute the percentage of those who have an incentive for process improvement, by dividing the total number of those with incentives by the total population of managers at that level.

Indicator Specification	
Indicator Description and Sample	
Analysis Model	In some organizations, it is helpful to have process improvement involvement (or results) reinforced by the performance objectives for each level of management. As a program gets underway, it is useful to measure how many of the managers have those incentives established. As the program proceeds, the measure might be augmented by a measure of effectiveness, such as whether or not an incentive goal for results is being met.
Decision Criteria	The goals are set by organization, generally requiring that all managers have incentives. If a certain organization is not meeting that goal, executive leadership may need to take action to ensure compliance.
Indicator Interpretation	In this example, all senior managers have had incentives set, and organization D appears to be on track with setting its goals. The other three organizations lag, and if incentives should be set by January, it may be necessary for the executive to take action to get the incentives set.

Data Collection Procedure (for each Base Measure) *Complete this section for each base measure listed on the previous page.*	
Frequency of Data Collection	Upon completion of performance goal setting, generally at the start of a calendar year
Responsible Individual	Supervising Manager [e.g. Executive for Senior Management, Senior Manager for those who report to him or her, etc.]
Phase or Activity in which Collected	Not applicable
Tools Used in Data Collection	Simple spreadsheet
Verification and Validation	Human Resources Department checks personnel records to ensure reported data is correct
Repository for Collected Data	Process Group measurement database

Data Analysis Procedure (for each Indicator)	
Frequency of Data Reporting	On request
Responsible Individual	Process group member
Phase or Activity in which Analyzed	On request
Source of Data for Analysis	Human Resources Department
Tools Used in Analysis	Excel or other measurement tools
Review, Report, or User	Process Group Management Teams Executive Leadership Human Resources Department

Additional Information	
Additional Analysis Guidance	The initial incentives might be just for involvement in the improvement program, but that involvement should at least include setting goals for results. As the program proceeds, the incentive should relate to results of the program, not just its existence.
Implementation Considerations	Each organization participating in the improvement effort needs to be included. Often, there is resistance from one or more organizations whose management believes them to be exempt for reasons of business pressures. Such non-compliance might be tolerated, so that progress can be made elsewhere in the business, but the culture of the organization must accept such a temporary inequity without impacting the motivation for improvement in other groups.