



Post-Training Support

Performance Management: Key Results

Each employee should know exactly what key results they are accountable to achieve and maintain. Use these examples as a guide to help you formulate key results for each job category in your department or organization. In your actual list, make the key results very specific to each job.

All Positions

Suggested key results in this category can apply to any position in an organization regardless of level or function.

Suggested key results include:

- Communication
- Interdepartmental Relations
- Internal/External Customer Satisfaction
- Personal/Professional Development
- Project Management
- Public Relations

Administrative/Secretarial/Clerical

This category covers secretaries, office managers, administrative assistants, clerks, etc.

Responsibilities might include:

- Overseeing and carrying out office operations.
- Preparing, systematizing, and preserving written communication.
- Distributing information.
- Collecting accounts.

Suggested key results key results for this category include:

- Administrative Distribution
- Administrative Support
- Correspondence/Document Production
- Department Liaison
- Field Liaison
- Filing/Record Keeping
- General Office Operations
- Internal/External Customer Satisfaction
- Phone Coverage
- Project Support
- Records/Forms
- Report Generation
- Scheduling
- Supply Maintenance
- Team/Department Support

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JEM@mgtdevspec.com



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Architecture/Engineering/Surveying

This category covers engineers, engineering technicians, architects, surveyors, etc.

Responsibilities might include:

- Planning, designing, and directing the construction of buildings, bridges, roads, and other facilities.
- Developing electrical and other system processes.
- Delineating, planning, and positioning tracts of land and natural and constructed features.

Suggested key results for this category include:

- Documentation
- Field Personnel Support
- Operations
- Regulatory Compliance
- Research
- Safety
- Technician Training

Customer Service

This category covers customer complaint clerks, customer service representatives, service investigators, etc.

Responsibilities might include:

- Responding to customer requests for information.
- Helping customers place orders.
- Investigating and resolving customer complaints about merchandise, service, billing, or credit rating.

Suggested key results for this category include:

- Account Information
- Billing
- Customer Assistance
- Customer Satisfaction
- Field Liaison
- Records
- Reports



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Executive

This category includes presidents, chief executive officers, managing directors, etc.

Responsibilities might include:

- Developing and establishing organizational policies and objectives.
- Reviewing reports and financial statements for progress toward objectives.
- Revising objectives and plans according to current conditions.
- Directing and coordinating programs that fund new or continuing operations to maximize return on investment.
- Increasing productivity.

Suggested key results for this category include:

- Asset/Liability Management
- Budget
- Business Development
- Business Strategy
- Capital Expenditures/Appropriations
- Climate/Culture
- Community/Industry Involvement
- Expense Management
- Financial Strategy
- Information Management
- Internal/External Customer Satisfaction
- Internal Operations
- Labor Relations
- Marketing
- Operational Plan
- Organizational Systems Management
- Pensions/Benefits Administration
- Personal/Professional Development
- Policy Development
- Production
- Profitability
- Public Relations
- Salary Administration
- Staff Development
- Staff Management

Staffing

- Technology/Product Development
- Union Contract/Legal Compliance
- Vendor/Supplier Relations

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Financial/Accounting

This category covers accountants, auditors, brokers, payroll administrators, etc.

Responsibilities might include:

- Examining, analyzing, and interpreting accounting records to give advice or prepare statements.
- Devising or installing accounting systems.
- Giving advice on cost-recording systems or other financial and budgetary data.

Suggested key results for this category include:

- Asset/Liability Management
- Capital Expenditures and Appropriations
- Cash Forecasting
- Collection
- Competition Analysis
- Cost Control
- Credit Approval
- Documentation
- External and Government Reporting
- Financial Records
- Financial Presentations
- Financial Analysis and Evaluation
- Internal Audit Compliance
- International Cash and Investment Analysis
- International Cash Flow
- International Dividend Plan
- International Debt Analysis
- Legal Compliance
- Management Information
- Reports
- Risk Reviews
- Security



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Human Resources/Personnel Administration

This category covers personnel managers, recruiters, training representatives, etc.

Responsibilities might include:

- Creating personnel administration policies.
- Conducting programs for recruitment, training, development, retention, promotion, compensation, benefits, labor relations, and occupational safety.

Suggested key results for this category include:

- Benefits Administration
- Labor Relations
- Career Development
- Policy Development
- Compensation Design/Administration
- Recruitment
- Counseling
- Regulatory Compliance
- Employee Retention
- Salary Administration
- Employee Relations
- Staffing, Selection, and Placement
- HRIS Administration
- Training and Development
- Job Redesign
- Union Contract Administration and Negotiation

Risk Management

This category covers claim examiners, underwriters, agent-contract clerks, etc.

Responsibilities might include:

- Investigating claims against insurance for personal, casualty, or property-loss damages.
- Appraising damages to determine costs of repair or replacement for each damaged item.
- Reviewing insurance applications to evaluate degree of risk involved.

Suggested key results for this category include:

- Account Management
- Account Reconciliation
- Claim Processing
- Cost Containment
- New Business
- Group Enrollment
- Risk Reviews

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Managerial/Supervisory

This category covers managers, supervisors, superintendents, etc.

Responsibilities might include:

- Directing production.
- Distributing and marketing for an assigned territory.
- Supervising people.
- Establishing policies.
- Setting priorities.
- Making decisions.

Suggested key results for this category include:

- Administration
- Budget
- Business Development
- Business Strategy
- Field Sales Support
- Interdepartmental Relations
- Internal Communication
- Internal Operations
- Marketing
- Production
- Professional/Personal Development
- Profitability
- Quality Assurance
- Resources Management
- Revenue
- Sales
- Service Quality
- Staff Management
- Staff Development
- Staffing
- Technology/Product Development
- Training



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Manufacturing

This category covers production supervisors, machine operators, assemblers, etc.

Responsibilities might include:

- Processing materials.
- Assembling, inspecting, and repairing products.
- Operating and maintaining machinery.

Suggested key results for this category include:

- Cost Management
- Inventory Control
- Job Coordination/Completion
- Labor Management
- Maintenance
- Production
- Quality
- Record Keeping
- Regulatory Compliance
- Safety

Marketing/Public Relations/Advertising

This category covers marketing strategy coordinators, public relations representatives, advertising managers, etc.

Responsibilities might include:

- Influencing customer preference for products and services.
- Managing advertising programs.
- Selecting, developing, and distributing favorable, persuasive material to sell products or services.
- Promoting goodwill.
- Developing credibility or creating a favorable public image for an individual, group, or organization.

Suggested key results for this category include:

- Advertising
- Field Support
- Market Analysis
- Marketing Plan
- Marketing Research
- Marketing Schedule
- Material Development
- Media Relations
- Promotional Strategy

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- Special Projects

Purchasing

This category covers purchasing agents, buyers, contract administrators, etc.

Responsibilities might include:

- Negotiating and contracting for the purchase of equipment, products, and supplies.
- Determining quantity and quality to be purchased.
- Determining costs, delivery dates, contract conditions, and sources of supplies.
- Taking inventories.

Suggested key results for this category include:

- Contract Negotiation
- Cost Containment
- Deadline Compliance
- Hazardous Material Disposal
- Inventory
- Purchase Order Creation
- Purchase Order Maintenance
- Requests for Quotations
- Vendor Consolidation
- Vendor/Supplier Relations

Sales

This category covers sales representatives, account executives, sales agents, etc.

Responsibilities might include:

- Selling
- Product demonstration
- Soliciting orders

Suggested key results for this category include:

- Account Base Maintenance
- Account Development
- Account Management
- Account Planning
- Account Selling Skills
- Customer Education
- Customer Satisfaction
- Existing Business Retention
- Lead and Inquiry Qualification
- Product Knowledge
- Sales (new business)
- Sales Forecasting

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- Territory Management

Service Representative

This category covers service technicians, mechanics, maintenance repairers, etc.

Responsibilities might include:

- Installing
- Maintaining
- Repairing mechanical equipment and appliances

Suggested key results for this category include:

- Customer Satisfaction
- Record Keeping
- Service Quality
- Work Area Maintenance

Technical

This category covers information system administrators, programmers, computer analysts, etc.

Responsibilities might include:

- Coding information into computer language.
- Developing and writing natural and artificial computer programs.
- Preparing flow charts and documents.
- Installing hardware and software.

Suggested key results for this category include:

- Assessment of Business Needs
- Database Administration
- Defect Analysis and Repair
- Hardware/Software Maintenance
- Information Needs Analysis
- Information Processing/Management
- Information Strategy Plans
- User Support and Consultation
- Installation Services
- Network Management
- Software Development
- System Analysis
- System Design
- System Development
- System Enhancements
- System Implementation
- System Testing
- Technology Integration

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