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Building Blocks for
Business Leadership

D28

KRA Performance Standard Example

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How to Use this Download

- A tool like Dale Carnegie's Key Performance Areas (KRA's) ensures performance standards are defined up-front and are SMART
- As noted earlier, it's not about the specific tool/approach but more about the concept... annual reviews are not the time to learn about performance issues.
- To give some context to this example, this is a KRA for a technical consultant

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Key Results Area (KRA)

Welcome aboard and welcome to Key Result Areas (KRAs). Everyone has KRAs. They create alignment between our company's goals and your contribution. From a calendar perspective:

- We set KRAs at the start the year. We'll dialog on the things you're targeting for the next year. These are the big rocks. The first one for consultants is always utilization. The last one is always a learning KRA.

As a consultant, you'll have at least two Key Result Areas:

KRA #1: Utilization. Your target should be at least 80%.

KRA #2: Learning. List any classes you plan on taken between now and year end or classes you've already taken. This allows us both to know your growth plan. Learning is important and is always listed as the last KRA on your list.

In addition to the two above, you may have other Key Result Areas. These additional Key Result Areas could include certification, or special projects. By listing these out, it allows you to:

- Share where you're at on special projects
- Get recognized formally, financially, or both.
- Share areas where you need help

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Key Results Area #1

Utilization (What is the major goal of your job? — Generate billable hours)

Write the condition(s) that must exist when that Key Result Area is being satisfied by your efforts. Be sure condition(s) you describe is (are) specific, measurable, attainable, results oriented, and time phased.

Duties/Activities

What are the activities that I must do to accomplish the Key Result Areas?

- By Sept 30, meet with account exec and discuss contract extension strategy
- By Oct 30, have discussion with client on project management
- By Nov 30, outline and present plan to client of benefits of re-factoring code base.
- Maintain billable hours as follows:
 - September = 152
 - October = 168
 - November = 160
 - December = 144
- Continue to provide excellence in meeting customers' needs, building energy toward contract extension next year. Specifically
 - Coordinate with account executive sales in strategy toward contract extension.
 - Increase communication with client on project management issues.

Performance Standards

My job in this Key Result Area will have been satisfactorily completed when: **Utilization >= 90%**

Skills/Knowledge

What must I know, or know how to do, in order to reach these results? **No additional skills required.**

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Key Results Area #2

Certification (Java Programmer Certification by December 15th.)

Write the condition(s) that must exist when that Key Result Area is being satisfied by your efforts. Be sure condition(s) you describe is (are) specific, measurable, attainable, results oriented, and time phased.

Duties/Activities

What are the activities that I must do to accomplish the Key Result Areas?

- 9/12 - Outline the key areas of the Programmer's Exam
- 9/13 to 10/7 - Study each area in turn (where necessary, write example applications)
- 10/20 - Test my knowledge with example tests
- 10/22 - If ready, schedule my exam
- 10/23 - Take the test
- If test not passed, rinse and repeat

The following are the key areas for the Programmer's Exam I plan to study:

- 9/13 - Declarations and Access Control
- 9/14 - Flow Control and Exception Handling
- 9/18 - Garbage Collection
- 9/22 - Language Fundamentals
- 9/23 - Operators and Assignments
- 9/29 - The Java.AWT Package
- 9/30 - The Java.IO Package
- 10/6 - The Java.Lang Package
- 10/7 - The Java.Util Package
- 10/13 - Overloading, Overriding, Runtime Type, and Object Orientation
- 10/24 - Threads

Performance Standards

My job in this Key Result Area will have been satisfactorily completed when: **I have certification in Java at the first level - programmer.**

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Skills/Knowledge (KRA #2)

What must I know, or know how to do, in order to reach these results? There are subject areas to the Java Programmer's Exam I have retrieved from Sun's website. I will focus my study on these, creating examples and taking practice tests for each. The exam will be about syntax, and doing examples is the best way for me to get the syntax into my head.

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Key Results Area #3

Training (Attend AngularJS training by 11/30)

Write the condition(s) that must exist when that Key Result Area is being satisfied by your efforts. Be sure condition(s) you describe is (are) specific, measurable, attainable, results oriented, and time phased.

Duties/Activities

What are the activities that I must do to accomplish the Key Result Areas?

- Find a date on www.intertech.com that fits with the client schedule and get approval
- Enroll in the course
- Pre-read the first 3 chapters of the course manual to get up to speed before class

Performance Standards

My job in this Key Result Area will have been satisfactorily completed when: **I have taken the course.**

Skills/Knowledge (KRA #3)

What must I know, or know how to do, in order to reach these results? None.

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