

<i>Key Measures: what organizations pay attention to and value</i>	<i>Criteria: things commonly used to measure performance</i>	<i>Metrics: what gets counted, weighed, and so on</i>	<i>Ways to get the information or metrics</i>
<i>Customer satisfaction</i>	Perceptions and opinions; complaints and returns; referrals	Ratings of how strongly the opinion is held; number of incidents; cost to resolve problems	Focus groups; rating scales on surveys; customer service numbers
<i>Employee satisfaction</i>	Morale; grievances; turnover and retention	Mean score on survey; number of incidents per year; percentage within x months; cost to recruit	Surveys; focus groups; interviews; exit interviews
<i>Market share</i>	Actual compared to potential or competition	Dollar amount or percentage of sales; number of units sold; cost to increase service	Market research; industry indexes
<i>Productivity</i>	Time at task; units produced; calls received; process versus cycle time	Percentage of time; number and average per time; average call-handling time; size of gap; indirect cost to achieve	Time sheets; production records; worksheets
<i>Product performance</i>	Cost; recalls; variance; customer opinion; unscheduled service; waste	Dollars or cents per unit; number per unit or model; standard deviation; ratings; number, percentage, or ratio; direct and indirect cost of waste	Finance; statistical process control (SPC) data; focus groups; service calls
<i>People performance</i>	Yield; waste; time at task; attainment of objectives; cost of supervision; rework	Ratio or percentage; percentage of time; percentage of achievement; ratio of managers to employees; direct and indirect cost to achieve	SPC data; time sheets; plans; budgets
<i>Financial performance</i>	Fixed costs; variable costs; margin; rate of growth; cost of sales; cost of service	Ratio; percentage or dollars per unit	Daily reports; actual dollars versus budgeted dollars; sales analyses
<i>Compliance</i>	Formal filings; incidents; reportables	Quantity, dollar value; rate per 1,000 hours; number of incidents	Quality control reports; complaint calls; citations
<i>Growth</i>	Training; succession plans	Number trained; dollars per employee; training that meets individual development plans; retention (dollars, number, or percentage)	Actual versus budget; changes in the database

Figure 9.2. Measures, Criteria, and Metrics Scorecard