FRAMEWORKER PERFORMANCE PLAN

DISTRIBUTING FRAMES

SUPPLEMENTAL INFORMATION—CENTRAL OFFICES

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1. INTRODUCTION

1.01 Frameworker Performance Plan (FPP) is a uniform procedure for measuring the performance of individual employees. This document will help in measuring the efficiency with which an individual generates work products and the quality of the products produced. Measurements are objective and uniform and are therefore welcomed by most employees. In addition, FPP can improve employees' understanding of their responsibilities and can be used to provide feedback concerning their performance. When used consistently in all offices, frameworkers will be measured in a fair and comparable manner.

1.02 Whenever this section is reissued, the reasons for reissue will be listed in this paragraph.

1.03 Recommendations for changes, additions, or deletions to this section should be forwarded on Form E-3973 and as specified in Section 000-010-015.

1.04 The title for each figure includes a number(s) in parentheses which identifies the paragraph(s) in which the figure is referenced.

1.05 If FPP is properly implemented, production may increase while the quality of the work improves. Much of this improvement is inherent to the procedures. When employees know the items for which they are held accountable, they tend to work up to that level. Improved quality reduces troubles which then results in greater office efficiency.

1.06 By providing on-going factual information on each individual's performance, FPP aids supervision in recognizing employees' strengths and weaknesses early and taking appropriate action. Resultant discussions with employees may provide insight into office roadblock problems that have been overlooked.

1.07 When employee appraisals are made, supervisors have the required production and quality information already at hand. The following text contains instructions and forms for collecting and recording productivity and quality performance data.

2. SCOPE

2.01 FPP is appropriate for all frameworkers regardless of the type of office or the tour to which they are assigned, eg, day, evening, night, Saturday, Sunday, holiday, etc. It measures the efficiency with which a frameworker performs those work activities associated with demand and nondemand service order work, as well as the quality of that work.

2.02 Attendance, punctuality, and safety are also of concern and current practices should be continued to provide information on these aspects of job performance.

3. RELATIONSHIP OF FPP AND THE FRAME FORCE MANAGEMENT PLAN (FFMP)

3.01 The productivity portion of FPP relies on data generated by the Frame Force Management Plan (Section 201-200-010). If fair measures of individuals are expected to result, the following activities of FFMP are of special importance.

3.02 ***Pricing:*** Pricing guidelines must be established for each office to reflect office type and complexity

3.03 ***Day-by-Day Frameworker Loading:*** It is important that frameworkers be assigned a full day of order work as often as possible. For example, 20 hours of order work assigned to three frameworkers should be loaded as two eight-hour loads and one four-hour load.

3.04 ***Reporting of Actual Time:*** Fair measurements of individual frameworkers demand accurate time reporting by employees. To encourage accuracy, appropriate entries to the Load and Work Time Record (E-6843) or its equivalent should be made after each work activity is completed or interrupted, eg, when a frameworker stops running a jumper (order work) to assist the test desk (nonorder work) and again when order work is resumed. Work activity additions and deletions must be correctly tallied and explained. Time spent assisting others or being assisted by others must be documented. There must be adequate notations of roadblocks encountered. Time should be accurately reported. For more information and examples of the Load and Work Time Record, refer to Section 201-200-010.

3.05 Frameworkers are accountable for accurate and complete entries on the Daily Time and Work Log, but it is the responsibility of supervisors to ensure that frameworkers are ***held*** accountable by checking time logs, investigating questionable entries and, if satisfied, approving the time logs.

4. DEFINITION OF TERMS

4.01 ***Expected Order Time:*** This is the time expected to complete a work activity undertaken and is also the expected time shown in the pricing table used for the individual office. Expected order times are those established for each office as a result of the time and motion study performed under FFMP procedures or those gven in Table A depending upon which data is used to measure ***office*** efficiency. Refer to Section 201-200-010 for information on Table A, Expected Order Times.

4.02 ***Actual Order Time:*** This is the time that was actually spent to complete a work activity. Actual order time (start and end times) should be reported as accurately as possible.

4.03 ***Non-Order Time:*** This is the time associated with work activities which are not included in pricing as defined in paragraph 4.01.

5. MEASURING PRODUCTIVITY

5.01 The measure for productivity for frameworkers is called "percent efficiency." This measure is the relationship between the estimated time for completing certain frame operations and the actual time spent completing those operations.

5.02 The data required for FPP is taken from Form E-6620 or equivalent which is prepared as a part of FFMP. The information needed is the expected order time for the work completed by the frameworker, column D, the Actual Order Time, column E and the total actual Non-Order Time, columns F(M) and F(R). These figures are then recorded on Form E-6955-A (12-79) Frameworker Performance Plan—Productivity. A frameworker's percent efficiency is obtained by dividing the expected order time by the actual order time multiplied by 100. Refer to Fig. 1 for an example of Form E-6955-A and instructions on how to complete the form.

5.03 An important factor in fairly measuring frameworkers is the amount of order work assigned to individuals each day. Experience has shown that levels of efficiency are relatively low for frameworkers assigned small amounts of order work and they are thereby penalized. To minimize such handicaps, order work should be concentrated in as few work assignment as possible. Work assignments should attempt to be rotated equitably among the members of the work group.

5.04 Form E-6955-A is designed to aid supervision in tracking and controlling inadequate order loading. By noting (in the box provided) the number of days in the month in which the frameworker had less than 240 minutes of expected order time, a low level of order loading becomes evident. Should a frameworker have an unexpectedly low percent efficiency in any month, inadequate loading may explain it. If such is the case, supervisors should be cautions in their use of such results. Refer to Fig. 2 for an example of a completed Form E-6955-A.

5.05 Newly hired employees should be assigned to productive order work as early as practical and records of their productivity and quality maintained from the beginning. These records should be used to track performance trends and for developmental purposes.

5.06 Generally team assignments have proved less efficient than individual assignments in getting the frame job done. In addition, team assignments tend to distort the percent efficiency for an individual since both team members, regardless of their respective performance, will be measured at the same percent efficiency during the team assignment. If team assignments must be made, rotation of individuals among teams and between team and individual assignments can be employed to reduce this distortion.

5.07 When frameworkers work in a two-person team, each individual should be allocated one-half of the ***expected*** time on the Loading Sheet (Form E-6620). After the job is finished, each individual should report the actual time used to complete the work. When the Loading Sheet is not used, the Load and Work Time Record (E-6843) or its equivalent may be used to record these times.

6. MEASURING QUALITY

6.01 The measure of quality performance for frameworkers is "percent satisfactory." This percentage is determined by adding the number of satisfactory items found during the measurement period and dividing by the number of items inspected for quality during the same period and multiplying by 100.

6.02 Quality inspections should be equitably spread over the type of work performed and across the measurement period.

6.03 Quality inspection procedures are covered in the Controlled Maintenance Plan (Section 201-200-013). Data for the FPP quality measurement should be taken from Form E-6954 and summarized each day that quality inspections are made on Form E-6955-B, Frameworker Performance Plan—Quality. Refer to Section 201-200-013 for information on the Frameworker Work Evaluation Sheet (Form E-6954). See Fig. 3 for instructions on how to complete Form E-6955-B. Refer to Fig. 4 for an example of Form E-6955-B.

7. ANALYSIS AND USE OF RESULTS

7.01 FPP provides objective measurements of the frameworkers performance. These items should be significant to supervisors in managing the frame force. The results should be examined carefully. In cases where the results appear out-of-line, analyze the results for explanations. Inappropriate pricing, inadequate order work loading, lack of rotation of assignments, or improperly completed Daily Work Logs may be responsible for a bad result.

7.02 Column E of Form E-6955-A records the nonorder time worked each day. This information should be used to prevent a build-up of excessive nonorder time for any individual over the month. If conditions do not allow desirable loading and/or rotation, these circumstances should be noted each day in the Remarks column of the E-6955-A which will make analysis easier at month's end. FPP results should be documented as

generated, even if the results seem abnormal and the causes noted in the employee's records.

7.03 FPP results can show trends in employees' performance, highlight training needs or misunderstandings and lead to the identification of hidden roadblocks. It is recommended that results be discussed with frameworkers on an ongoing basis and that procedures be established for the upward reporting of results.

INSTRUCTIONS FOR COMPLETING FRAMEWORKER PERFORMANCE PLAN – PRODUCTIVITY

FORM E-6955-A

At the beginning of the month, enter the following information on the appropriate lines in the heading:

(1) Frameworker's name

(2) Frameworker's experience in job title

(3) Shift (eg, day, evening, night)

(4) Month and year

(5) Office name or location

(6) Frame supervisor's name

Record the following production information daily in the appropriate columns (include Saturdays and Sundays).

Column A Expected time value of order work loaded to frameworker

Column B Minutes of nonorder work loaded to frameworker

Column C Expected time value of order work completed by frameworker (may be more or less than initially loaded column A)

Column D Actual time reported to completed order work

Column E Actual time reported to complete nonorder work

Column F Total productive time reported (total of Column D and Column E)

Compute Daily Percent Efficiency and Daily Percent Nonorder Time and enter anything pertinent in the Remarks column.

At the end of the month:

(1) Total columns A through F and enter totals on line T.

(2) Compute monthly percentage of efficiency and monthly percent nonorder time.

(3) Note number of days with less than 240 minutes of expected order time.

E6955-A (9/79)

FRAMEWORKER PERFORMANCE PLAN PRODUCTIVITY

(1) Employee: _____
(2) Months In Title: _____
(3) Shift: _____
(4) Month _____ Year _____
(5) Office: _____
(6) Supervisor: _____

Day	Initial Load		Work Completed				Daily Percent Efficiency $\frac{\text{Col. C}}{\text{Col. D}} \times 100$	Daily Percent Non-Order Time $\frac{\text{Col. E}}{\text{Col. F}}$	TRICK #	Remarks
	Col. A Minutes Of Order Work	Col. B Minutes Of Non-Order Work	Col. C Expected Time For Order Work Completed	Col. D Actual Time For Order Work Completed	Col. E Actual Time For Non-Order Work	Col. F Total Productive Time (Col. D & E)				
1										
2										
3										
4										
5										
6										
7										
8										
9										
10										
11										
12										
13										
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30										
31										
T										

Monthly % Efficiency: $\frac{\text{Total Col. C}}{\text{Total Col. D}} \times 100 =$ _____ %

Monthly % Non-Order: $\frac{\text{Total Col. E}}{\text{Total Col. F}} =$ _____ %

Of Days With Less Than 240 Minutes Of Expected Order Time (Col. C) ☐

Fig. 1—Frameworker Performance Plan—Productivity (Form E-6955-A) (5.02)

E6955-A (9/79)

FRAMEWORKER
PERFORMANCE PLAN
PRODUCTIVITY

Employee: F. Husky
Months In Title: 15
Shift: Evening

Month JAN Year 1980

Office: Hustle, CA.
Supervisor: D. Ying

Day	Initial Load		Work Completed				Daily Percent Efficiency	Daily Percent Non-Order Time	TRICK #	Remarks
	Col. A Minutes Of Order Work	Col. B Minutes Of Non-Order Work	Col. C Expected Time For Order Work Completed	Col. D Actual Time For Order Work Completed	Col. E Actual Time For Non-Order Work	Col. F Total Productive Time (Col. D & E)	Col. C / Col. D x 100	Col. E / Col. F		
1	420	60	450	420	60	480	93.3	12.5		
2	400	80	380	380	60	440	100	13.6		
3	480	—	420	400	—	400	105	—		
4	380	100	390	400	80	480	97.5	16.6		
5	390	90	350	330	80	410	106	19.5		
6	460	20	420	400	20	420	105	4.7		
7	200	280	160	160	190	370	100	51.4		
8	480	—	360	360	—	360	100	—		
9	360	120	360	380	100	480	94.7	20.8		
10	380	100	380	360	110	470	105.5	23.4		
11	480	—	480	470	—	470	102.1	—		
12	480	—	480	476	—	470	102.1	—		
13	350	130	320	310	140	450	103.2	31.1		
14	390	90	370	380	100	480	97.3	20.8		
15	480	—	480	500	—	500	96.0	—		
16	360	120	360	360	110	450	100	24.4		
17	380	100	380	380	100	440	100	22.7		
18	480	—	460	460	—	440	100	—		
19	460	20	480	500	20	520	96	3.8		
20	460	20	480	520	20	540	92.3	3.7		
21	450	30	400	400	10	410	100	2.4		
22	480	—	450	450	—	450	100	—		
23	480	—	450	450	—	430	100	—		
24	460	20	450	440	20	460	102.2	4.3		
25	470	20	450	450	10	460	100	2.1		
26	460	20	440	430	20	450	102.3	4.4		
27	460	20	480	400	15	415	120	3.6		
28	480	—	480	450	—	450	106.7	—		
29	400	80	400	400	70	450	100	15.6		
30	420	60	410	400	70	470	102.5	14.8		
31	480	—	450	450	—	450	100	—		
T	13,310	1570	12,840	12,240	1405	10,715				

Monthly % Efficiency: $\frac{\text{Total Col. C}}{\text{Total Col. D}} \times 100 = \frac{104.9}{}\ \%$

Monthly % Non-Order: $\frac{\text{Total Col. E}}{\text{Total Col. F}} = \frac{13.1}{}\ \%$

Of Days With Less Than 240 Minutes Of Expected Order Time (Col. C): 1

Fig. 2—Example of Frameworker Performance Plan—Productivity (Form E-6955-A) (5.04)

INSTRUCTIONS FOR COMPLETING FRAMEWORKER PERFORMANCE PLAN—QUALITY FORM E-6955-B

At the beginning of the month, enter the following information on the appropriate lines in the heading:

(1) Frameworker's name

(2) Frameworker's experience in job title

(3) Shift (eg, day, evening, night)

(4) Month and year

(5) Office name or location

(6) Frame supervisor's name

Record, as inspections are made (one evaluation per person per week), the following information in the appropriate columns:

Note: It is recommended that a greater number of observations be made when possible to help identify individuals that may need training. This is particullarly true with newer employees.

Column A Enter total number of items inspected - Form E-6954

Column B Enter total number of items found satisfactory - Form E-6954

Column C Compute the percentage of items found satisfactory

Enter any explanatory information in the Remarks column.

At the end of the month:

(1) Total columns A and B and enter totals on line T.

(2) Compute monthly percent satisfactory.

E6955-B (9/79)

FRAMEWORKER
PERFORMANCE PLAN
QUALITY

(1) Employee: _____
(2) Months In Title: _____
(3) Shift: _____
(4) Month _____ Year _____
(5) Office: _____
(6) Supervisor: _____

Day	Col. A Number Items Inspected	Col. B Number Found Satisfactory	Col. C Percent Found Satisfactory $\frac{\text{Col. B}}{\text{Col. A}} \times 100$	Remarks
1				
2				
3				
4				
5				
6				
7				
8				
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11				
12				
13				
14				
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30				
31				
T				

Monthly % Satisfactory: $\frac{\text{Total Col. B}}{\text{Total Col. A}} \times 100 =$ _____

EXHIBIT 2

Fig. 3—Frameworker Performance Plan—Quality (Form E-6955-B) (6.03)

E6955-B (9/79)

FRAMEWORKER
PERFORMANCE PLAN
QUALITY

Employee: F. Husky
Months In Title: 15
Shift: Evening

Month JAN Year 1980

Office: Hustle Co.
Supervisor: D. Ying

Day	Col. A Number Items Inspected	Col. B Number Found Satisfactory	Col. C Percent Found Satisfactory Col. B / Col. A x 100	Remarks
1	14	14	100	
2				
3				
4				
5	12	11	91.7	
6				
7				
8				
9	18	16	88	
10				
11				
12				
13				
14	14	14	100	
15				
16				
17				
18				
19	12	12	100	
20				
21				
22				
23				
24	14	13	92.8	
25				
26				
27				
28				
29	15	14	93.3	
30				
31				
T	99	94		

Monthly % Satisfactory: $\frac{\text{Total Col. B}}{\text{Total Col. A}} \times 100 =$ 95 %

Fig. 4—Example of Frameworker Performance Plan—Quality (Form E-6955-B) (6.03)