FRAMEWORKER PERFORMANCE PLAN
DISTRIBUTING FAMES
SUPPLEMENTAL INFORMATION - CENTRAL OFFICES

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1. INTRODUCTION

1.01 The Frameworker Performance Plan (FPP) is a uniform procedure for measuring the performance of individual employees. This plan should 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 therefore are 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 can be measured in a fair and comparable manner.

1.02 This practice is being reissued for the reasons listed below. Since this is a general revision, no revision arrows have been used.

(a) To identify the use of the Load and Work Time Record (Form EO-6843)

(b) To correct wording

(c) To remove references to the number of evaluations required for Form EO-6955-B

(d) To include references to the Network Maintenance Management Plan

(e) To reflect the post divestiture environment.

1.03 Suggestions for changes, additions, or deletions to this practice should be forwarded 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 implemented properly, production may increase while the quality of the work improves. Much of this improvement is inherent to the procedures. When employees know what standard is expected, 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 to recognize employees' strengths and weaknesses early and to develop 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 suggestions and forms for collecting and recording productivity and quality performance data.

1.08 Refer to the following practices for information on associated evaluation and measurement programs:

- Network Maintenance Management Plan (NMMP) - Section 780-125-500
- NMMP - Work Quality Inspection and Evaluation Program - Section 780-125-502
- NMMP - Cost Control and Measurement - Section 780-125-504.

2. SCOPE

2.01 FPP is appropriate for all frameworkers regardless of the type of office or the tour to which they are assigned (e.g., 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. Current procedures should be continued to provide information on these aspects of job performance.

3. RELATIONSHIP OF FPP AND THE FRAME FORCE MANAGEMENT PLAN

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

3.02 ***Pricing:*** Pricing guidelines should be established for each office.

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 entires to the Load and Work Time Record (Form EO-6843 or its equivalent) should be made after each work activity is completed or interrupted (e.g., when a frameworker stops running a jumper order [order work] to assist the test desk [nonorder work] and again when order work is resumed). Work activity additions and deletions should be tallied correctly and explained. Time spent assisting others or being assisted by others should be documented. There should be adequate notations of roadblocks encountered. (For more information and examples of the Load and Work Time Record, refer to Section 201-200-010).

3.05 Frameworkers should be accountable for accurate and complete entries on the Load and Work Time Record, but it should be the supervisors' responsibility to ensure that frameworkers be ***held*** accountable by checking records, investigating questionable entries and, if satisfied, approving the records.

4. DEFINITION OF TERMS

4.01 *Expected Order Time:* This is the time expected to complete distributing frame wave work for which work orders have been received, (e.g., service orders, trunk orders, cable transfers, line equipment transfers, etc.). Expected work times are established for each office as outlined in FFMP procedures (Section 201-200-010).

4.02 *Actual Order Time:* This is the work time as reported on the daily Load and Work Time Record (Form EO-6843) for the activities described in paragraph 4.01.

4.03 *Expected Non-Order Time:* This is the time expected to complete other work activities, including, but not limited to, testing assistance, facility verification, "go-no go" cable testing, etc.

4.04 *Actual Non-Order Time:* This is the work time as reported on the daily Load and Work Time Record (Form EO-6843) for the activities described in paragraph 4.03.

NOTE: Order and nonorder operation should be priced and measured against actual work times to develop forecast information. Both order and nonorder work information should be used to develop office and individual efficiencies.

5. MEASURING PRODUCTIVITY

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

5.02 The data required for FPP are taken from the Loading Sheet (Form EO-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, the Actual Order Time for the same work, and the total actual Non-Order Time. These figures then should be recorded on Form EO-6955-A, Frameworker Performance Plan - Productivity. A frameworker's percent efficiency is obtained by dividing the expected order time by the actual order time and multiplies the resulting number by 100. (Refer to Fig. 1 for an example of Form EO-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 efficiency levels are relatively low for frameworkers assigned small amounts of order work, thereby penalizing them. To minimize such problems, order work should be concentrated in as few work assignments as possible and work assignments rotated equitably among the members of the work group.

5.04 Form EO-6955-A is designed to aid supervision in tracking and controlling inadequate order loading. By noting the number of days in the month in which the frameworker had less than 240 minutes of expected order time in the box provided, a low level of order loading should become 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 cautious in their use of such results. (Refer to Fig. 2 for an example of a completed Form EO-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 should be maintained from the beginning. These records should be used to track performance trends and development.

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, should be measured at the same percent efficiency during the team assignment. If team assignments are necessary, rotation of individuals among teams and between team and individual assignments should 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.* After the job is finished, each individual should report his or her *actual* time used to complete the work.

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 then multiplying the result by 100.

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

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

7. ANALYSIS AND USE OF RESULTS

7.01 The FPP provides objective measurements of the performance of the frameworkers. These should be helpful to supervisors in managing the frame force. The results should be examined carefully and, where they appear out-of-line, they should be analyzed carefully before use. Inappropriate pricing, inadequate order work loading, lack of rotation of assignments, or improperly completed Load & Work Time Records may be responsible.

7.02 Column E of Form EO-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 EO-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 employee's performance, highlight training needs or misunderstandings and lead to the identification of hidden roadblocks. It is suggested that results be discussed with frameworkers on an ongoing basis and that procedures be established for the upward reporting of results.

(Insert Your Company Logo)

Frameworker Performance Plan
Productivity

EO-6955A
E 6955A1
(8-84)

Employee Name ① | Months In Title ② | Shift ③ | Month/Year ④

Supervisor ⑥ | Office ⑤

Day	Initial Load		Work Completed				Daily Percent Efficiency	Daily Percent Non-Order Time	Trick #	Remarks
	Col. A	Col. B	Col. C	Col. D	Col. E	Col. F				
	Minutes Of Order Work	Minutes Of Non-Order Work	Expected Time For Order Work Completed	Actual Time For Order Work Completed	Actual Time For Non-Order Work	Total Productive Time (Col. D & E)	Col. C / Col. D × 100	Col. E / Col. F		
1										
2										
3										
4										
5										
6										
7										
8										
9										
10										
11										
12										
13										
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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 (e.g., 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 in column A)

Column D — Actual time reported to complete 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 percent efficiency and monthly percent nonorder times.

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

Monthly % Efficiency: Total Col. C / Total Col. D × 100 = _____ %

Monthly % Non-Order: Total Col. E / Total Col. F × 100 = _____ %

No. Of Days With Less Than 240 Minutes Of Expected Order Time (Col. C) _____

201-200-014

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

(Insert Your Company Logo)

Frameworker Performance Plan

EO-6955A (E-6955A) (8-84)

Productivity

Employee Name: B. BARRICK | Months In Title: 15 | Shift: DAY | Month/Year: FEB / 85

Supervisor: F. MARUN | Office: BOISE, ID

Day	Initial Load Col. A: Minutes Of Order Work	Initial Load Col. B: Minutes Of Non-Order Work	Work Completed Col. C: Expected Time For Order Work Completed	Work Completed Col. D: Actual Time For Order Work Completed	Work Completed Col. E: Actual Time For Non-Order Work	Work Completed Col. F: Total Productive Time (Col. D & E)	Daily Percent Efficiency Col. C / Col. D × 100	Daily Percent Non-Order Time Col. E / Col. F	Trick #	Remarks
1	420	60	450	420	60	480	107.1	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	350	100	54.2		
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	470	—	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	—		
16	360	120	360	360	110	470	100	21.2		
17	380	100	380	380	100	480	100	20.8		
18	480	—	460	460	—	460	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	—	460	460	—	450	100	—		
23	480	—	460	450	—	460	100	—		
24	460	20	460	440	20	460	102.2	4.3		
25	470	20	460	450	10	460	100	1.6		
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	—	460	106.6	—		
29	400	80	400	400	70	470	100	14.8		
30	420	60	410	400	70	470	102.5	14.8		
31	480	—	450	460	—	460	100	—		
T	13,310	1,580	12,820	12,660	1,405	14,065				

Monthly % Efficiency: Total Col. C / Total Col. D × 100 = 101.2 %

Monthly % Non-Order: Total Col. E / Total Col. F × 100 = 9.9 %

No. Of Days With Less Than 240 Minutes Of Expected Order Time (Col. C): 1

201-200-014

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

(Insert Your Company Logo)

Frameworker Performance Plan
Quality

EO-6955B
E-6955B)
(8-84)

Employee Name ①		Months In Title ②	Shift ③	Month/Year ④
Supervisor ⑥			Office ⑤	

Day	Col. A No. Items Expected	Col. B No. Found Satisfactory	Col. C Percent Found Satisfactory Col. B / Col. A × 100	Remarks
1				
2				
3				
4				
5				
6				
7				
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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 (e.g., day, evening, night)

④ Month and year

⑤ Office name or location

⑥ Frame supervisor's name

Record, as inspections are made, the following information in the appropriate columns:

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

Column A — Enter total number of items in Form EO-6954

Column B — Enter total number of items found satisfactory in Form EO-6954

Column C — Compute the percent 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 in line T

(2) Compute monthly percent satisfactory.

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

201-200-014

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

(Insert Your Company Logo)

Frameworker Performance Plan
Quality

EO-6955B (E-6955B) (8-84)

Employee Name: B. BARRICK | Months In Title: 15 | Shift: DAY | Month/Year: Feb/85
Supervisor: F. MARUN | Office: Boise, ID

Day	Col. A: No. Items Expected	Col. B: No. Found Satisfactory	Col. C: Percent Found Satisfactory (Col. B / Col. A × 100)	Remarks
1	14	14	100	
2				
3				
4				
5	12	11	91.6	
6				
7				
8				
9	18	16	88.8	
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: $\frac{\text{Total Col. B}}{\text{Total Col. A}} \times 100 =$ 94.9

201-200-014

Fig. 4- Example of Frameworker Performance Plan - Quality (Form EO-6955) (6.03)