<table>
<thead>
<tr>
<th>Type of work</th>
<th>Characteristics</th>
<th>Examples</th>
<th>Measures of output (examples)</th>
</tr>
</thead>
</table>
| Process       | Work that is part of a regular well-defined process, and where the output at any stage is usually clearly countable | • most forms of production  
• data processing  
• volume telephony work  
• many aspects of finance  
• many aspects of sales  
• customer fulfilment work | • Number of items produced  
• Amount of information processed  
• Number of calls handled  
• Number of transactions  
• Number of items delivered | Quantity  
• Meeting required standards  
• Accuracy  
• Customer satisfaction with process | Quality  
• Quality of deliverables  
• Quality of contributions of project team members  
• Degree to which project meets objectives  
• Value for money |
| Project       | Project-type work encompasses anything that can be seen as a one-off collection of work tasks with a well-defined budget, purpose, scope, timescale and result. | • delivering a product or set of services to clients  
• bidding for work  
• building something  
• creating marketing materials  
• running a campaign  
• implementing change projects | • Production of deliverables to time and budget  
• Number of component deliverables handled per person/team | Quantity  
• Quality of deliverables  
• Quality of contributions of project team members  
• Degree to which project meets objectives  
• Value for money | Quality  
• Value for money |
| Case/Account  | Work with individual clients to deliver a service, solve problems or monitor the delivery of a service | • Working on commercial client account  
• Social work case work  
• Legal case work  
• Resolving employee disputes | • Number of services or products delivered to client  
• Number of elements delivered by each team member or case worker  
• Number of cases handled overall  
• Balance between straightforward and complex cases in workload | Quantity  
• Customer satisfaction with service in the case  
• Efficiency and effectiveness of case/account handling  
• Meeting objective standards (e.g. legal standard; government-set targets)  
• Success in meeting or exceeding billing targets  
• Success in resolving problems | Quality  
• Customer satisfaction with service in the case  
• Efficiency and effectiveness of case/account handling  
• Meeting objective standards (e.g. legal standard; government-set targets)  
• Success in meeting or exceeding billing targets  
• Success in resolving problems |
<table>
<thead>
<tr>
<th>Type of work</th>
<th>Characteristics</th>
<th>Examples</th>
<th>Measures of output (examples)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Quantity</td>
</tr>
</tbody>
</table>
| Innovation  | Coming up with new ideas, strategies, insights, designs, modifications to designs. | • designing new product  
• creating new policy  
• writing an article or a speech  
• preparing a presentation  
• producing marketing strategy  
• scoping smarter working | • Number of articles, speeches, presentations produced  
• Contribution by team members to producing new strategy, product, etc  
• Amount of research, analysis, evidence gathering, reporting as contributions to innovation | • Speed of response to requests for new materials  
• Quality of materials delivered  
• Ability to take new idea or new product/prototype forward  
• Robustness and insightfulness of evidence and analysis |
| Support     | Supporting the work of other people, more in a reactive and as-needed way rather than as part of a process or project | • P.A. / secretarial work  
• Technical support  
• Reception work | • Number of people supported and with what services  
• Number of sites or equipment supported  
• Number of requests responded to | • Speed and efficiency of response  
• Accuracy  
• Being proactive in spotting issues  
• Ability to coordinate functioning of team  
• Organisational skill |
| Managerial  | Managing, coordinating and supervising the work of others | • Managing or coordinating teams  
• Managing people (effectiveness, collaboration, skills development)  
• Managing resources and budgets  
• Managing results  
• Mentoring, coaching | • Output of individuals and teams managed  
• Personal output as individual, if applicable  
• Amount of people management work  
• Contributions to meeting corporate objectives | • Success in managing workloads and setting and meeting targets  
• Quality of output of teams  
• Quality of reporting to senior management  
• Success in resolving problems  
• Quality of people management  
• Feedback from 360° appraisals  
• Quality of resource management |