

# Multi-level Performance Framework

Level	Objectives Goals, standards & indicators	Design “How to”, programs	Management Implementation, control
<b>Social/External (Mega)</b> <ul style="list-style-type: none"> <li>– Community</li> <li>– Clients</li> <li>– Market</li> <li>– Suppliers</li> <li>– Value chain</li> </ul>	<b>Mega objectives &amp; indicators</b> <ul style="list-style-type: none"> <li>• Community</li> <li>• Market</li> <li>• People</li> <li>• Suppliers</li> </ul>	<b>Social &amp; organizational plan strategic directions related to</b> <ul style="list-style-type: none"> <li>• Community</li> <li>• Market</li> <li>• People</li> <li>• Suppliers</li> </ul>	<b>Social and regional management</b> <ul style="list-style-type: none"> <li>• Market</li> <li>• Policies</li> <li>• Regulations</li> </ul>
<b>Organization</b> <ul style="list-style-type: none"> <li>– Macro (org. results)</li> <li>–Micro (products)</li> </ul>	<b>Organization objectives &amp; indicators</b> <ul style="list-style-type: none"> <li>• Macro</li> <li>• Micro</li> </ul>	<b>Organization design</b> <ul style="list-style-type: none"> <li>• Macro</li> <li>• Micro</li> </ul>	<b>Organization management</b> <ul style="list-style-type: none"> <li>• Macro</li> <li>• Micro</li> </ul>
<b>Processes</b> <ul style="list-style-type: none"> <li>– Internal services</li> </ul>	<b>Process objectives &amp; indicators</b>	<b>Process design</b>	<b>Process management</b>
<b>People &amp; resources</b> <ul style="list-style-type: none"> <li>– “Six boxes”</li> <li>– Individual performer</li> </ul>	<b>Job and task objectives &amp; indicators</b> <b>Resources levels &amp; requirements</b>	<b>Job and task design</b> <b>Resources allocation system</b>	<b>Job and task management</b> <b>Resources management</b>