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Type of work	Characteristics	Examples	Measures of output (examples)	
			Quantity	**Quality**
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	• Meeting required standards • Accuracy • Customer satisfaction with process
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	• Quality of deliverables • Quality of contributions of project team members • Degree to which project meets objectives • 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	• 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

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Imperial College London
Smart Working Toolkit – Manager Toolkit

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Type of work	Characteristics	Examples	Measures of output (examples)	
			Quantity	**Quality**
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 360º appraisals • Quality of resource management

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