

# Performance Management

# Outline

---

1	Introduction	government transformation
2	Change Management	steps in government transformation
3	Strategic Management	Balanced Scorecard system
4	Performance Management	management by objectives
5	Business Process Reengineering	transformation towards value creation
6	Strategy Implementation	strategies through programmes
7	Structural Change	structural changes and ICT support
8	Summary	summary of concepts

# Performance Management

---

People do not do what you expect but what you inspect.

- 1) **Performance measurement** is the process of assessing progress toward achieving desired results
- 2) **Performance improvement** is any effort targeted at closing the gap between between actual results and desired results
- 3) **Performance management** is about setting desired results, planning activities, carrying out actions towards results, measuring progress, and managing improvement

Most performance management systems are based on **Management by Objectives (MBO)**.

# Management by Objectives (MBO)

---

MBO is a well-established performance management system for implementing the measures and targets of strategic as well as operational objectives defined through the Balanced Scorecard.

- 1) Participative approach to integrate the objectives of an organization with those of all individuals within the organization
- 2) System in which objectives cascade down through the organization. The result is a hierarchy of objectives that links objectives at one level to those at the next level
- 3) For the individual, MBO provides specific personal performance objectives
- 4) Objectives guide managers in operating their area of responsibility and individuals in their work

# Objectives

---

1) Two kinds of objectives:

- a) Strategic
- b) Operational

2) SMART objectives:

- a) Specific
- b) Measureable
- c) Achieveable
- d) Result oriented
- e) Timebound

# MBO Individual Goal Sheet

---

Header	Name:		Job Title:	
	Manager Name:		Date:	
Objective	Description:			
	Type (strategic/operational):		Measure:	
	Target:		Quality criteria:	
	Means of verification:		Start:	End:
Skills	Skills Development:			
Career	Career Development:			

# Tutorial Discussion

---

- 1) What is your management style?
- 2) Is your work managed by objectives?
- 3) Do you have personnel that could be managed by objectives?