

INTERVIEWS



LEGISLATION



“New IT developments and software tools allow countries around the world to break conventional boundaries.”

THE KPI INSTITUTE PUBLICATIONS PERFORMANCE MANAGEMENT IN 2015

State of the discipline annual magazine

EDUCATION



EVENTS



“Collaborative efforts will grow continuously and further impact Performance Management.”

Perspectives

13 Interviews. 10 Countries.
Practitioners. Academics.
Consultants

Around the World

Performance - related legislation
in 232 countries

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Statistics for the most popular
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in Google search

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books. Academic articles. Portals.
Communities

Software

Gartner's Magic Quadrant for 2016.

Executive summary

Performance Management in 2015

2015 was a year of intensive evolution for Performance Management, mainly when it comes to integration and technology. Data gathering and streamlined reporting, performed through both software and hardware solutions are not only available, but also optimized, as enablers continue to mature. Now, more than ever, performance related practices extend across all levels, from the almost traditional organizational-operational-individual trinomial to the personal life. More and more people seek to better understand their contribution to the world, to make better decisions and, eventually, to improve their daily performance, even outside working hours, and the technological development fully supports this trend. This report is meant to be an objective and reliable monitor for such changes and trends.

Performance Management in 2015 is part of a series of annual publications in which The KPI Institute provides an overview on the state of the discipline. The report is the result of a qualitative study, in which both primary and secondary resources were used. It covers a broad range of topics, from expert perspectives to education, from keyword trends to governmental efforts in implementing Performance Management tools and systems.

The report Performance Management in 2015 continues the standards established by the previous five editions, which consist in gathering and compiling opinions from practitioners, academics and consultants alike, in order to gain a balanced perspective on the state of the discipline. Based on this editorial rule, the report presents interviews with a wide range of specialists from 10 countries, who offered rich insights on the development of performance management in 2015. In order to provide a complete and comprehensive image, opinions from both private and public sector, from all the corners of the world are included in the report – from Australia to China, from New Zealand to Italy and from the United States of America to Saudi Arabia.

The content was compiled in such manner as to provide opinions and extensive analyses through interviews, as well as specific information through topics such as events, education, trends in search, resources and software.

In 2015, time has come for us to migrate, from viewing the whole picture of this discipline, to studying details found in different regions of the same picture. Therefore, the series of qualitative reports, offered by The KPI Institute, will be completed by three additional reports, all of which assess the state of the discipline in three specific geopolitical areas. More precisely, the reports Performance Management in 2015: GCC Special Edition, Performance Management in 2015: ASEAN Special Edition and Performance Management in 2015: North America Special Edition are soon to be released.

Feedback regarding this edition and inputs for future editions are highly appreciated by our team and should be directed at editor@kpiinstitute.org.



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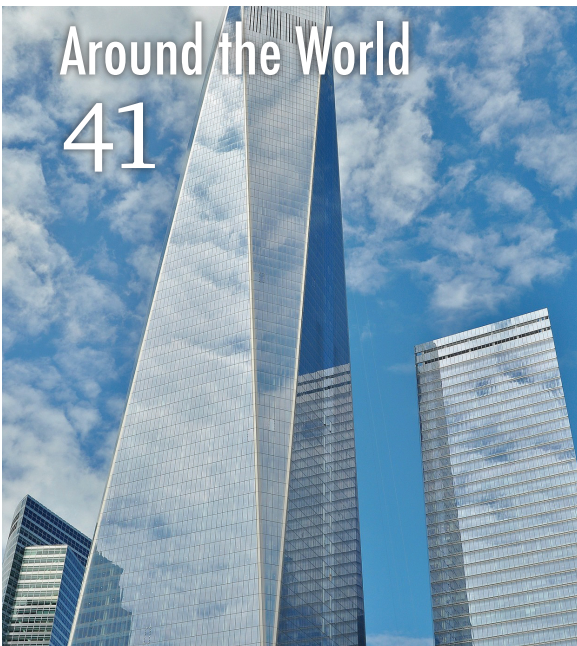
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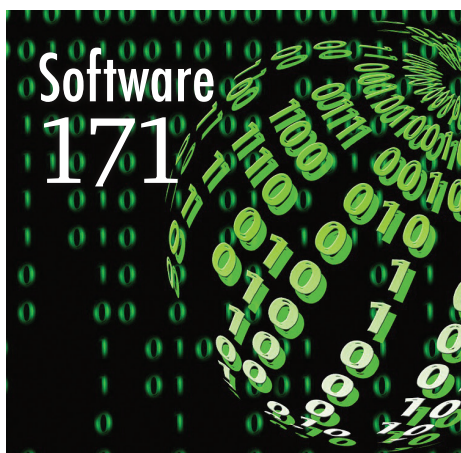
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Visual Summary



About the Report

The report **Performance Management in 2015** is the result of a qualitative research study which reflects the annual changes and developments related to the field of Performance Management. The study was conducted by The KPI Institute in the period November, 2015 – March, 2016. The information employed came both from primary and from secondary sources.

> Interviews

This specific section was built based on the expertise shared by academics, practitioners and consultants in the Performance Management field. A total of 12 semi-structured interviews were conducted via telephone and email in the period December 2015 – February 2016. The combined expertise of the interviewed professionals represents a stepping stone for the future of Performance Management practices.

> Legislation

The section encompasses 232 countries, regardless of their independency status, and it focuses on changes regarding each country's performance-related legislation, its implementation and immediate outcomes. The main sources used for compiling this section were official governmental websites, strategic development plans and official reports. Drawing the lines, a total

number of 31 countries were added since the 2013 report, 87 of all have legislated a performance management system, while most of the remaining 145 countries are planning to implement performance-related legislation.

> Trends in Search

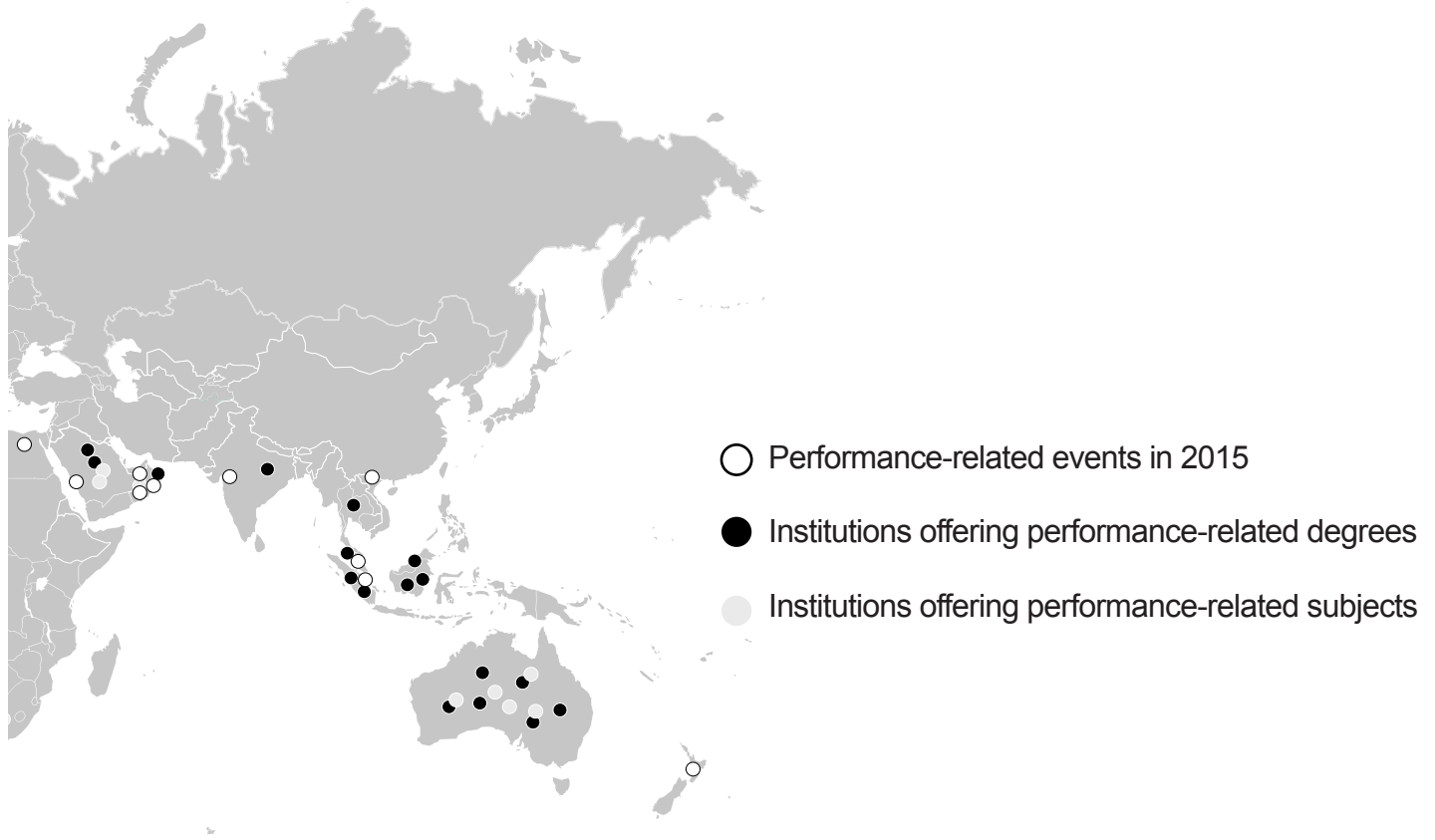
Continuing the tradition of past years' Performance Management reports, in 2015 the same tool, Google Trends, was employed to obtain graphic data regarding keyword search operations performed on Google's search engine.

> Media Exposure

This section is a graphic representation of the media-exposure rate of selected Performance Management-related keywords over a period of time spanning from 2000 to 2015.

> Education

This section encompasses an extensive list of prestigious universities from all around the world. The selection was made based on either degrees or subjects offered on performance-related topics. The data collected was extracted only from the universities' official websites.



> Events

This section presents a comprehensive list of events which had Performance Management as a central theme. The main focus of the section were conferences, both international and national. The list was split into two tables, one comprising events which took place in 2015 and the other one – events from 2016.

> Books

This section of the report is dedicated to books which have either Performance Management, or a closely-related subject, as the main theme. The chapter is split into two distinct sections: one centers on best-selling books, while the other focuses on the latest published books, from the last months of the assessed year, 2015.

> Articles

Articles relevant to performance management have been selected and compiled into a list of 88 items. The search was conducted using Google Scholar and *sciencedirect.com*. Keywords used during the selection process included: performance management, performance measurement, organizational performance, operational performance, employee performance and personal performance.

> Portals

The Portals section was born with the intention of providing necessary guidelines for online orientation in the Performance Management field. Thus, it comprises two tables which provide a ranking of the ten most accessed performance-related websites, according to *Alexa.com* and *Ranking.com*.

> Communities

What LinkedIn community can one visit in order to benefit from valuable Performance Management insights? This section of the report was created with the intention of answering this specific question.

> Career

The section provides an overview of the job and salaries trends, as they evolved in 2015, on a global level. Additionally, independent regional overviews of each continent enhance accuracy of data and enables comparison across regions.

> Software

This section presents the results of two studies conducted by different entities and in a different manner, with the purpose of ranking software solutions providers.



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INTRODUCTION

14 Questions • 13 Interviews • Practitioners • Academics • Consultants

Australia • China • Italy • Indonesia • New Zealand • Pakistan • Saudi Arabia
Singapore • Turkey • United Kingdom

A crucial point in every research project, regardless of the subject, is to have access to insights from experts in the field. The report Performance Management in 2015 continues the standard set by the previous three editions, which consists of gathering and compiling opinions from numerous specialists in the field, in order to provide an overview of the state of the discipline.

Relying on the idea that, regardless of the domain, progress can only come through the collective efforts of academics, who develop

the discipline through their research, consultants, who help the new discoveries break into the world and practitioners, who provide day-to-day insights from practice, The KPI Institute offers you a collection of 13 interviews with specialists from all the above-mentioned categories.

From Asia to Oceania and from Europe to the Middle East, authorities in the domain shared their expertise and knowledge, shedding light on vital issues, such as the best practices in Performance Management,

what is the current downturn in today's practice and what can be done in order to elevate the field, further on.

All interviewees answered the same set of questions (1-13), and Question 14 varies for each job role. For the first time, the report includes a new section of questions, dedicated to Personal Performance, in order to gather the interviewees' opinions on this emerging trend. The questions that the 13 specialists answered to are:

1 Which are the 2015 key trends in Performance Management, from your point of view?

2 What are your thoughts on the integration of Performance Management at organizational, departmental and employee level?

3 Which will be the major changes in managing performance, in the future?

4 What aspects of Performance Management should be explored more through research?

5 Which organizations would you recommend to be looked at, due to their particular approach to Performance Management and their subsequent results?

6 What Performance Management question would you like to ask researchers?

7 Which are the main challenges of Performance Management in practice, today?

8 What should be improved in the use of Performance Management tools and processes?

9 What would you consider as a best practice in Performance Management?

10 Which aspects of Performance Management should be emphasized during educational programs?

11 Which are the limits that prevent practitioners from achieving higher levels of proficiency in Performance Management?

12 What is your opinion on the emerging trend of measuring performance outside working hours?

13 What personal performance measurement tools do you use?

14a For Practitioners: Which were the recent achievements in generating value from performance management in your organization?

14b For Academics: We are developing a database of Performance Management subjects and degrees. What are your suggestions relevant to the database (i.e. subjects or degrees such as the Masters in Managing Organizational Performance)?

14c For Consultants: What are the processes and tools you look at, in order to differentiate a successful performance management system, from a superficial one?

1 Which are the 2015 key trends in Performance Management, from your point of view?

Due to its broad understanding, Performance Management is defined in different ways by professionals, thus the key trends noticed by professionals vary from one industry or functional area to another.

Some of them noticed a greater emphasis on details and data-driven systems, whilst others saw social or environmental performance as a deciding criterion for judging individual, departmental or organizational performance.

Afterwards, data visualization has come up big in recent years, allowing for numerous improvements and forward strides when it comes to the relationship between graphics and performance management. Collaborative working, enhanced employee engagement, separating organizational and individual goals, to allow a greater focus on both instead of combining them into an annual appraisal process, Cloud solutions, greater transparency, open data, the development of inter-organizational performance frameworks, reputation management, a process of ongoing coaching and feedback, supply chain productivity improvement – all of these are trends that have impacted 2015 in terms of performance management.

If we were to take industries specifically, then some of our experts have commented on the fact that multinationals have started adopting and developing industrial performance management departments, while small-to-medium enterprises have adapted PM systems to fit their size; furthermore, companies in the manufacturing industry have shifted towards Lean & Six Sigma methodologies, while those in the ICT field lean heavily on the aforementioned Cloud solutions.

2 What are your thoughts on the integration of Performance Management at organizational, departmental and employee level?

This was a rather hot topic, as opinions darted from one side of the argument to the other. The popularity of cascading performance at each level individually is, from some of our experts'

points of view, a natural development, which had to evolve sooner or later. Others are not so sure it is worthwhile, as it makes measuring performance much more difficult, as the intricacies of each level can tamper with data.

On the one hand, some feel that PM needs to be cascaded eventually to the employee level in order to delegate authority, improve productivity, innovation, governance, development and retention of core competencies & key personnel. On the other hand, such an effort would require a very high skill or knowledge cap, which many individuals do not yet have and it would be much more suitable for them to focus on the details of each level in particular, rather than grouping them up together.

Certain voices call it an imperative development, the zenith of effective planning, in either private or public sector organizations, as it pertains to the alignment of objectives all the way from top to bottom. This is an interesting proposition, but as a few public sector figures have noted, it is quite difficult to get the employees' buy-in on this topic, as many see it as a disheartening proposition when the collected data does not reflect the employees' perception of reality. This is further reinforced by our experts' answers when they restate the previously-mentioned hurdle – measuring performance at different levels has to take into consideration the details of each and every one of them and mashing them together typically does not yield realistic results.

3 Which will be the major changes in managing performance, in the future?

Most of the interviewed professionals agree on the idea that performance management is nurturing a more and more poignant take on data and data-driven processes. Whether this means Big Data or Cloud solutions, or apps and gadgets that micromanage one's workload, it's all about that data.

Other interesting points of view relate to the need to change Balanced Scorecards and the structure of KPIs, as both seem to be somewhat lagging behind the novelties in today's fast-paced business environment. This would be a part of the greater, overarching revision of the way information is provided to executives. Monthly business reviews, ongoing employee

reviews, "Beyond Budgeting" approaches, gamification, agile systems, enhanced facilitation of performance-related plans, as individuals find novel ways of exploiting performance management to the maximum.

4 What aspects of Performance Management should be explored more through research?

Each year, new topics emerge as targets for performance-related research. Some of the main ones that professionals have identified for 2015 are:

- What factors affect the optimal number of KPIs to be tracked?
- Performance management & group dynamics in non-profit organizations;
- How can managers be continually cued to have the growth mindset that focuses more on developing and inspiring, rather than measuring and evaluating employees?
- How to manage performance at the management level?
- How can we best use performance-related data and how can this end up being abused, in some cases?
- Research should further develop the ability of human beings to successfully adapt to the new and changing work environment;
- Linking KPIs to strategy and reporting output;
- Clarifying whether setting performance goals and linking variable rewards at an individual level leads to improved performance;
- Development of a global database of investment risk factors categorized by industry and location;
- Development of rolling annual budgets to provide goals for the PM system;
- Predicting the required key performance measurements for a) professional and personal performance and b) enterprise (strategic and departmental) performance, based on current emerging business and public sector trends.

5 Which organizations would you recommend to be looked at, due to their particular approach to Performance Management and their subsequent results ?

Some of the organizations that our interviewed practitioners, academics and consultants mentioned as being noteworthy examples of proficiency are as follows:

- Vodafone;
- BHP Billiton, GE, Apple;
- The performance arrangements of the Acute Trusts with the National Health Service in England;
- Statoil;
- The Virgin Group;
- Hengdian;
- Accenture, Adobe, Atlassian, Gap and Medtronic;
- Nestle, Procter & Gamble, Coca-Cola, PepsiCo;
- HP, Google, Microsoft, Oracle;
- GM, Nissan Motors, Volkswagen Group, BMW Group, Ford Motors.

6 What Performance Management question would you like to ask researchers?

Many subjects are yet to be fully explored in Performance Management, but some of the more pressing questions of our time are as follows:

- What motivates people to take control and want to invest in their professional and personal self-development?
- How much do organizations value volunteering outside the workplace as mechanisms for development?
- How can we integrate performance management in company cultures, leadership pipelines or succession planning?
- Where have there been particularly good instances of openness and transparency, which have fostered true public engagement, with a public sector organization?
- Do efforts to link payment bonuses and performance goals pay off? Is it worthwhile to go on believing in this relationship?
- Is it possible to build a methodology, a tool to create KPIs rapidly and to maintain them dynamically with very little human effort?

7 Which are the main challenges of Performance Management in practice, today?

The interviewed professionals have identified numerous challenges related to the field, from very general to very specific ones. The challenges that most professionals referred to are:

- Precisely defining performance;
- Setting appropriate goals (realizing that stretch goals often do more harm than good);
- Creating a vivid and compelling picture of why performance matters;
- Providing the right people with the time, guidance and reliable supply of the real-time informational, technical and social-emotional resources they need to do great work;
- Seeing the system be made more practical, meaningful, easier to accept and adopt and more interconnected with other systems or markets and customers;
- The need for more engagement at both the individual and departmental levels;
- Since performance management can be quite a fragmented process, one of the main challenges is to obtain, analyze and report on specific data within acceptable time frames, without it being detrimental to the overall objective;

- Despite the sums of money that have been invested in information systems, many organizations still struggle to extract the actual data that they need to make management decisions, or alternatively, still have little trust in the accuracy of such data.

8 What should be improved in the use of Performance Management tools and processes?

Far from offering simple improvement suggestions, the interviewed professionals provided numerous examples of improvements brought to performance management tools and processes that could help organizations achieve the desired outcomes. Some of them are:

- Reducing both the project duration of KPI Control Model setups and the effort to coordinate the different stakeholders of the project;

- Having an automatic production of KPI values and dashboards, leaving all resources to analytics and governance activities;

- There should be a stronger focus on good data, as opposed to presentation and management of the message;

- There also needs to be more design with the end in mind, with regards to systems, IT implementations and process re-design;

- Processes should not be rushed into and the tools should be used as a means to an end, not for the sake of usage only;

- Process Performance Management and People Performance Management should be carefully integrated, all the while trying to move focus from people dependency to process dependency;

- Goal-setting in small, easily achieved steps;

- Celebration of employee performance achievements;

- Expand the circle of target companies that need to implement performance management and the capacity to also concentrate on medium and small companies, not only on relatively large ones.

9 What would you consider as a best practice in Performance Management?

Some of the aspects regarded by the interviewed professionals as best practices in the field are:

- Building action plans through initiatives;
- Enterprise-wide time sheets;
- Driver-based budgeting and rolling annual budgeting;
- Weekly accounting;
- Smart phone interfaces with ERP systems;
- Goal Alignment;
- Activating KPI Control Models rapidly and according to the different stakeholders;
- KPI measurements that are minimally invasive and inexpensive;

- Investing extraordinary time in order to create awareness, generate buy-in and help individuals set up achievement roadmaps for personal and professional goals;

- Providing visibility and clarifying accountability issues, related to performance expectations at all levels;

Furthermore, many respondents also voiced differing opinions regarding the traditional strategy maps and Balanced Scorecard approach of Kaplan and Norton. For some, these remain the best and most familiar characteristics and practices in performance management. Other highlighted the fact that today's business environment might have rendered them outdated and that we'd need them updated, brought closer to the needs of 2015's companies.

10 Which aspects of Performance Management should be emphasized during educational programs?

As shown in the interviewees' answers, there are still numerous performance related aspects that are not fully addressed through the existing educational programs. Some of the mentioned aspects are:

- Performance management should be taught from an integrated perspective;
- Developing the leadership skills involved in effectively enacting performance facilitation tasks. Examples here would be inspirational leadership, process facilitation, fostering growth mindsets, goal setting, action learning, listening, coaching and integrative negotiation;
- The manner in which performance data is handled;
- Training sessions should be case-study based, highlighting what went well and why;
- The importance of Stakeholders and their requirements;
- A dire need for planning and governance competencies;
- Understanding Maslow's Hierarchy of Human Needs.

11 Which are the limits that prevent practitioners from achieving higher levels of proficiency in Performance Management?

The limits identified by professionals revolve around the following major pillars:

- Adopting the principle of forecasting, in order to determine which targets need to be achieved;
- Professional practitioner knowledge sharing;
- Reinforcement of in-class training with e-learning;
- Crossing organizational boundaries, to allow joined up performance regimes;
- Integrating data from different systems;
- Accepting Performance Management as the company entity that introduces innovation;
- Self-imposed restrictions by employees who feel put upon by it;
- Paying too much attention to short term gains;
- Hide behind the concept of delegation in refusing to help address conflicting performance demands, when you are a senior manager.

12 What is your opinion on the emerging trend of measuring performance outside working hours?

When it comes to measuring performance in their spare time, opinions vary quite heavily. Many of our respondents see it as a positive trend if it supports the attainment of personal goals, such as meeting new people, improving one's romantic relationship or enhancing one's health and well-being. If such objectives are reached through the use of accurate tools, which offer realistic measurements of real-time data, then it is a surefire way to improve ourselves and should be fully embraced.

Others find that such endeavours may lead to costs that are far greater than the benefits. Being assaulted by too much information, constantly monitoring ourselves and benchmarking everything we do can take a toll on our physical, mental and emotional health if we take matters one step too far. The middle

ground seems to be balance: either trying to balance out our work-personal life ratio of performance or if we are truly dedicated to measuring ourselves outside company hours, then we need to find just the right amount of evaluation and relaxation.

13 What personal performance measurement tools do you use?

When it comes to their very own personal measurement tools, there is a plethora of options named by our experts.

Some very specific examples are the Garmin computers on bikes, which have cadence indicators, heart-rate monitors, speed and average speed, templates resembling an energy bar, which are used to judge current individual energy levels or apps such as Trello, Ani.do, one Note.

On a more general note, weighing scales, fitness measuring instruments, To Do lists, setting milestones, allocating daily hours for research and innovation, are just some examples of personal performance measurement tools. Although some of these might not be your regular understanding of a tool, they are without a doubt useful instruments in judging one's current status-quo and where one can improve.

14a For Practitioners: Which were the recent achievements in generating value from performance management in your organization?

Some of the most important benefits of implementing a performance management system that the interviewed practitioners have mentioned are related to using visualization tools to simplify how data is presented and interpreted, switching to browser-based platforms, to ensure easy employee access to all the necessary information, streamlining processes, helping businesses become leaner and much more efficient, promoting accountability, transparency and customer engagement, understanding the benefits and progress of key change initiatives or using Six Sigma and TPM to achieve higher levels of productivity and financial savings.

14b For Academics: We are developing a database of Performance Management subjects and degrees. What are your suggestions relevant to the database (i.e. subjects or degrees such as the Masters in Managing Organizational Performance)?

The interviewed academics offered numerous examples of performance related degrees and subjects but, by comparison to the previous year, the range of topics has diversified, and now subjects such as Top Management Performance or Leadership are considered by academics to be important when it comes to performance management.

14c For Consultants: What are the processes and tools you look at, in order to differentiate a successful performance management system, from a superficial one?

As mentioned by the interviewed consultants, several aspects need to be taken into consideration. Amongst them, the chief ones are the level of compatibility between the quality of the output and the customer's needs, focusing performance analysis on human performance, enabling individual SMART goals to be aligned with those of the organization, supporting a two-way communication and collaboration, how effectively are we applying the Balanced Scorecard or Beyond Budgeting approach, normalizing KPIs, procurement optimization, culture shifts aided by 360-degree feedback efforts or business process redesign via multi-column flowcharting.



Practitioners' Perspectives

The panel of 6 interviewed practitioners is broad when it comes to their specific positions, which range from Council Member, Director of Strategic Planning and Business Improvement Manager to ICT Performance Manager, Principal Manager and Industrial Performance Manager.

When it comes to their main field of expertise, they believe that Performance Management is steadily being adopted and adapted to suit the needs of every company. From small-to-medium enterprises, to large corporations and multinationals, there is something for everyone. Some industries experience more visible changes, such as the manufacturing industry, shifting from a focus on TPM to one more concentrated on Lean and Six Sigma Methodologies, or the Information and Communications Technology industry, which have chosen Cloud solutions in order to consolidate hardware investments and make great use of Performance Management in order to acquire a more structured control over ICT services.

Furthermore, most of them rejoice in the fact that performance management efforts have gone a long way from where they started and now many more people have begun to accept

the importance of factors such as collaborative working, employee engagement, telling the truth, doing the job properly, goal alignment, as being complementary to the more classical ones, the Balanced Scorecard, dashboards and strategy maps.

Finally, when we speak about performance management, we always have to be facing the future, expecting novelty. And from our interviewed experts' points of view, the future is quite bright. As current trends indicate, they expect to see an increasing use of open data, gamification, Big Data and transparent performance reporting, on the one hand. On the other hand, the development of efficient visualization tools, agile technologies and outsourcing of ICT Services are other aspects which only serve to add a further layer of complexity to the big picture.

This final point, about increased complexity, should not be feared by anyone, as we are told that it simply means enhanced customization towards the needs of every company, department or individual. A one-size-fits-all model is part of a bygone era – performance management today caters to everyone's necessities and requirements, in order for them to reach their maximum potential.

Academics' Perspectives

Moving on to the Academics' category, Dr. Peter A Heslin sees three major developments in Performance Management, which he considers to be quite fruitful, as these usher in a new era for this field of expertise. Greater concern regarding social and/or environmental performance, as a marker for individual, departmental and organizational performance, increased use of Big Data, just as our practitioners also mentioned, an emerging reflection on costs and downsides of continuous performance data tracking and analysis and finally, making performance management more about facilitation. These trends can both be a result of one another and affect each other, in ways that were thought inconceivable just a few years ago.

Moreover, in his opinion, in order for this area of interest to continue to grow and expand, it is an absolute imperative to integrate the organizational, departmental and employee

level. Some are still doubting the utility of such an endeavor, but for Dr. Heslin, this is not a question of "if we should?" any longer, but of finding out how individual and departmental incentives might be undermining organizational objectives and generating a solution for this, so as to cull any misalignment. If managers and executives offer their full support to this cause, then the integration process shall be a smooth sail forward.

Regarding what the future holds for performance management, Dr. Heslin reiterates his previous thoughts on Big Data, social & environmental awareness, facilitation and data tracking, stating that just as these appear to be strong trends for 2015, the fact that companies have started to invest more and more into them is a sign that these will continue to exist in the future. Not only that, but they will develop into even greater systems and plans, which will incorporate elements such as Agile software.

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Consultants' Perspectives

The interviewed consultant emphasized the importance of Performance Management, as being critical to business success, a real influence factor for the acceptance of a performance management culture, the measurement of socio-economic impact, the implementation of agile and transparent goal setting or the establishment of a clear delimitation between organizational and individual goals.

Our 6 interviewed consultants espouse similar opinions when it comes to what performance management is and what it could become. Most of them agree that ICT developments, Big Data and data-driven efforts are the primary point of evolution. Whether these will be implemented in the public or private sector is a moot point. The bottom line is that performance management needs technology and technological advances in order to become more optimized, modern, adaptable and facile.

Adding to this, technology also brings in a new era of data visualization tools, which are of utmost importance for this field of expertise.

Conveying the end message in a simple, yet comprehensive way is tantamount to achieving success.

Cloud-based EPM, mobile phone-based strategy monitoring, enterprise data governance, or less technical initiatives, such as greater attention to detail, simplicity and streamlining, setting clear boundaries between the company and the individual, transparent & ongoing feedback and coaching, reputation management and being aware of the globalized world in which we live in, are just some of the elements, aspects and factors which today and tomorrow's technological novelties can help us with.

From talent acquisition, retention, engagement and development, to customer engagement, retention and support, tech will allow companies to better understand both their internal and external buyers. Going where no performance management effort has gone before, it is a path which we have paved for quite some time but only recently started to tread on with steadfast intent.

Our panel of consultants agree that this relationship is a most beneficial one, but which has to be handled with great care, just as any relationship. Data overload, over-measurement or over-reliance on data are just some of the insidious elements that characterize this alliance. If we are to nurture a healthy accord between performance management and technology, we must be aware of the latter's role in sustaining and building the former.

Practitioner



Name:
Christopher Trezise

Organization:
Corporate Performance Management Officer

Current Position:
Rugby Borough Council

Trends

1. Which are the 2015 key trends in Performance Management, from your point of view?

I've seen a lot of movement this year towards Data Visualisation and for me it is a key trend I hope that will continue into 2016 and beyond. Graphical representation of data is integral for buy in, as it is easier for the human mind to process a graph or chart than it is a list or table of numbers. With visualisation it is simpler to display trends and enables a presentation of holistic data. With our current performance management system moving towards a browser based platform, it has enabled us to tailor performance management views to the individual, in ways previously unavailable. This visual presentation has certainly increased the uptake of use of performance management at the local government authority where I work.

2. What are your thoughts on the integration of Performance Management at organizational, departmental and employee level?

Organisations are becoming more aware of the importance of performance management and how it can benefit them. Larger companies are entering into the realms of Big Data and Data Visualisation and data is becoming an integral part of business. Local government authorities are becoming more aware of how data affects their service delivery. More authorities are purchasing performance management systems.

At the departmental level, the news is not as good. From my experience at a local government authority, it is sad for me to report that there is a big lack of buy in from departmental managers especially when the data reflects poor performance. It is mainly a lack of education about how data

should be used. This uneducated approach to data means there are a lot of quality assurance issues. It only seems to be used when it suits.

At the employee level, there is an ignorance surrounding performance management and almost a fear of it. It is seen as a control mechanism rather than the enablement tool it actually is. Again, this is due to a lack of understanding of what performance management is and of how the individual fits into the full corporate structure and the affect their performance has on others.

3. Which will be the major changes in managing performance, in the future?

From my perspective I hope for more development of visualisation tools especially as technology continues to progress. I think there will be more of a focus on what is being measured as organisations become accustomed to using data to improve their business, eliminating wasteful measures that do not provide value.

Research

4. What aspects of Performance Management should be explored more through research?

I think there needs to be more research done on how performance data can be used and abused. Data out of context is a dangerous thing and I feel there could be more understanding around this area.

5. Which organizations would you recommend to be looked at, due to their particular approach to managing performance, and their subsequent results?

I believe looking at local government authorities (or any set of organisations) of a similar size that use the same performance management system would give better insight as to how those organisations set their approach regarding performance management. This wider scope, rather than specifically named organisations, could help other organisations of the same type, which are just embarking on or need help with performance management implementation.

6. What Performance Management question would you like to ask researchers?

Going forward into 2016, what major shifts can be predicted in terms of managing performance, specifically looking at local government authorities?

“ I've seen a lot of movement this year towards Data Visualisation and for me it is a key trend I hope that will continue into 2016 and beyond. ”

Practice

7. Which are main challenges of Performance Management in practice, today?

Engagement is always a challenge that will likely remain however the more visual performance management is, the more engagement you are likely to get. In my opinion, the lack of engagement on an individual and departmental level means that efficient performance management is not achieved and many waste processes remain.

8. What should be improved in the use of Performance Management tools and processes?

Identification and removal of waste processes making the tools simpler to use; for example, appraisal forms can be rather convoluted. This less wasteful tool could then promote better engagement of employees. Also, a simpler integration process could go a long way to improving how performance management is used.

9. What would you consider as a best practice in Performance Management?

Consistency: Having a consistent look and feel to performance management enables employees to engage more with it. Being consistent in all approaches allows data to be researched more easily, another boon of engagement. Just because you have the ability to do something awesome with performance management, you have to take notice that if it breaks consistency, it could backfire.

Education

10. Which aspects of Performance Management should be emphasized during educational programs?

I feel that how performance data should be used is a very important subject that should be addressed.

11. What are the limits that prevent practitioners from achieving higher levels of proficiency in Performance Management?

I think a limiting factor is due to self-imposed restrictions by employees who feel put upon by it. They make the decision to only do what is required by the organisation and thus fail to explore the full potential of performance management. This can lead to quality assurance issues and missed opportunities to gain insight.

Again, a factor that is imposed on the employee by the employee is the perceived lack of time. A lot of officers regularly quote there is no time to do this, but realistically speaking, time can be set aside in advance and just doing this would break one of the fundamental limitations that most practitioners face when trying to improve their skills.

Personal Performance

12. What is your opinion on the emerging trend of measuring performance outside working hours?

We all do this to some extent in our daily lives without even realising it. This is not really an emerging trend but rather a recognition and evolution of what we are already doing. I feel that this could have an adverse effect especially where dieting is concerned. I know a lot of countries are suffering from obesity but this could easily flip to malnutrition. The benefit of measuring a work environment is that there are quality assurances in place to ensure your measurements are accurate. Outside working hours those assurances are not necessarily in place and that is where inaccuracies can occur. When you are applying this to yourself, it could prompt you to make a regrettable or harmful decision harm.

13. What personal performance measurement tools do you use?

My brain, weighing scales, watch – probably more than I don't realise.

Specific Question

14. For Practitioners: Which were the recent achievements in generating value from performance management in your organization?

Using the visualisation functions provided by the Dashboards module of our performance management system we were successful in presenting simpler and easier-to-view representations of the data. We have exploited this to provide users with focused portals that allow them to do what they need in the system quickly and efficiently. Data and information are a lot easier to find and updating has been easier for users who previously regarded the classic system as being too complex.

It was the consideration of feedback from staff and from some independent reviews,

carried out in recent years that caused us to design portals with features which focused on task and purpose as a fundamental design principal. Gone are the days when users have to search and scroll through screens packed with text and data. Now, they have single-page portals with concise, clear panels and tabs to link or drill down elsewhere.

The switch to the browser platform was also an opportunity to positively transform some negative impressions of using the classic system that had developed over a period of years within Rugby Borough Council. New screens, new functionality and a new image culminated in our browser system being rebadged as “the RPMS” – the Rugby Performance Management System.

We have found that the positive impressions of staff and Councillors are mostly because of the new, fresh, clean look of the screens and their ease of use. Users who were previously unenthusiastic about the classic system, have come forward with new initiatives to develop their use of the RPMS for actions and PIs. We have also created bespoke portals for short term display of specific information of interest to councillors. These will be removed once the purpose of each portal has been fulfilled.

The positive feedback and administration benefits we are seeing are also a product of our preparation and post-implementation work designing and applying standards for portal layouts, naming conventions, content focus and ease of use. This approach will be carried forward into our newly-emerging use of scorecards and strategy maps, which offer opportunities for portal features that were previously unusable for us with the classic version.

“ I think there needs to be more research done on how performance data can be used and abused. Data out of context is a dangerous thing. ”

Practitioner



Name:

Mansoor Ahmed

Organization:

Etihad Etisalat

Current Position:

Director of Technology and Strategic Planning

Disclaimer: All views expressed in the interview reflect my own and do not represent my current or former employer, associates/contacts, associations, customers or contractors.

Trends

1. Which are the 2015 key trends in Performance Management, from your point of view?

These are really interesting times. On the one hand, big data analytics are now being harnessed to predict employee performance; on the other hand, more companies are ditching performance management in terms of individual ranking.

2. What are your thoughts on the integration of Performance Management at organizational, departmental and employee level?

It depends upon the mind set behind performance management and the context in which it's being implemented:

- **Perspective A:** If it is taken as a set of specific measurements of progress to drive employees to accomplish fixed goals, the system would easily be able to cascade corporate objectives down to very specific tasks of an employee. I am assuming nature of work in this case is efficiency-oriented, especially in the production/manufacturing environment.

- **Perspective B:** If it is taken as a set of specific measurements of behavior to lead employees to agile goals, the system would be team-specific without going into individual details. In this case, I assume work settings are oriented towards creativity and risk taking e.g., R&D, development of new products or new lines of business etc.

It's possible to use a mix of both in the same organization, but for different goals and objectives.

3. Which will be the major changes in managing performance, in the future?

We are seeing an increasingly distributed, mobile & technology-based workforce with declining EQ factors to drive; pushing PMS up to the individual level with personal balanced scorecards may turn matters into a more mechanized system, which I fear might be counterproductive. I therefore anticipate that even more companies will start abandoning the classical individual performance management ranking, disillusioned by its decreasing effectiveness. As I explained in the previous answer, in such cases, PMS with perspective B would be more favorable to adopt. It will also be helpful in enhancing employee engagement. We will also see innovative approaches making headway into mainstream PMS like **gamification** and **agile**. Reinvention of PMS is on the move.

Research

4. What aspects of Performance Management should be explored more through research?

- Human behavior/psychology/traits in response to various performance management approaches;
- Performance management & group dynamics in non-profit organizations;
- Role of leadership vis-a-vis incentives regarding effective performance management.

5. Which organizations would you recommend to be looked at, due to their particular approach to managing performance, and their subsequent results?

I came across an American company case

study, which was able to grow their business through an aggressive employee-last policy, with a stringent performance system at the cost of high employee turn-over. It is ostensibly counterintuitive but it delivered. I learnt the lesson that every performance management system is fine if it can deliver results under specific situations/cultures/industries. We don't have to copy-paste or chant the same mantra.

I would again like to emphasize that it's not the tool, but the application of the tool in a specific context which is to be learned/educated with appropriate awareness at every organizational level.

“PMS is not against the individual, it is for the individual, to help him/her.”

Practice

6. Which are main challenges of Performance Management in practice, today?

Making it meaningful: most often, numbers would be skewed due to bias and/or political issues, even if we discount the disability of many executives to interpret data correctly and with the right perspective. Numbers are mere bodies without soul, because the way these are projected, discussed and reacted to may eventually lead a company to either actual progress or the mere notion of it works till disaster hits. Very often, the incentives behind achieving numbers (instead of goals in context of the big picture) encourage a culture of unrealistic figures (for both commitment & reporting). Rewards & compensations are unfortunately either not aligned properly or poorly delivered, resulting into disbelief of the PMS itself. Decoupling it to a certain extent is the way to go.

Making it acceptable: PMS is not against the individual, it is for the individual, to help

him/her. Most of the time, the positioning of PMS is the problem; it creates the perception of an employee entrapment framework. One of the ways we can increase performance management acceptance is to decouple PMS from most incentives and let the team use it as a project management tool, to achieve the mutually-agreed objectives. Managers will use it to track the execution of efforts being put out by a team or individuals. In such case, incentives could be linked with the overall outcome and allow teams to negotiate & decide the contributing success requirements and factors for its individual members. It would help with increasing PMS acceptance, team collaboration and employee engagement.

Making it continuous: Year-end performance management appraisal is not only inefficient but has also become irrelevant. Fast paced challenges and much-needed changes in industries (especially the ICT sector) require agile goal settings, with constant feedback and both horizontal and vertical dialogue. Adaptation of such an approach is painfully slow in big organizations; I assume one of the reasons might be the complex underlying culture changes.

7. What should be improved in the use of Performance Management tools and processes?

Simplify both of them, to create focus and design solutions from within the organization through guidance, coaching and controlled collaboration, instead of implementing a generic model as is. It needs to generate continuous performance evaluations, with feedback on what is going great, as well as what might require adjustment.

“Innovative approaches, like gamification and agile software, are making headway into mainstream PMS. Reinvention of PMS is on the move.”

Education

8. Which aspects of Performance Management should be emphasized during educational programs?

It would really be helpful if training sessions were case study-based, highlighting what worked and what didn't & why. It should engage and inspire participants to think "what if?". It should help them identify the pros and cons of using various approaches and finally enable them to craft unique solutions for their respective companies.

9. Which limits need to be surpassed in order to achieve higher levels of proficiency in Performance Management, among practitioners?

Everyone needs to be somewhat of a performance management practitioner, at certain competency levels. Performance Management practitioners ought to invest extraordinary time creating awareness, getting buy-in and helping individuals to setup achievement roadmaps for personal and professional goals. What will make consulting practitioners truly successful is generating higher levels of awareness and learning, gained through training sessions and showcase the internal application of a PMS throughout departments, through fast experimenting, tweaking and mass collaboration.

Personal Performance

10. What is your opinion on the emerging trend of measuring performance outside working hours?

If you could recall the information captured in the diary of Benjamin Franklin, I would say that the full day individual performance management effort is not a new trend.

However, in comparison, the ability to collect scores of data and interpret trend analysis has astronomically increased over time. Many tools are now available, starting from simple online To-do managers to GTD apps (getting things done), to goal & effectiveness-oriented balanced scorecards and complex automatic multi-tools integration systems. It all depends on personal needs. Measuring what matters is what matters most.

11. What personal performance measurement tools do you use?

I use many tools (e.g., Trello, Any.do, one Note) but the most important one is to try to answer three simple daily questions: what do I stand for, **what I am going to do about it today** and retrospectively, **what I could have done differently?**



Practitioner



Name:

Mark Jaszczak

Organization:

WSP Parsons Brinckerhoff

Current Position:

Business Improvement Manager

Trends

1. Which are the 2015 key trends in Performance Management, from your point of view?

One major trend is the fact that Big Data is obviously very popular at the moment, but you don't need Big Data to tell you where the performance improvement opportunities are. It certainly has its benefits, such as generating complete pictures of certain situations and issues. But in my opinion, it is yet to be used to its full potential.

Another huge trend at the moment is collaborative working. This is a very positive trend, due to the fact that multiple departments work together to produce reports and streamline performance, a fact which can only help to boost performance. Businesses are a lot more integrated now than they used to be, which means that you need to have a much better understanding of what those around you are doing.

Engagement is another emerging trend. In the past, you used to be told to go and see the latest report that had been pinned to the notice board. But in recent times, I've noticed that more people are getting involved in the creation and distribution of reports and, encouragingly, people are being asked what they want to see. High level financial reports are great for a select few individuals, but they don't mean much to the vast majority of people, unless they have shares! It's pleasant to see smaller, more applicable reports being created.

2. What are your thoughts on the integration of Performance Management at organizational, departmental and employee level?

Integrating Performance Management at any

level is tough, because most processes and departments operate at different frequencies in relation to each other. Add to the mix the fact that owners, contributors and recipients differ wildly across businesses and the levels of granularity change just as much, and you've got yourself a tough integration task.

I believe that Performance Management needs structure and levels. You can have individual reports that feed into departmental reports, and they then feed into divisional reports, which then are integrated into company reports. If at least this much is linked, then it saves you time and makes integration that much easier. It's amazing how many businesses lack an integrated approach, which results in confusion and chaos; for example, solely reviewing the financials and ignoring critical items like the cost drivers will yield an incomplete picture of the business's status-quo. Each and every business out there needs to define and clarify its objectives. That's always the first step in any integrated approach.

“Integrating Performance Management at any level is tough, because most processes and departments operate at different frequencies in relation to each other.”

3. Which will be the major changes in managing performance, in the future?

I believe that collaboration efforts will continue to grow in the future and have a much larger impact on Performance Management. Organisations are starting to understand that you can't know where you're going until you understand where you've come from. This not only increases the effectiveness of Performance Management, but also increases brand and business loyalty.

Research

4. What aspects of Performance Management should be explored more through research?

I believe that KPIs should be explored more through research. I don't think there's a magic number of KPIs that all businesses should adopt, but I do think that more research is required to find the right ones. Not only that, but these should be categorically linked to the strategy and reporting output. You'd be surprised how many companies out there keep KPIs separate from everything else.

I've seen organizations adopt 5 KPIs and I've seen organisations adopt over 100. In my eyes, 5 is probably too little and 100 is probably too much. But there's a happy medium level, and that's where the research comes in.

Creating KPIs is a real skill, and it's something I love to do. They need to be the right ones though, measurements need to be sensible and not too easy, but they need to be easy to track and they need to align with the organisational objectives. One of the best scorecards that I've ever seen incorporated employee training and churn as KPIs, and gave them the same weighting as key financial results. The prior research that respective organization conducted identified that employees and financial performance were categorically linked, and they created KPIs to reflect that.

5. Which organizations would you recommend to be looked at, due to their particular approach to managing performance, and their subsequent results?

The Virgin Group – the way they continue to grow, branch out and increase employee and customer loyalty is very impressive. They're a perfect example of creating and implementing a correct performance management strategy.

Google – They understand that their employees are their most valuable asset, and they build everything around them, invest in them, and give them all the tools they need to grow as an individual, which in turn grows the business.

6. What Performance Management question would you like to have answered by researchers?

Can you create one system that does everything? That would be nice.

Practice

7. Which are main challenges of Performance Management in practice, today?

It's common for Performance Management to be a very fragmented process, so the main challenge is to obtain, analyze and report on specific data within acceptable time frames, without it being detrimental to the overall objective. To do this, you need clear instructions and a system that's fit for purpose.

I have seen companies conduct almost the entirety of their operations through one CRM system. This makes all forms of Performance Management very accessible, because everything is in one place. However, I have also seen many companies use a different system for each process. This presents many problems, such as the time it takes to extract and analyze any meaningful data because more often than not, you'll need reports from multiple systems to tell the full story of a particular issue. Generating 6 reports from 6 different systems and then putting it all together in Excel is not an ideal practice, but it's a common one. There's a huge challenge there to streamline everything, as there are many barriers when it comes to technological implementation.

It would be very interesting to compare the costs of one all-encompassing CRM system (including installation, licenses and maintenance) and the on-going costs of maintaining multiple different systems that essentially do the same thing.

8. What should be improved in the use

“I always tell people not to be afraid to report failures. It's those failures that often generate the biggest growth if you learn from them.”

of Performance Management tools and processes?

Without doubt, response times need to be improved. We live in a rapidly-changing world, which requires us to be just as fast with our Performance Management output. Way too often are delays caused by the systems not being good enough. If you have a sustainability or environmental issue, how can you possibly act on it quickly if you need to delve into six different systems for information, three of which aren't working?

Too many companies have a process in place to deal with most issues, but they put no investment into preventing those issues from occurring in the first place, through performance management.

9. What would you consider as a best practice in Performance Management?

As simple as it sounds, doing the job properly and not cutting corners is absolutely best practice in Performance Management.

Another best practice is considering the objectives in everything you do. After all, you can't know where you're going until you understand where you've been.

I would also say that telling the truth is definitely best practice. The problem with statistics is that they can be made to tell almost any story and if that story isn't aligned with your objectives, then you'll definitely miss key messages. It's great to know that 8 out of 10 projects were delivered successfully and you should take notes from that, but I would rather know why the other 2 weren't delivered successfully. From there, you can build an effective performance management strategy. I always tell people not to be afraid to report failures. It's those failures that often generate the biggest growth if you learn from them.

Education

10. Which aspects of Performance Management should be emphasized during educational programs?

It's difficult to cherry-pick as it's a long list, but the importance of Stakeholders and their requirements must be emphasized during educational programs. Performance Management systems should be built around these expectations and requirements, so their importance cannot be understated.

11. Which limits need to be surpassed in order to achieve higher levels of proficiency in Performance Management, among practitioners?

It's quite surprising how many people and organizations don't fully understand what Performance Management means. It's probably this lack of understanding that hinders positive results. Performance Management isn't just KPIs, it's processes, objectives, risk, opportunities, rewards, recognitions,

involvement, trends, analysis, statistics, predictions, time, costs, quality and so on. It's a vast subject matter of which Performance Management is just a term used to encompass it all. The more organizations understand this, the better the results will be.

Personal Performance

12. What is your opinion on the emerging trend of measuring performance outside working hours?

If it's a business, to measure employee performance outside of working hours, then I don't particularly agree with that. It really does depend on what your role is. If you're on call, then some sort of performance measurement would probably be necessary. If you're a CEO or Senior Director, then your role will extend beyond the contracted working hours so any work you do at any time of day or night may well need to be measured in some way, depending on what type of work it is, obviously.

But if you're measuring your own performance in a non-business capacity, such as how many goals you've scored at football, how much weight you've lifted at the gym, how far you've swum at the pool, then I thoroughly endorse that. I believe it's important to measure your own performance so you know what you're doing well, what needs a little help and what positive effect you're having on yourself and those around you.

13. What personal performance measurement tools do you use?

I'm really into my fitness, so I like to measure most of what I do at the gym such as how many reps I do, how much weight I lift, how far I run, that sort of thing. Not only is it a good way for me to check my progress towards my goals, but it's also a good way for me to spot which exercises I keep avoiding! It means I cover all the basis, and nothing is left to chance.

When I was a teenager, I even used to keep a spreadsheet that tracked my performance in each and every cricket match I played. It logged everything – how many balls I bowled, how many sixes I hit, how many minutes I spent batting, it was very comprehensive. In fact, that's probably where my love of Performance Management began. Even now when I go tenpin bowling with friends, I'm working out in my head what I need to do to get a score of 150, 175, 200 etc. I want to be the best I can possibly be at everything I do, so I will use various methods and tools that I've obtained over the years to help me achieve my goals.

Specific Question

14. Which were the recent achievements in generating value from performance management in your organization?

In the last few years alone, I have generated millions of pounds-worth of efficiencies for various clients. I have streamlined processes, I have helped departments and businesses become much leaner and it's all through my performance management skills. I make sure that requirements are accurately captured, time frames are realistic, I draw on the experience of subject matter experts when necessary and I make sure that whatever I produce is clear and understandable. I also try and be as pro-active as possible, by anticipating things like queries and forthcoming movements in performance, and then acting upon them before they happen.



Practitioner



Name:

Matthew Goodwin

Organization:

West Sussex County Council

Current Position:

Principal Manager, Performance and Operational Support

Trends

1. Which are the 2015 key trends in Performance Management, from your point of view?

There are various trends. Firstly, within the public sector, there has been an increasingly stronger focus on measurable outcomes, ideally over longer time frames. These outcomes are intended to demonstrate the impact of outputs on the broader population or whole systems. The challenge here, though, is to show how an output directly impacts on the outcome being tracked. That linkage is often hard to demonstrate, which can impede meaningful and practical performance discussions.

Another trend which continues apace is the focus on transparency and open data. This is not a new area, but is one that is being broadened, for example, into the performance reporting which is traditionally the reserve of internal discussions. This means the challenges faced by an organization are made very public, but it is a clear conduit for direct accountability with the people the organization serves. It does, however, place a stronger emphasis on accuracy and providing clear, timely explanations of what is happening, in terms that customers understand.

The final trend I will mention is the idea of inter-organizational performance frameworks. Again, these are not new. In the United Kingdom, partners across sectors have often developed common plans, which need to be accounted for. However, it is a strengthening trend, driven by areas where many organizations contribute to a single customer pathway. It is also driving increasing focus on methods for integrating information drawn from several sources, to create one performance picture. This includes the concept of different organizations using common references for customers, for example.

2. What are your thoughts on the integration of Performance Management at organizational, departmental and employee level?

This is considered the zenith of effective planning and performance management. Use of the term 'golden thread', with its connotations of a line of sight from corporate goals, through business plans and all the way down to personal objectives, is common place. The determination to deliver this 'golden thread' remains strong. However, it continues to be highly problematic. Public sector organizations often have a breadth of duties, many statutory, which will go beyond key change goals or priorities; you cannot make everything a priority and not everyone can be working on a priority. There are also support services, whose 'business as usual' are vital, but whose contribution to the wider strategy of an organization are hard to articulate clearly and simply.

Even with a direct line of sight, between a department or team's work, what they do tangibly affects outcomes, which can be hard to identify, certainly in a causal way. Often they are one part of a picture, and will succeed or fail as a consequence of others. If a department does what it is targeted to do, but the outcome is not achieved, and no-one is sure why, how is that treated? Not an easy question to answer!

This becomes more apparent when trying to tie individual actions to organizational outcomes. If it is problematic to clearly link department outputs to outcomes, then what chance do individuals have? Instead, what happens is that you will establish a notional link, where the link between personal action and the impact on the outcome is stated as existing, but could never feasibly be evidenced.

3. Which will be the major changes in managing performance, in the future?

The major changes I expect will build on the elements mentioned previously. There will be an increasing need for, and use of, systems and technology which allow the integration of data from multiple sources and applications, and which support holistic analysis, a common picture of performance at a geographic or whole system level. This will see common references for customers and services, across multiple organizations, and, increasingly more common terminology and definitions. Often the hardest thing is to be clear about what is being measured in performance terms, and to define the specifics of that measurement. Increasingly that will need to be standardized and will come predefined.

The increasing use of open data and transparent performance reporting will drive what I will term as an informed transparency. There will continue to be growth in parties who complete and promote analysis of public data beyond an immediate hunt for potential wrong doing (interest groups) and I would expect the public themselves will become more savvy. Furthermore, with the growth in social media, they will start to share those observations and perhaps start to collaborate on more complex pictures, in a way more common to the academic world, think tanks or interest group analysts. I have noted that people can be phenomenal statisticians and analysts when it comes to sports; that nous could be turned onto public services and open data one day!

Research

4. What aspects of Performance Management should be explored more through research?

There are several which I feel would be explored further (with due apologies to any who have thoroughly explored these areas). One is to examine the true public appetite for open data and transparent reporting. This should consider what they are genuinely interested in, how they want to be engaged and what steps might be taken to promote their engagement. I see some valuable experimentation in the field of engaging public with data, but not much indication or evidence on what the public appetite or interest is.

Another area would be to consider what would truly drive an interest amongst public sector staff and the data they help collate. Everywhere I

have worked, data entered by front line staff has been vital to completing a valid and informative performance picture. Yet it has never been clear to either them or me how this can be truly beneficial to them. There exists a gap between the reality they face on the job, the systems they use and data they must enter, and the final use of that in planning and performance management at a strategic level. It would be good to showcase and present examples of good practice, where that has been delivered most effectively.

5. Which organizations would you recommend to be looked at, due to their particular approach to managing performance, and their subsequent results?

Within the public sector, I would recommend an examination of the performance reports and arrangements relevant to Acute Trusts with the National Health Service in England. This is because I feel it represents what can be both good and more problematic about performance. On the plus side, you will find via a simple web search, a full run down of the extensive data sets and associated analysis used by Acute

Trusts, and via the reports and minutes of meetings, made openly available, what they do with them. You will see data covering a range of operational, clinical, financial and governance areas, often down to quite a granular level. There are masses of data and it receives a prominent focus, often from the Board to the hospital ward. In the best organizations, this drives excellence throughout, in a transparent and demonstrable way. And in the worst, it is possible to see the germs of things they should be acting on, but perhaps aren't.

On the other side, it could be possible to opine that there is too much information, and it is difficult to discern what the key actions and the key management headaches might be. At a more strategic level, you can also see declining performance, which happens when key stakeholders either ask for too much to be prioritized, or change the focus away from something which is still diligently measured. As I said, worth a look; I will leave people to draw the lessons they want.

6. What Performance Management question would you like to have answered by researchers?

Where have there been particularly good instances of openness and transparency, which have fostered true public engagement, with a public sector organization?

Practice

7. Which are main challenges of Performance Management in practice, today?

There are many challenges for performance management in practice, which, whilst apparent in the public sector, may also affect the private sector. These include:

Sourcing good data: Typically, this requires information to be entered into a variety of applications, by professionals and administrators with a large number of competing priorities and pressure. Often, the systems they use are complex and not intuitive. As such, it would be fair to say there can be issues with the timeliness, quality and completeness of data. This is something that requires active focus, to make it easier for staff to ensure they have the time and training to follow up where data entry is lacking. Otherwise, we lack the raw material needed to report on and effectively manage performance.

The pace of change: It is a well understood maxim that change is constant, and a current reality that the pace of change is high. This makes performance recording, reporting and management that much more challenging. If processes keep changing, how do you establish any trends, track records or comparisons? If users are supposed to enter data to use, how do they keep up with ever evolving requirements? If your data is system generated, how does it work if system parameters keep being altered? If you want to measure outcomes, but have changed what underpins those outcomes many times, how do you discern the decisive factors? I pose these as questions as I do not have the answers. However, it is something that needs to be considered.

Crossing organizational boundaries: It used to be that you might have to worry about organizational silos when managing performance. Now you will be dealing with different organizations entirely. That can lead to variability in systems, processes, definitions, cultures, feedback and response mechanisms, amongst a raft of factors. This creates complexity in obtaining data, translating it into meaningful performance information and seeking a response to what it is telling you.

8. What should be improved in the use of Performance Management tools and processes?

There are several areas, as a practitioner, where improvements could be considered:

- Firstly, there should be a stronger focus on good data, as opposed to presentation and management of the message. The latter elements are vital but can be where discussions begin. Instead, sourcing and validating good raw material needs to be given prominence. This brings in my point about engaging front line people who may provide that data.
- Secondly, and linked to the above, there needs to be more design with the end in mind, with regards to systems, IT implementations and process re-design. Organizations will always want information on how processes and services are performing. As such, this should never be an afterthought. Instead, it should be a key factor in any process re-design or system development exercise. Making it easy for users to enter data into systems is also pivotal. It needs to be in there to get it out!
- And, finally, I want to mention the ‘less is more’ convention. It can often be the case that performance data leads to a request for more performance data. Or alternatively, people start out with a concept that we should capture and measure as much as possible, with no discernible idea as to who will read, analyze and actually use what is provided. From my perspective (and I am prepared to be alone on this), there needs to be more focus on the most fundamental measures of performance, and on acting, when it is clear action is necessary on the spot.

9. What would you consider as a best practice in Performance Management?

Some of the traditional concepts remain the best. I would love to see the concepts of strategy maps and Balanced Scorecard (Kaplan and Norton) applied more rigorously and appropriately where it is attempted. This should include a proper consideration of the “bottom line” and outcomes, and the specific measurable drivers for these, working through all the necessary bases. The idea of considering all dimensions and focusing on what supports effective delivery remains the essence of good performance management.

Education

10. Which aspects of Performance Management should be emphasized during educational programs?

Overall, I would suggest the human factor. Performance management often focuses on process, systems, presentation and analysis. It therefore can come across as bit of a technical discipline, certainly from my experience. However, the human factor is important in many ways, in terms of:

- Who provides information, whether people entering data onto a system, people using a system that generates data automatically or people interacting with an organization in a way that affects performance.
- Whose behavior drives performance, specifically the people delivering a service or process, the people designing it, the people managing it, and the people using it. People also bring an added dimension which will defy a strictly logical or technical perspective.
- Whose behavior you need to affect, to improve performance for the above-mentioned reasons.
- Who is ultimately interested in how a process or service performs (that is, stakeholders) and how they take in and perceive what is being presented.

There is obviously a lot of material, academic and practice-based, about motivation and what drives people. However, I feel there should be greater emphasis on the part where performance reporting and management interfaces with the human condition.

11. Which limits need to be surpassed in order to achieve higher levels of proficiency in Performance Management, among practitioners?

The limits which need to be surpassed include:

- Crossing organizational boundaries, to allow joined up performance regimes. These need to settle on common definitions, a shared language and joined up perceptions and judgements on what is important and what the data is saying. And certainly within the UK, governance needs to be reviewed to support this.
- Integrating data from different systems. This is related to the aforementioned and parallels it in requiring common definitions

and data dictionaries, facilities to secure and easily share data and common frames for analysis. Shared capabilities for system development need to be considered.

On a more human level:

- A fear of what I will term as ‘beta’ performance material. In my experience, performance material gets better with use and benefits from feedback gathered from ‘field’ testing. However, what I have seen is a frequent desire to check and challenge data, refine presentations or re-work material. This can lead to a failure to launch and to the mistaken view that good performance information is a substitute for effective action. Performance information is all about delivery and it needs to be in play to be of use!

“There should be a stronger focus on good data, as opposed to presentation and management of the message.”



Personal Performance

12. What is your opinion on the emerging trend of measuring performance outside working hours?

I have not personally encountered that one! From my perspective, it has a place, if used ethically and openly, and in consideration of things like work-life balance or maintaining the well-being and sustainability of the workforce.

No discretionary effort should be a given and the impact of measuring this performance could well be a decline in performance. It is the difference between doing something because you enjoy it and are motivated, and being made to feel as though you are on the clock, even when you are not meant to be.

13. What personal performance measurement tools do you use?

If by that, it means my own performance, I only use minor manual tools. These include the usual 'To Do', task lists and tracking against action plans. Typically, this will involve office IT suites, though paper is frequently involved. More sophisticated elements are saved for team and department level operations.

In terms of managing work, philosophically and practically when I can, I remain a fan of ideas espoused by David Allen, in 'Getting it Done' (2001). People have so much to deal with as individuals; it is vital to keep it under control, both mentally, online, and in the physical world.

- Supporting the analysis of wicked problems. Public services work in a very complicated arena, so the use of performance material to understand problems and support solution generation is very important.

- Understanding the benefits and progress of key change initiatives.

**All of these have featured over the course of 2015.*

“ I have noticed that people can be phenomenal statisticians and analysts when it comes to sports; that nous could be turned onto public services and open data. ”



Practitioner



Name:

Paolo Panza

Organization:

Ericsson

Current Position:

ICT Performance Manager

Specific Question

14. Which were the recent achievements in generating value from performance management in your organization?

Performance management has added value in our organization in many ways, which include the following:

- Promoting accountability, transparency and engagement with our customers, via a regularly updated public facing performance dashboard, covering key corporate goals.
- Providing vital operational information to managers, so that they can service customers better and resolve issues. Our organization provides vital services to thousands of people, every single day, so the effective management of performance is critical.

Trends

1. Which are the 2015 key trends in Performance Management, from your point of view?

I think that during 2015 more companies have realized that Performance Management strategically affects their business' modernization efforts. For example, the ICT departments have chosen the Cloud as the technological solution to consolidate hardware investments. Different institutional vendors have proposed the Hybrid Cloud infrastructure as an intermediate solution to ICT needs. I believe that we will see an increase of ICT contracts requiring a more structured control of ICT Services through Performance Management.

2. What are your thoughts on the integration of Performance Management at organizational,

departmental and employee level?

Performance Management has to tightly integrate with people occupying different roles in a company, regardless of their department or level. To do this, Performance Management may use different tools. All these tools (e.g. CRM, Outsourcing, Business Process Reengineering) must be facilitated through Performance Measurement. Using a methodology based on Key Performance Indicator Models, Performance Management allows companies to review their organizations and their processes, based on quantitative values. So Performance Measurement helps the different layers of the company, managers and employees alike, to identify problems, take decisions and actions. Performance Management may allow different people to measure their results in the transaction phase using a shared vision.

3. Which will be the major changes in managing performance, in the future?

The presence of new ICT technologies allows companies to better define their perimeter, the scope of ICT Services. So more companies may outsource ICT Services quickly using Managed Services thorough outsourcing contracts. These contracts involve ICT Services supplied by multiple vendors. For example, a CRM platform may have two different suppliers: a Cloud Service Provider and an Application Service Provider. To monitor the best of the two different services, in order to meet the CRM business' needs, it is essential to simplify Performance Measurement through the development, maintenance and change processes of the KPI Control Models.

Research**4. What aspects of Performance Management should be explored more through research?**

Performance Management needs KPI Control Models to support the strategy of the managers and the day by day decisions of the employees. The metrics, algorithms and target levels are produced via Performance Measurement. Talking about ICT Services (regardless of application, infrastructure services or thematic ones like security), we need to set up a structured control system in a very short time. The only way to accomplish this is to create a KPI Engine. This object will be generated by business requirements, with the purpose of producing software to collect data, set up algorithms and historical trends automatically. Human contribution will serve only to produce the KPI Control Models, simulations and to analyze the resulting information.

5. Which organizations would you recommend to be looked at, due to their particular approach to managing performance, and their subsequent results?

I suggest to contact organizations that operate in IT Service Outsourcing. For large suppliers you must ensure that they have a structured customer-oriented local organization. University institutes can also bring their contribution regarding this topic. In the Milan district of Italy, there are different universities that have sufficient experience to deal with complex projects. I also suggest to consider smaller universities, which have the required competences.

6. What Performance Management question would you like to have answered by researchers?

To support Performance Management, researchers have to answer if it is possible to build a methodology, a tool to create KPI rapidly and to maintain them dynamically with few human efforts? Following a set of standards and fixed guidelines is it possible to set up algorithm, to feed data and to adjust performance of one KPI automatically to support KPI Control Models?

Practice**7. Which are main challenges of Performance Management in practice, today?**

The control through KPI Control Models, powered by algorithms and quantitative automatic indicators, is time-consuming. The true challenge is to convince people that their targets are reached via Performance Management governance. This is the only way to empower ICT decisional processes for any project and industry sectors. In a more pragmatic way, we can assume that any ICT Service contract must have a control section to regulate economics through KPI Control Models. These models may regulate contracts by using, for example, service credits and earn-back mechanisms.

8. What should be improved in the use of Performance Management tools and processes?

Performance Management must reduce both the project duration of KPI Control Model setups and the effort to coordinate the different stakeholders of the project. Talking about Performance Measurement activities, it is imperative to have an automatic production of KPI values and dashboards, leaving all resources to analytics and governance activities.

9. What would you consider as a best practice in Performance Management?

Best practice in Performance Management is to activate KPI Control Models rapidly and according to the different stakeholders. KPI measurement must be minimally invasive and inexpensive. Best practice is to observe the KPI production process in all its phases. Best practice in Performance Management is to activate the processes of IT Service Management in such a way that there is a progressive convergence between Business needs and IT objectives.

Education**10. Which aspects of Performance Management should be emphasized during educational programs?**

Because I am particularly careful when it comes to Performance Measurement and KPIs, I think a good opportunity for Performance Management is to look at the European Competence Framework 3.0 (e-CF). "The European e-Competence Framework (e-CF) is a reference framework of competences applied within the Information and Communication Technology (ICT) sector that can be used and understood by ICT user and supply companies, ICT practitioners, managers and Human Resources (HR) departments, the public sector, educational and social partners across Europe". At the moment, my opinion is that Performance Management needs Planning and Governance competences.

11. Which limits need to be surpassed in order to achieve higher levels of proficiency in Performance Management, among practitioners?

In my opinion, a significant problem is that business individuals do not accept Performance Management as the company entity that introduces innovation. In different situations, I see that measuring performance is considered a restriction or even worse, a guilt-inducing factor. We need to introduce a KPI culture with a persistent archetype, showing the benefits we get from this.

Personal Performance**12. What is your opinion on the emerging trend of measuring performance outside working hours?**

The only personal performance I measure outside my working hours are the vertical meters I cover during mountaineering. Because ICT goods have an immaterial property and generally the "power of information" has an unpredictable value, I prefer to keep working hours separate from non-working hours.

13. What personal performance measurement tools do you use?

I have produced hundreds of KPIs using a custom tool, based on Oracle technology. The KPI Control Models, the presentation and the simulation environment was based on Microsoft Office tools.

Specific Question

14. Which were the recent achievements in generating value from performance management in your organization?

During my long experience with Performance Management, I must note that it has successfully allowed the transition first and transformation second of the ICT Managed Services for outsourcing big deals. The outsourcing project was closely monitored through Performance Measurement. The production of KPI Control Models has ensured the achievement of the business' needs, respecting contractual details and the requirements of stakeholders. Performance Management supported the re-engineering of both organization and processes related to customers and suppliers.

“Performance Management needs KPI Control Models to support the strategy of the managers and the day by day decisions of the employees.”



Practitioner



Name:

Rashid Ali

Organization:

Nestle Pakistan & Afghanistan

Current Position:

Industrial Performance Manager

Trends

1. Which are the 2015 key trends in Performance Management, from your point of view?

I believe that more and more organizations are beginning to see the key role that Performance Management systems can play in taking organizations to new heights of progress. It is due to this that some big global multinationals have also finally embarked on this journey, by launching Industrial Performance and Performance Management departments. I have also observed that even in the manufacturing industry where there used to be more focus on TPM, now the focus has shifted more towards Lean & Six Sigma methodologies.

2. What are your thoughts on the integration of Performance Management at organizational, departmental and employee level?

Generally speaking, in organizations there is a significant opportunity to enhance Performance Management at different levels by creating alignment. Simply making a clichéd Vision and Mission, which all employees of the organization cram inside their heads is not enough. An alignment from top to bottom has to be created, and in order to do that an initiative still quite unknown to most organizations must be leveraged, which is “Goal Alignment”, in which the organization's global strategy is systematically cascaded into key activities all the way down to the shop floor level. Goal Alignment turbocharges the engagement of employees at all levels of the organization.

3. Which will be the major changes in managing performance, in the future?

In the future, I think we will see more integration of digital means of measurements

with Performance Management & Continuous Improvement methodologies. All performance management systems are dependent on accurate and timely provision of data. Long story short, the systems which provide data will become more robust, quicker and more autonomous and will be leveraged to enhance Performance Management.

Research

4. What aspects of Performance Management should be explored more through research?

In Shawn Achor's book “The Happy Secret to a better life” I read that around \$400 Billion are lost due to lack of productivity of employees each year in the USA alone. Research needs to be done on how to make employees more productive and enhance their motivation in the work place. Further, this research needs to be applied.

5. Which organizations would you recommend to be looked at, due to their particular approach to managing performance, and their subsequent results?

I have had the privilege to work at organizations such as Nestle & Unilever, both of which are awesome examples in this regard. Especially for Goal Alignment, Nestle is the perfect leader. For Six Sigma, GE is fabulous.

6. What Performance Management question would you like to have answered by researchers?

I would love to explore in greater detail the topic of which are the optimum employee rewards and recognition systems for different types and sizes of organizations, i.e. FMCG, Oil & Gas, Manufacturing, Services, Banking, etc. that will genuinely create motivation and dedication from employees, to fully embrace performance management systems.

Practice

7. Which are main challenges of Performance Management in practice, today?

For organizations which have not yet adopted robust Performance Management systems, the challenge for them is obviously to identify the system most relevant to their needs, develop capability in their people and implement it. Organizations which have already embarked on this journey have to pay attention to the quality of initiatives. The dilemma is that one can pass assessments and audits with flying colors even if deep down, the performance management system is not being implemented in its true spirit. “Tick-in-the-box” approach must be avoided, quality of initiatives rather than quantity and speed should be the main goals, so that everyone respects and embraces the performance management system, thus resulting in significant and sustainable results.

“If we find ways to make ourselves happy, we will automatically be more successful.”

8. What should be improved in the use of Performance Management tools and processes?

Performance Management processes should be rolled out after making a very well thought-out plan and using the right change management approach. These processes should not be rushed into and the tools should be used as a means to an end, not for the sake of usage only. Furthermore, Process Performance Management and People Performance Management should be carefully integrated, all the while trying to move focus from people dependency to process dependency.

9. What would you consider as a best practice in Performance Management?

I would reiterate that Goal Alignment is an amazing approach in Performance Management, which when implemented with its true spirit ensures sustainability of all Performance Management systems whether it is Performance Evaluations, Succession Planning, Lean, TPM, Six Sigma, Continuous Improvement or anything else. This approach should be learnt and implemented.

Education

10. Which aspects of Performance Management should be emphasized during educational programs?

There is a gap between the educational curriculum of business and engineering schools and the actual Performance Management practices implemented in the industry. The curriculum needs to be revisited and updated more frequently so the students may be geared up for the new challenges of the real world.

11. Which limits need to be surpassed in order to achieve higher levels of proficiency in Performance Management, among practitioners?

Benchmarking within and across the industry is very important, to understand where we stand compared to the rest of the world. Management Consultancy firms can play a huge role in this regard. Also, the networking events among Performance Management practitioners needs to be enhanced and more frequented.

Personal Performance

12. What is your opinion on the emerging trend of measuring performance outside working hours?

Awareness is increasing on measuring and enhancing personal performance. It is an area which is quite untapped. There is an opportunity, for example, to share best practices and books which have everyday life examples of using Six Sigma, lean, continuous improvement, everyday coaching, mentoring etc, outside the working hours.

One huge breakthrough is the discovery of the fact that happiness leads to better performance and thus success, rather than the other way around. If we find ways to make ourselves happy, we will automatically be more successful. This forever changed the paradigm for Performance Management within and outside working hours.

13. What personal performance measurement tools do you use?

I am still exploring this area. Stephen Covey laid the foundation for this when he shared The 7 Habits of Highly Effective People. Several consequent management consultants have used and modified these concepts in one way or another, vision, mission, goal setting etc. I try to set milestones for myself,

have the same daily rituals that I perform, for example writing down what I learnt that day, what went well, what can be improved etc. Based on these insights, I am programming myself to do better the following day, to be more productive and build my own set of data, which I can utilize later.

Specific Question

14. Which were the recent achievements in generating value from performance management in your organization?

Using Performance Management methodologies such as Six Sigma & TPM, we have achieved very significant improvements in productivity and financial savings across the organization.



Academics



Name:

Dr. Peter A. Heslin

Organization:

University of New South Wales, Australia

Current Position:

Associate Professor of Management

Trends

1. Which are the 2015 key trends in Performance Management, from your point of view?

Some trends I see are:

- Increased concern with social and/or environmental performance as criteria for individual, departmental and organizational performance. Making the world a better place, or at least not making it worse, is an increasingly standard expectation.
- Greater use of Big Data, often gleaned through tracking devices, to enable more real-time and comprehensive performance data tracking and analysis.
- Emerging reflection on the potential costs and downsides, financial and otherwise, of continuous performance data tracking and analysis. People often resent and react negatively to feeling excessively monitored.
- Striving to make performance management more about performance facilitation, rather than annual appraisals as a basis for rewarding or punishing people – based on what they have achieved. This involves not only clarifying objectives, but also enabling and investing resources for performance, removing the host of factors that can impede it, and ensuring that employees are always aware of the big picture regarding their work.

2. What are your thoughts on the integration of Performance Management at the organizational, departmental and employee level?

This is absolutely imperative, though of course much easier said than done. The question of how (rather than whether) individual and departmental incentives are undermining organizational objectives ought to be seriously probed on a routine

basis, given how easily misalignment arises. Ongoing pursuit of this question needs to be led and supported by the highest levels.

3. Which will be the major changes in managing performance, in the future?

At this stage, I foresee further developments along the lines I have identified in my response to the first question, so those would be greater use of Big Data, greater awareness of the costs of performance data tracking, increased social/environmental awareness and enhanced facilitation of performance-related efforts.

Research

4. What aspects of Performance Management should be explored more through research?

Research might fruitfully explore questions such as:

- What factors affect the optimal number of KPIs to be tracked? While the answer will surely be contingent on an array of contextual and individual factors, in many instances I suspect that reducing the number that is established and tracked would facilitate high performance in the most important areas.
- How can managers be supported in creating time and a safe space for systematically working through the classic action learning processes that are typically skipped to the detriment of real learning and thus performance improvement?
- Relatedly, how can managers be continually cued to have the growth mindset that focuses more on developing and inspiring, rather than measuring and evaluating employees?
- Finally, how might Agile software development methods (i.e., daily scum meetings, burndown charts and holacracy), be deployed in other work contexts to facilitate making work visible,

the swift and painless surfacing of performance impediments, and initiatives to enable continuous learning and performance improvement.

5. Which organizations would you recommend to be looked at, due to their particular approach to managing performance, and their subsequent results?

Accenture, Adobe, Atlassian, Microsoft, Gap and Medtronic have each made interesting moves away from annual performance appraisals and towards the ongoing simultaneous support and evaluation of employee performance.

6. What Performance Management question would you like to have answered by researchers?

Those identified in my response to the fourth question, so those would be what factors affecting the optimal number of KPIs should be tracked, how can managers be offered better support when it comes to creating safe spaces for classic action learning processes and related to this, how can they maintain a constant growth mindset. Lastly, as I mentioned, I would like to found out further methods of integrating Agile software into the workplace, to make work more streamlined and visible.

Practice

7. Which are main challenges of Performance Management in practice, today?

I think the main challenges are the perennial ones: precisely defining performance, setting appropriate goals (realizing that stretch goals often do more harm than good), creating a vivid and compelling picture of why performance matters, and providing the right people with the time, guidance and reliable supply of the real-time informational, technical and social-emotional resources they need to do great work.

8. What should be improved in the use of Performance Management tools and processes?

The answer depends massively on the context, though basically anything that impedes the processes identified in my response to the immediately prior question ought to be improved – or tossed out altogether! Laborious annual appraisal processes are a prime candidate, as illustrated by the companies mentioned above.

9. What would you consider as a best practice in Performance Management?

- Three best practices I would suggest are:
- Mastering the challenges outlined in my previous responses, such as those I've mentioned at the seventh question.
- Recognizing and resisting the foolish trend to be perpetually "raising the bar" or "trimming the fat" – performance seeking initiatives often dressed up with euphemisms such as striving for excellence or financial sustainability. While these things are imperative up to a certain point, beyond that they can foster resentment of a system that feels geared to endlessly squeeze more out of them! Knowledge workers especially do their best work when they are at least occasionally granted time and space to breathe.
- Realizing that performance can be greatly facilitated by removing frustrating distractions, such as unnecessary meetings, form filling, and other menial admin tasks that can be eliminated or carried out more efficiently by dedicated support staff.
- Performance is much more likely to be optimized when the focus is on enabling rather than managing it.

Education

10. Which aspects of Performance Management should be emphasized during educational programs?

Developing the leadership skills involved in effectively enacting the performance facilitation tasks outlined above. These include inspirational leadership, process facilitation, fostering growth mindsets, goal setting, action learning (e.g., planning & engaging in experiments, considering counterfactuals and conducting after action reviews), listening, coaching and integrative negotiation.

11. Which are the limits in order to achieve higher levels of proficiency in Performance Management, among practitioners?

Senior managers who hide behind the concept of delegation in refusing to help address conflicting performance demands. These are painful to work through, though even harder when your authority is limited. It's fine to ask for suggested solutions, rather than just problems, though sharing the burden of settling on and discerning how to implement imperfect solutions to fraught performance management issues is something that the upper echelons should not shirk.

Personal Performance

12. What is your opinion on the emerging trend of measuring performance outside working hours?

Presuming you are referring to individuals measuring their own performance in non-work domains, this can be a positive thing if it supports the attainment of personal goals, such as meeting new people, improving one's romantic relationship or enhancing one's health and well-being. Traditional goal setting can be supplemented by apps and data from wearable devices, for instance, though I think it's really important to acknowledge that there might be costs involved that for some people could be far greater than the benefits.

The spectre of being bombarded with too-much information (TMI) is growing fast: I'm not sure why anyone needs or would want to know their heart rate every time they look at their wrist! Especially for those inclined to be a bit neurotic, obsessive-compulsive or hypochondriac, non-stop biofeedback can become dysfunctional and will most likely become counter-productive. Indeed, I suspect we are all well served to reflect upon the likely personal pros and cons of different devices and methods of personal performance measurement, before joining the latest personal performance measurement bandwagon. Even once we have made the plunge, I think it's really important to be ready and willing to set aside any approach or device that seems to be negatively affecting us.

“I'd like to see managers focus more on their growth mindset, by developing and inspiring an employee rather than merely measuring them.”

13. What personal performance measurement tools do you use?

I use a Garmin computer on my bike. That measures many more things that I am interested in. I particularly value the cadence indicator as it provides information that I act on immediately, though I also typically track my heart-rate, average heart-rate, speed and average speed. That's plenty of data for me!

Specific Question

14. We are developing a database of subjects/degrees in Performance Management. What are your suggestions relevant to the database (i.e. subjects/degrees such as the Masters in Managing Organizational Performance)?

I recommend taking high quality management and leadership courses focused on developing the skills I mentioned in responses to the ninth and tenth question, regarding what skills are useful to be mastered and what practices are worthwhile to take up.



Consultants



Name:
Ken Han

Organization:
CEO/Co-founder

Current Position:
Metaplan

Trends

1. Which are the 2015 key trends in Performance Management, from your point of view?

First of all, I would like to start by saying that I very much like The KPI Institute. I like the idea of this institute and I have benefited greatly from using information provided by your organization, on your websites and I am very grateful for it. I believe it is a good resource for consultants and leaders who can see the value of managing performance or that wish to improve the way they manage performance. It gives them a platform for them to undertake conversations with individuals who already have some expertise in this field.

Your websites also offer a massive library for performance managers to use and check if their KPIs are right and I think that is extraordinary.

Now, moving on to your question, in the projects that I have been involved this year, I noticed there is a change in performance management. Upon discussing with some other consultants, we have noticed a trend we called data-driven and focused on details. Data-driven means that they are using some systems to collect data, for example the time spent selling something, the time spent analyzing the needs of customers and engaging in meaningful dialogue with them.

They rely on some particular systems to capture that data, not just for reporting. Traditionally, sales people report how much time they spend talking things out with clients.

When it comes to focusing on details, it comes down to behavioral changes, not just concentrating on the results. These trends have kind of become the premier way of dealing with matters related to performance

management. Consultants and experts wish to educate companies, employers and employees on developing better results, by paying attention to these two aspects.

In China, most multinationals have already set in place sound systems for PMS, they have the best mechanisms to help managers evaluate their performance at least once per annum or twice a year. These evaluations involve, among others, talking to supervisors about performance appraisal systems, but as in-depth as they are, they still do not maximize the ability to offer employees plans for performance improvements regarding career developments.

So by shifting focus on details and data-driven systems, they offer a lot more information to their managers and reinforce their role as leaders and administrators, instead of relying on a third party professional team to manage their system.

2. What are your thoughts on the integration of Performance Management at organizational, departmental and employee level?

I would have to evaluate the benefits of this particular idea, as many companies in China that have tried doing this have failed and my managers also do not see the value of doing this. Such an effort would require a very high skill or knowledge cap, which many individuals do not yet have and it would be much more suitable for them to focus on the details of each level in particular, rather than grouping them up together.

Now, if we take each level in particular, at the organizational level in general, I think managers are doing very well. Afterwards, at the departmental level, I think fairness can be quite a topic of discussion. And what I mean by that

is when a company benchmarks data received from different departments, it is quite hard to measure project workload and involvement, as each department is bench-marked on different aspects of the respective project.

Regarding the employee level, most individuals know performance management is part of their work life, so they just follow the flow of things. If it's efficient, they are happy about it; if it's a long and arduous process, they will be worried about it not being efficient enough.

3. Which will be the major changes in managing performance, in the future?

According to current realities, I do not think there will be any major changes in managing performance. The only thing I can see is the fact that here in China, given the current economic status, the country will become more data-driven, results-driven and more rational.

What this might entail, from an employee's point of view, is the idea that managers have suddenly become crueler towards low-performers. That is the only major change I can see.

Research

4. What aspects of Performance Management should be explored more through research?

One aspect that should be very much highlighted is managing performance at the management level. Most managers just focus on sales numbers and don't think they need other methodologies of evaluating performance. They do not understand the definition of performance management and as a result, they do not see the proper criteria for performance management.

The other aspect I would like to highlight is part of performance improvement. If a manager is not a qualified performance consultant, they are not going to be very good performance managers. They will be able to simply do their daily tasks and not the entirety for what that process requires. This type of knowledge has to be integrated into their mission and responsibility as a manager.

5. Which organizations would you recommend to be looked at, due to their particular approach to managing performance, and their subsequent results?

Very good examples are the private sector companies, specifically those that are not necessarily multinationals, because they work with funds directly, so it is easier for a manager of a small, medium or even large - but not necessarily multinational level, company to manage its assets properly and motivate managers to try out new things.

Hengdian, a company which I am now writing a research paper on, has become China's largest studio by integrating various performance management elements in its development.

6. What Performance Management question would you like to have answered by researchers?

I have asked numerous company founders and CEOs multiple questions relating to performance management, but if I would have to highlight one, then it would be about integrating performance management systems in other mechanisms, such as company culture, leadership pipeline or succession planning.

Practice

7. Which are main challenges of Performance Management in practice, today?

The main challenges lie in the practice and expertise of line managers.

8. What should be improved in the use of Performance Management tools and processes?

I would like to see the system be made more practical and connected. When most people look at how a performance management system is structured, it looks isolated. The linkage to markets, customers especially, even internal ones, there is no feedback. You just manage your performance but you have no idea why, the "why" is missing. Why are we managing and measuring performance in this way? Why do you need to reach that particular number or description of performance?

And to add to this, there is no sure link between these two, management and measurement. Most executives see these two as being isolated and furthermore, they consider them to be the true way of doing performance management, in such isolation of one another. So this way, they lose out on the benefit that such a link brings, which is constant feedback from customers, from the market.

9. What would you consider as a best practice in Performance Management?

Well, this is a tricky question, because as a consultant, I always consider that my clients could do better. From the point of view of some clients, they start a performance management plan right from the point of goal-setting and they follow through with it, paying more attention to details and finally can give others a more realistic review of using such a system, from the evidence they have collected over time, precisely because they started using such a system early on. That might be an example of best practice.

“Upon discussing with some other consultants, we have noticed a trend we called data-driven and focused on details.”

Education

10. Which aspects of Performance Management should be emphasized during educational programs?

Well, this relates to the previous question regarding integrating performance at different levels. My take on this topic would be that the focus should go again on managers and the requirement that they should start fulfilling multiple roles, as part of their education regarding performance management.

11. Which limits need to be surpassed in order to achieve higher levels of proficiency in Performance Management, among practitioners?

If managers pay too much attention to short term gains, they will lose out on whatever expertise they have gained, associated with performance management.

Personal Performance

12. What is your opinion on the emerging trend of measuring performance outside working hours?

It is a great trend and if there are accurate tools, which offer realistic measurements of real-time data, it will prove a great boon to both employee and employer, as managers will be able to focus on the intricacies of his worker's character and behavior. This is important, from my point of view, because how you perform outside work will reflect how you perform during work hours.

12.1. Do you think this last aspect mentioned, the relationship between behavior at and outside work, is a stable one? Does it always stay the same? Or is it merely an individual trait, having to do more with each and every one of us, and not so much the tools we use to measure our performance?

Yes, I think it is quite a stable relationship. And it is a beneficial one for both company and employee, due to the following facts:

- as far as the company is concerned, it develops a greater understanding of what performance means
- now, from the employee perspective, he ends up better comprehending the rationality behind performance and thus will reach performance goals much, much easier.

This creates a balance between the two.

13. What personal performance measurement tools do you use?

I have designed many performance management tools, for my company or other companies. For example, I will use something resembling an energy bar and at the end of the day, when you are sitting in your cubicle, your self-score will evaluate your energy level, at that particular moment. Afterwards, before you leave the office, you re-measure your energy level at that moment. This very simple tool makes it so that employees pay more attention to their energy levels.

Specific question

14. What are the processes and tools you look at, in order to differentiate a successful performance management system, from a superficial one?

I look at the chain value system, inside the organization and as I previously specified, the management of the performance management expertise and willingness of line managers.

“If a manager is not a qualified performance consultant, they are not going to be very good performance managers.”

Consultant



Name:
Jane Farley

Organization:
Real Outcomes

Current Position:
Director

Trends

1. Which are the 2015 key trends in Performance Management, from your point of view?

During 2015, I have been working in the NZ local government sector. There is a strong focus on “Better Local Government (2012)”, which is seeking efficiencies and effectiveness that is appropriate for the present and the anticipated future. More recently “Fit for the Future” is about a step-by-step change in local government approach to governing, managing and delivering core services that help accelerate regional growth. Key to this are initiatives focused on performance improvements and embedding good practice. All of this is an extension of the central government’s focus on “Better Public Service (2011)”, which has 10 results areas, one of which is the “New Zealanders can complete their transaction with government easily in a digital environment”, so that by 2017, an average of 70% of the most common transactions are completed this way.

All of this means that not only will there be changes to the way the public sector conducts business with its customers, but that the metrics and measurements required to monitor performance will change, such as those for service delivery, communications, IT/IS and many more.

We all work in a world where complexity is growing. Taking this into consideration, alongside the need to integrate our services and functions to better streamline what and how we do things should help us gain higher levels of efficiency.

Meanwhile, there is a demand for greater focus on outcomes, which is coupled with an emphasis on simplicity and streamlining, in

order to achieve a more focused set of impact measurements that will clearly show progress levels and trends. Local government is wrestling with determining what the most relevant impact measurements should be, along with supporting output/delivery measurements.

2. What are your thoughts on the integration of Performance Management at organizational, departmental and employee level?

Another key focus has been ensuring a full line of sight, from enterprise strategic directions and strategies, through department plans down to individual goal setting and performance. Enabling an individual to understand the value of what they do & how they can contribute to the organisation as a whole is crucial for them to feel that they matter in the grand design of things.

This can be partly achieved by having the most qualified person report on the progress of performance measurements for strategic or organizational plans. The other way is ensuring that the appropriate solutions with which an individual contributes to the organization’s well-being are included in the individual personal plans.

3. Which will be the major changes in managing performance, in the future?

There is much debate as to when an individual’s performance should be assessed: annually, bi-annually or monthly.

In reality, they are being assessed on an ongoing basis and the most important thing is to have a frequent and ongoing conversation with them, so that when it comes to a formal assessment there is nothing unexpected or new and they should already have an appreciation of the results.

Research

4. What aspects of Performance Management should be explored more through research?

Predicting the required key performance measurements for a) professional and personal performance and b) enterprise (strategic and departmental) performance, based on current emerging business and public sector trends. Global comparative reviews of applications, especially the best integrated personal performance measurement and organizational measurement systems.

5. Which organizations would you recommend to be looked at, due to their particular approach to managing performance, and their subsequent results?

I feel that it would be inappropriate for me to recommend one specific organization over another, as each has its own system that has been tweaked over time to fit that respective company.

6. What Performance Management question would you like to have answered by researchers?

What will be the critical organizational performance measurements (metrics) for each corporate support function? (Not what has been critical).

What motivates people to take control and want to invest in their professional and personal self-development?

How much do organizations value volunteering outside the workplace as mechanisms for development? What proportion of organizations give time for an individual to do volunteer work?

“There is a demand for greater focus on outcomes, which is coupled with an emphasis on simplicity and streamlining.”

Practice

7. Which are main challenges of Performance Management in practice, today?

All organizations are striving to perform to the best of their ability and be as efficient and effective as they can. Therefore, the performance of the organization is critical, but this relies on its people and how well they do things, which is driven by their understanding of their contribution to the direction of the organization, as well as the ability to use the systems and tools they have to effectively deliver services.

In short, this is done through consistent practices, with strategic alignment efforts being designed down all the way to the individual level and by building capability via recruiting, retaining and developing the right people.

8. What should be improved in the use of Performance Management tools and processes?

I have come across a number of tools that group all performance measurements as KPIs, rather than acknowledging that there are different levels of performance measurements. This adds to the difficulty of explaining the different levels of measurements (organizational, department, individual) and results in more confusion for employees and managers alike.

It comes back to the need of integrating and simplifying processes. Clear documentation and good continuous communication is a start. Certainly, systems that link organizational KPIs and performance measurements with individual performance plans are of paramount importance.

9. What would you consider as a best practice in Performance Management?

Best practice is generally defined as a method or technique that has consistently shown results superior to those achieved with other means and is used as a benchmark. However, in this ever-changing world, what we measure needs to change in order to be relevant. Unfortunately, the benchmarking approaches that I have seen in the public services utilizes measurements that may no longer be relevant, as they are no longer collected on an ongoing basis. The application of the method or tool must be adapted, so that it meets the organization's needs, thus being an example of good practice. Perhaps this is where

our focus should be: how well we adopt and apply what may be considered best practice.

As I indicated before, organizations are constantly pressured to become even more effective and efficient, better execute their business strategy and add more value in order to remain relevant (the public sector) or competitive (the private sector).

Best practices for performance management include:

- Alignment of individual actions and goals with departmental measurements and organizational KPIs;
- Providing visibility and clarifying accountability issues, related to performance expectations at all levels;
- Integrating consistent practices with strategic alignment and building capability.

Education

10. Which aspects of Performance Management should be emphasized during educational programs?

Performance management should be taught from an integrated perspective, so that the ideas of organizational performance measurement and individual performance measurement are tied together. Whether the course is focused on management, strategy, HR or on organizational performance measurement is irrelevant. Alignment should be a fundamental perspective.

Personal Performance

11. What is your opinion on the emerging trend of measuring performance outside working hours?

What is being measured is the critical factor here. If it is the average number of additional hours against employee engagement – then it could be useful, but this requires further investigation to find out the root causes for those hours. If it is a relevant development an individual is prepared to undertake in their own time – then this could be insightful when compared to the amount undertaken as part of their paid time.

12. What personal performance measurement tools do you use?

I utilize the tools (systems and processes) that the organization I am working for has implemented. In addition, I am and have been for a number of years using personal reflection regarding EI competencies.

Specific Question

13. What are the processes and tools you look at, in order to differentiate a successful performance management system, from a superficial one?

A successful performance management system incorporates appropriate processes and integrates organizational performance measurements with individual performance plans and appraisals. For the system to function well, the following are necessary:

- Be user-friendly.
- Enables individual SMART goals to be aligned with those of the organization.
- Enables the organisation's impact and output measurements to be given accountability, as well as being updated and reported on
- Facilitates priorities for both the organization and individuals.
- Supports two-way communication and collaboration.
- Allow for frequent and continuous constructive feedback
- Integrates comments and responses from peers, customers and supervisors.
- Recognizes an individual's accomplishments, irrespective of the difficulty of measuring them.
- Supports registering adequate development opportunities
- Requires job descriptions for each and every specific position in the organization.
- Gives managers the necessary information regarding employee-related decisions (promotions, salary increases and contract terminations) and the overall progress of the organisation (compared to the established objective and developmental path).

“Performance management should be taught from an integrated perspective and alignment should be a fundamental perspective.”

Consultants



Name:
Nigel Penny

Organization:
NSP Consulting

Current Position:
Owner and Managing Director

Trends

1. Which are the 2015 key trends in Performance Management, from your point of view?

Firstly, performance management is a very ill-defined subject area. My own interpretation is that performance management should be ring fenced to include discussions on organizational performance vs. the business plan/strategy. Increasingly, performance management is also being used to describe the Human Resources process for setting performance objectives for individuals within the organization and assessing an individual's performance, typically on an annual basis. Whilst there should be a clear 'line of sight' between organizational goals and individual goals, it is critical that these two issues are seen separately, or else performance management degenerates into an annual staff appraisal process and misses one of the glaring gaps in business management – the need for executives to have more effective information and conduct better management reviews of business performance.

2. What are your thoughts on the integration of Performance Management at organizational, departmental and employee level?

This is still quite poor. Organizations that use balanced scorecards probably do a better job in this area as they will have cascaded business goals through corporate, departmental and team-based strategy maps and performance measures. In this case, there will be a good integration and alignment process in place. However, support functions such as HR, Finance etc, are generally quite poorly aligned in terms of understanding their wider contribution to the overall business outcomes.

3. Which will be the major changes in managing performance, in the future?

Major future changes will come from a complete revision of the way information is provided to executives. Instead of traditional budgets, p&ls etc, executives will need to design performance reporting that addresses specific business questions. They will need to restructure monthly business review meetings so that they are more 'outcome' focused rather than merely opportunities to share what executives have been doing. My other hope is that more executives will look at the 'Beyond Budgeting' approaches proposed by people such as Bjarte Bognes in assessing new ways to deploy performance management that is more focused on 'relative' rather than 'absolute' performance.

Research

4. What aspects of Performance Management should be explored more through research?

There is still a belief that setting performance goals and linking variable rewards at an individual level leads to improved performance.

I see no evidence of this, and instead have seen the proliferation of extensive and costly individual performance goal setting approaches that are hugely demotivating to the vast majority of employees and viewed as a time consuming overhead by the managers who have to administer them.

I would like to see research that clearly identifies whether such schemes have ever produced measureable performance improvements in a majority of the workforce.

5. Which organizations would you recommend to be looked at, due to their particular approach to managing performance, and their subsequent results?

Here, I would refer you to organizations such as Statoil in Norway who have pioneered the Beyond Budgeting approach to performance measurement.

6. What Performance Management question would you like to have answered by researchers?

Do efforts to link payment bonuses and performance goals pay off? Is it worthwhile to go on believing in this relationship?

Practice

7. Which are main challenges of Performance Management in practice, today?

For many managers, performance management is still (surprisingly) counter cultural. Managers and executives still like to immerse themselves in the day to day fire-fighting and find it difficult to see the overall performance of the organization from the 'helicopter level.' If they could take a step back, then they could address themselves to the big ticket issues that would make the major difference to business outcomes. Strangely, this seems to be challenging for many managers and executives who feel their job is to get down to the 'coal face' and fix individual problems whilst missing the bigger picture items. The other major challenge is that despite the sums of money that have been invested in information systems, many organizations still struggle to extract the actual data that they need to make management decisions, or alternatively, still have little trust in the accuracy of such data.

8. What should be improved in the use of Performance Management tools and processes?

Performance management software seems somewhat inflexible when it comes to producing the customized reports that executives really need. Performance management software still focuses on dashboards of KPIs rather than analysis of business issues. Software developers need to engage with leading consultants in the performance management field to address this issue.

9. What would you consider as a best practice in Performance Management?

Balanced Scorecards still set the benchmark for performance management practice even after 20+ years.

“For many managers, performance management is still (surprisingly) counter cultural.”

Consultants



Name:

Sabar Cahyono

Organization:

Bizniscontact Advisory Services

Current Position:

Principal

Education

10. Which aspects of Performance Management should be emphasized during educational programs?

Education should focus on helping managers and executives to look for the big picture and better understand their role in driving overall organizational performance. One thing I would counsel against is the growth in ‘practitioner certifications’. In my experience, virtually nobody fails if they turn up to these trainings, and it creates the impression amongst others that these ‘certified professionals’ somehow have a unique experience set.

Personal Performance

11. What is your opinion on the emerging trend of measuring performance outside working hours?

I assume this applies to the measurement of performance within your private life. If so, please, please let's not go down this route. I can't imagine a world where we have to assess the quality of our lives through performance measures. How sad that would be!

12. What personal performance measurement tools do you use?

None, other than my overall assessment of my businesses' performance.

Specific Question

13. What are the processes and tools you look at, in order to differentiate a successful performance management system, from a superficial one?

Again, it's the effective application of the Balanced Scorecard or else a Beyond Budgeting approach.

Trends

1. Which are the 2015 key trends in Performance Management, from your point of view?

In recent years we saw major shifts in the way of doing business, mainly caused by the development of information technology. There was also an increasing globalization of business and an increasing speed of information that affected the design of work systems and processes. Work has also become more mobile, while job performers became highly connected and more tech-savvy. The current developments have created significant changes to the worker and the workplace, and eventually created more complexity in performance management.

2. What are your thoughts on the integration of Performance Management at organizational, departmental and employee level?

The optimal level of performance at organizational level is the aggregate of individual performance working in departments, groups, or teams producing valuable outcomes, influenced by environmental and individual factors which may support or hinder the outcome during the process of performing a job.

3. Which will be the major changes in managing performance, in the future?

Technology has transformed the workplace and the way a work is performed. In turn, it will affect HR processes such as talent acquisition, retention, engagement and learning development. Technology also enables more mobility to perform a job. The emergence of the new generation of workers with distinctive values will also affect the way a job is done. All those changes will reshape the way performance management is conducted. The challenge for performance

management professionals are to create performance management systems that are capable of coping with performance complexity in the simplest way.

Research

4. What aspects of Performance Management should be explored more through research?

Some business processes have shifted to different platforms. Jobs became mobile, work and life balance became important issues. Mobile technology enables job performers to be hyper-connected to their jobs and peers. Research, therefore, should explore more on the ability of human beings to successfully adapt to the new and changing work environment.

5. Which organizations would you recommend to be looked at, due to their particular approach to managing performance, and their subsequent results?

It is interesting to observe how GE, as one of the pioneers in implementing annual performance review and forced distribution curves, was replacing the approach with a new way of conducting performance management that is more focused on continuous feedback system supported by information technology. This new approach enables employees to track progress and also be capable of giving and requesting feedback in real time.

6. What Performance Management question would you like to have answered by researchers?

As global economy grows at a different pace in different parts of the world, and skills become more specialized, the competition for international talent has also increased. Talent engagement could be an important issue to be answered by researchers.

Practice

7. Which are main challenges of Performance Management in practice, today?

When performance management is becoming more complex, professionals should be able to cope with technology, analytics, culture changes and job mobility.

8. What should be improved in the use of Performance Management tools and processes?

Performance measurement and the application of people analytics are the main topics to be explored to improve performance management tools. The widely used mobile technology should add to the tools of performance management.

9. What would you consider as a best practice in Performance Management?

The best practice in performance management is the one that could adapt to the fast changing job environment caused by the development of technology, culture change and work mobility. It should also be proven to produce satisfactory outcomes.

Education

10. Which aspects of Performance Management should be emphasized during educational programs?

Performance is about people doing their job in the workplace influenced by environmental and individual factors that would affect the quality of the outcome. Educational programs should address the improvement of knowledge and skills to produce outstanding performance in the ever changing job environment.

11. Which limits need to be surpassed in order to achieve higher levels of proficiency in Performance Management, among practitioners?

Performance measurement is the most difficult task to carry in performance analysis, especially with the emergence of various new job functions in the whole organization caused by the development of information technology. Performance measurement has become a complex issue.

Personal Performance

12. What is your opinion on the emerging trend of measuring performance outside working hours?

Performance outside working hours could also be measured using the same tool as the ones used for measurement during working hours. The key is the ability to analyze outcome and behavior of the performer while producing results no matter where and when.

13. What personal performance measurement tools do you use?

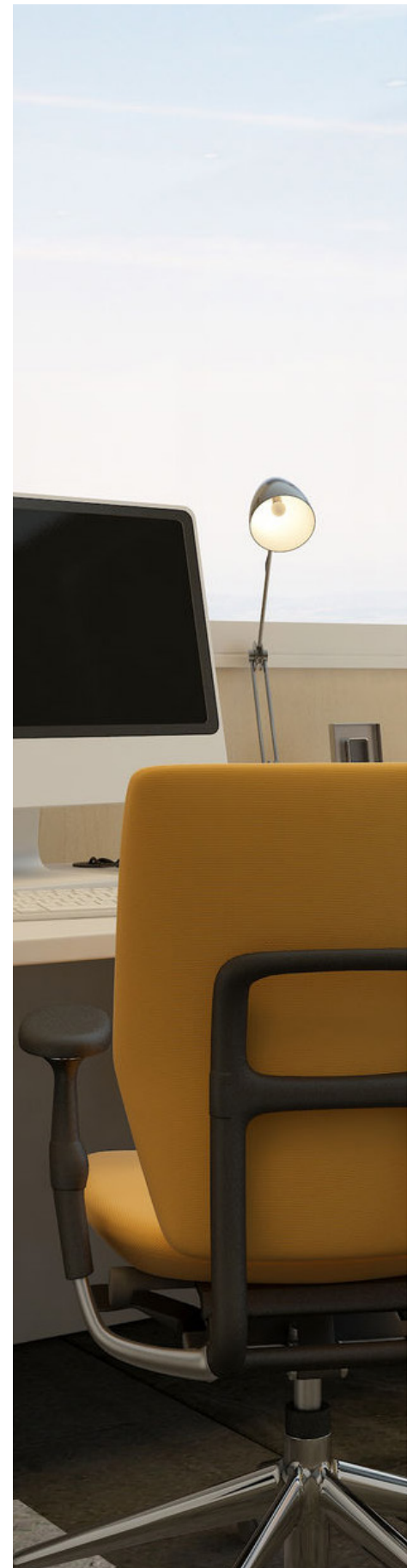
Personal performance in the workplace are influenced by environmental and individual factors. Measuring a person's performance can be done by observing & analyzing the process in which the person is involved in the activity of achieving goals. Outcome and behavior analysis could be used to measure one's achievement.

Specific Question

14. What are the processes and tools you look at, in order to differentiate a successful performance management system, from a superficial one?

People are the main driver to all changes that occurred in the invention of new product, improvement in business systems and processes. Performance analysis that focused on human performance with easy to use tools are necessities to be applied for improving and managing outstanding performance in continuously changing job environments.

“Research, therefore, should explore more on the ability of human beings to successfully adapt to the new and changing work environment.”



Consultants



Name:

Wilson Fyffe

Organization:

Amplios Consultants Pte Ltd

Current Position:

President & Founder

Trends

1. Which are the 2015 key trends in Performance Management, from your point of view?

The top 10 trends are:

The acceptance of a performance management culture, ongoing coaching and feedback, agile & transparent goal setting, cloud-based EPM, mobile phone-based strategy monitoring, enterprise data governance, measurement of socio-economic impact, supply chain productivity improvement, reputation management, comprehensive use of PM tools by Small-to-Medium Enterprises.

2. What are your thoughts on the integration of Performance Management at organizational, departmental and employee level?

PM needs to be cascaded eventually to the employee level in order to delegate authority, improve productivity, innovation, governance, development and retention of core competencies & key personnel. This will become more important but will require a deeper understanding of the behavioral sciences in order to manage performance management stress and fatigue.

3. Which will be the major changes in managing performance, in the future?

The recognition of the role of behavioral sciences in employee motivation, employee access to KPIs via smartphones, significant improvements in alignment of KPIs with strategy, upgrading of employee skills via online interactive e-Learning, increased inclusion of employees in brand and reputation consultations, more frequent counseling of employees from annual to quarterly or monthly appraisals.

Research

4. What aspects of Performance Management should be explored more through research?

Discovery of future risk factors which may impact investment performance, development of a global database of investment risk factors categorized by industry and location, development of “rapid due diligence” tools to improve investment assessment productivity, links from investment risk management to strategic planning, links from strategic planning to operations productivity and from operations productivity to enterprise risk management (which is different to investment risk management), the relationship of industry competitive ranking to competitive strategy, the effectiveness of strategy mapping tools, the use of normalized KPIs in scorecards, vendor performance management, change management via 360-degree feedback, development of rolling annual budgets to provide goals for the PM system.

5. Which organizations would you recommend to be looked at, due to their particular approach to managing performance, and their subsequent results?

BHP Billiton, GE, Apple, Google.

6. What Performance Management question would you like to have answered by researchers?

How to improve the success rate of entrepreneurs in the emerging markets?

Practice

7. Which are main challenges of Performance Management in practice, today?

Suspicion by employees that PM is a cover for downsizing retrenchments or that PM

is influenced by management cliques. Then there is a lack of confidence by employees in the PM data quality, the viability of PM based on complex mathematics or PM based on shared measurements. Last but not least, employee buy-in to the PM process or the frequency of PM interviews can also prove to be quite the tasks to achieve.

8. What should be improved in the use of Performance Management tools and processes?

Attention to each of the above challenges, goal-setting in small, easily achieved steps, employee involvement in target setting, celebration of employee performance achievements.

9. What would you consider as a best practice in Performance Management?

The Operations Chart of Accounts established separately to External Audit Chart of Accounts, enterprise-wide time sheets, driver-based budgeting, rolling annual budgeting, weekly accounting, smart phone interfaces with ERP systems.

Education

10. Which aspects of Performance Management should be emphasized during educational programs?

Understanding Maslow's Hierarchy of Human Needs as is taught in the education professions.

11. Which limits need to be surpassed in order to achieve higher levels of proficiency in Performance Management, among practitioners?

Two main hurdles have to be overcome: professional practitioner knowledge sharing and the reinforcement of in-class training with e-learning.

“Employee buy-in to the PM process or the frequency of PM interviews can prove to be quite the tasks to achieve.”

Personal Performance

12. What is your opinion on the emerging trend of measuring performance outside working hours?

This will risk a reduction of the quality of life and will become built in.

13. What personal performance measurement tools do you use?

Risk Management and the Balanced Scorecard focused to business goals.

Specific Question

14. What are the processes and tools you look at, in order to differentiate a successful performance management system, from a superficial one?

The Board of Directors Scorecard, corporate investment risk management, risk factor analysis, strategic planning, strategy maps, corporate governance via Authorized Approvers' Guide, the Balanced Scorecard, normalized KPIs, procurement optimization, capital expenditure optimization via discounted cash flow, business process redesign via multi-column flowcharting, productivity improvement via value added analysis, productivity improvement via competency reinforcement, quality improvement via Lean Six Sigma, vendor management, enterprise risk management (ERP), culture change via 360-degree feedback, change management, project management, standard operating procedures.



Consultants



Name:

Zaher B. Alabdo

Organization:

Zaher B. Alabdo International

Current Position:

Founder & Chairman

Trends

1. Which are the 2015 key trends in Performance Management, from your point of view?

I noticed that there is a growing interest in performance management in the region, especially after the decline in oil prices.

2. What are your thoughts on the integration of Performance Management at organizational, departmental and employee level?

Performance management is supposed to report directly to the CEO, because of the extreme importance in linking strategic objectives with the daily activity of the company. The organization which seeks excellence and continuous development must ensure that the main performance management team consists of at least four individuals, in addition to the personnel of the coordinators in all other chain companies. I also wish to emphasize the importance of selecting individuals with the right competences and integrity to take on this responsibility.

3. Which will be the major changes in managing performance, in the future?

Fundamental changes in performance management will be two-dimensional:

- BSC Cards no longer suit the reality of today's competition and we argue that more companies should monitor changes through the introduction of our methodology, the ZE cards, which has expanded to seven cards instead of the classical four, based on Kaplan and Norton's perspective.
- The structure of KPI indicators, categorized by David Parmenter do not fit the theoretical and practical reality of today's business environment, so we further developed these classifications in form and substance and

posed them under the name of ZOW indicators. Both of the two new concepts, ZE cards & ZOW indicators, would be issued soon, in two books.

Specific Question

4. What aspects of Performance Management should be explored more through research?

There are a lot of aspects that are supposed to be noticed (perspective cards) when we translate strategic objectives into operational ones regarding processes and then to operational plans.

This has become especially true after the Balanced Scorecard has failed to rescue major companies from disasters suffered at the hand of rapid changes in today's markets.

One can take notice from the latest story about Nokia or from the experience of Enron. From our point of view, adequate attention must be given to changes in the environment in which the company operates, especially the external one on the one hand, and rebuilding the internal environment cards, on the other.

5. Which organizations would you recommend to be looked at, due to their particular approach to managing performance, and their subsequent results?

- GM, Nissan Motor, Volkswagen Group, BMW Group, Ford Motor;
- HP, Google, Microsoft, Oracle;
- Nestle, Procter & Gamble, Coca-Cola, PepsiCo;
- Vodafone.

6. What Performance Management question would you like to have answered by researchers?
How can researchers work closer together?

Practice

7. Which are main challenges of Performance Management in practice, today?

The lack of specialized rehabilitation centers for firms in building and use of performance indicators, the weakness of commitment on behalf of senior management, the frailty of the technical capacity of building and using indicators, the difficulty of implementing performance management, because specialists are often unavailable, the current technical environment for the concept of indicators needs to be developed towards simplification measurements and investment in technology.

“Building action plans through initiatives, programs and procedures is an example of best practice in Performance Management.”

8. What should be improved in the use of Performance Management tools and processes?

- Provide qualified external coordinators within specialized centers in new and big markets;
- Support researchers to develop Performance Management tools;
- Raise the level of awareness regarding the benefits of performance management in Middle Eastern countries;
- Expand the circle of target companies that need to implement performance management and the capacity to also concentrate on medium and small companies, not only on relatively large ones.

9. What would you consider as a best practice in Performance Management?

Building action plans through initiatives, programs and procedures is an example of best practice in Performance Management and at the same time, the prime phase for the possibility of business development.

Education

10. Which aspects of Performance Management should be emphasized during educational programs?

The answer to this is two-fold:

- You first have to determine the importance of such a topic in educational programs
- Secondly, you have to determine the quality of such programs, what is a high level degree and what is not.

11. Which limits need to be surpassed in order to achieve higher levels of proficiency in Performance Management, among practitioners?

Adopting the principle of forecasting, in order to determine the targets which need to be achieved. This is based on the possibility of setting adjustable flexible predictions, according to chances and the necessity of putting the principle of beyond budget control in line with this. Regarding this challenge, an important role is further emphasizing working as teams, especially when success is linked with rewards.

Personal Performance

12. What is your opinion on the emerging trend of measuring performance outside working hours?

Undoubtedly, performance inside or outside the workplace will be in perfect condition, if given suited to an individual's abilities and competencies.

The harmony between competencies and work requirements will achieve a higher payoff, when mixing personal goals with company objectives. It is one of the success secrets of Japanese management.

13. What personal performance measurement tools do you use?

How many hours I spend each day, researching and thinking about innovation and improvements.

Personal Performance

14. What are the processes and tools you look at, in order to differentiate a successful performance management system, from a superficial one?

What is the highest level of compatibility between the quality of the output and the customer's needs.



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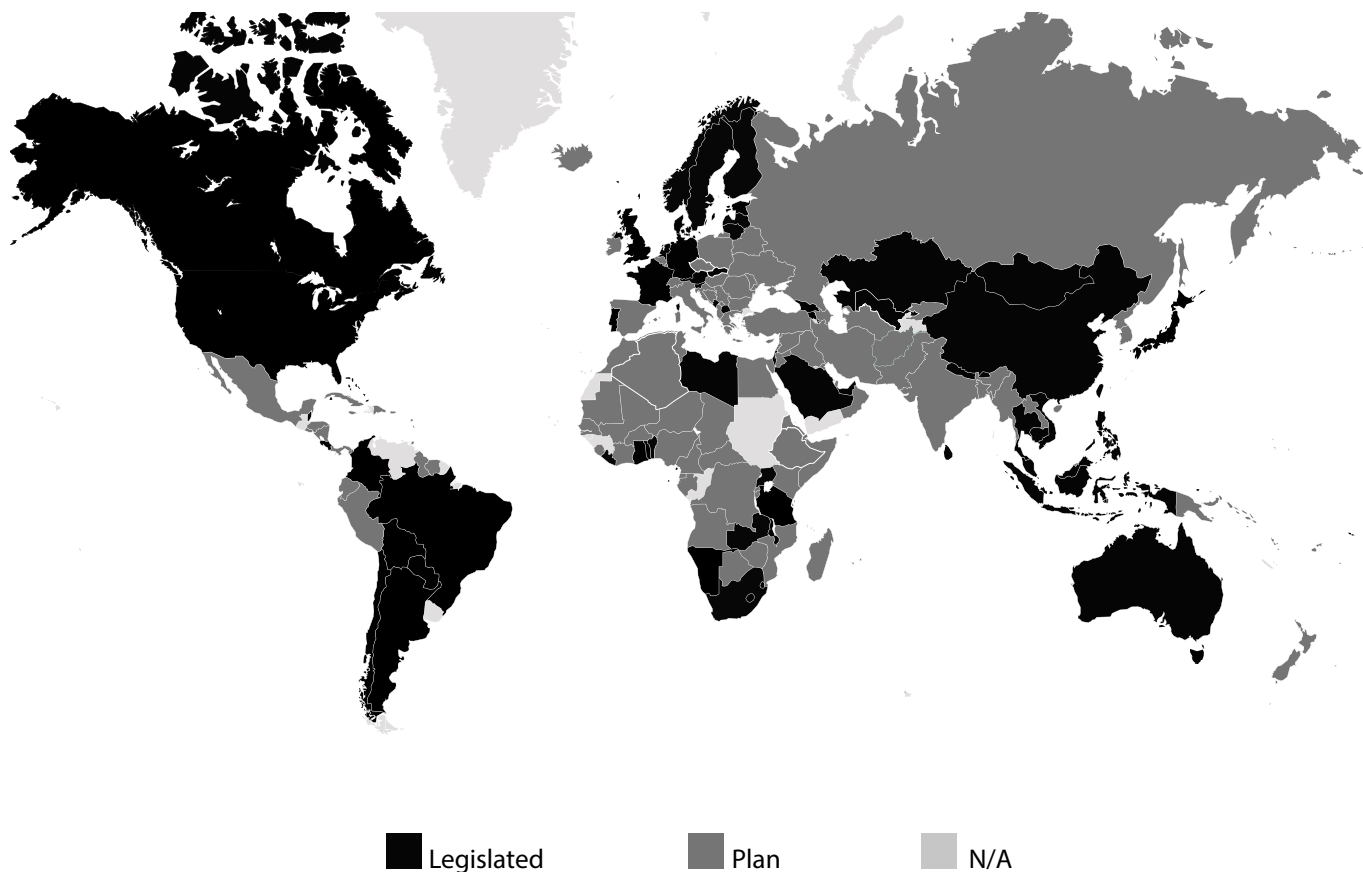
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Map Overview



Introduction

When we describe a nation as a change leader or a model of excellence, we actually describe the most visible outcomes resulted from governmental decisions. What we see as general well-being, expanding economy, cultural growth, actually represents the government's vision applied to the country it presides over.

Thus, because governments, together with their countries, always strive for improvement, it should be there where we look for the best examples of performance management practices.

The following section encompasses the complete list of countries, as they were listed in 2015, together with a brief presentation of the performance management system they benefit from.

The first section, Country Profiles, is defined by a list of 13 countries, all selected based on the performance management systems they had implemented and the improvement actions thereafter.

The second table represents the most extensive part of this chapter as it encloses a list of 232 countries together with their representative status of implementation of a performance management system and a cohesive description of it.

An overall, statistical assessment of the global situation, in performance management terms, reveals that, out of the 232 countries evaluated, 87 have already legislated a PM system while most of the remaining 145 countries are planning to legislate it within

the upcoming years. Since the launch of the report Performance Management in 2013, 22 countries have changed their status regarding performance management from planned to legislated. These include the 31 new countries added to the report.

The report was compiled only by using Government official websites or webpages belonging to other public institutions. The information was correct at the time of its gathering (December, 2015 – January, 2016) and the links were functional.

Country Profiles

Profiles of countries which have legislated a Performance Management System within their governmental institutions:

> Australia

After several decades of continuous research and improvement practices of performance management systems, the Australian Government named, in 2014, the Office for the Public Sector as the responsible agency for the High Performance Framework. Among the many initiatives proposed by the Office, one can find the new Code of Ethics, which came into effect on the 13th of July 2015 and will act as a checklist for the professional standards expected of every employee and anyone employed in the Public Sector.

> Canada

In 2015, the Strategic and Operating Review will take a look at the Canadian government's spending and overall performance, namely regarding generating savings from operating expenses and improving public service productivity, on top of analyzing the relevance, impact and effectiveness of various government programs. It will also take a look at the best practices in both the public and private environment, offering suggestions on how to improve the former's delivery performance.

> China

Although exponentially different from western Performance Management Systems, China's own framework for managing performance within federal institutions is, by no means, less efficient. Ever since it was officially adopted in 2008, it has led to the implementation of one reform after another, it improved revenues, it contributed to the creation of a new, better Civil Service which, ultimately, introduced a performance-based reward and promotion system. Furthermore, since in the early 2000s, China's performance management system linked rewards to maintaining certain high level environmental criteria.

> Indonesia

Starting with the year 2011, all of Indonesia's 76 Ministries and Agencies have been benefitting from a performance monitoring and evaluation system with indicators and targets measuring the level of success for all ongoing projects. In 2015, several aspects were given top priority, such as improving the results-orientation in state budget planning and development, strengthening the monitoring and evaluation of public expenditure and programs, civil service reforms to improve the quality and performance of the workforce.

> Malaysia

The Performance Management & Delivery Unit monitors and evaluates two national programs: The Economic Transformation Program and The Government Transformation Program. Also, among its responsibilities, there is the delivery of national key performance indicators, particularly the National Key Result Areas, National Key Economic Areas and the Ministerial Key Result Areas.

> Oman

Several of Oman's public institutions have installed a Performance Management System, and the Civil Aviation Authority's system is the youngest one, as it was unveiled in 2014. In 2015, The Research Council (TRC) of Oman started implementing a support system which will aid the ongoing assessment of TRC-backed research impact and performance improvement. The two main objectives of this system are to measure the impact and performance of TRC-funded projects and collect data in order to set a KPI baseline for future projects.

> Qatar

The National Vision 2030 development program has launched an extensive and complex reform process within Qatar's public authorities, whereby a Performance Management System is to be implemented within all governmental entities. More recently, as part of the Qatar National Development Strategy 2011 – 2016, the following areas are considered key points for performance improvement of government: strategic policy and planning, budget and financial management, organizational alignment, and many more.

> Saudi Arabia

By the authority of the Federal Decree Law #11 of 2008, all Federal Ministries and Agencies must conduct performance management activities on a regular basis. The Employee Performance Management System, developed with the help of the latest managerial concepts, aligns employee activities with the government's strategic goals, provides continuous feedback and assures a line of credibility for all public employees. A 2015 report by the OECD, "Governance in the Public Sector", concluded that the interest given to human resources in the federal government by United Arab Emirates leaders is a testament of excellence.

> Singapore

The implementation of a Performance Management Framework, regulated through the Public Service for the 21st Century Project, has helped transform Singapore's public institutions into leaders of change and development. Governmental entities have highlighted that, among other benefits, the system, especially by the use of Balanced Scorecard and KPIs has improved both internal and external communication. As per Deputy Prime Minister Tharman Shanmugaratnam, in 2015 civil service workers were expected to enhance governmental agencies' cohesion, by adopting multi-dimensional policies.

➤ South Africa

Managerial practices at departmental level are being assessed on a regular basis in order to control the quality of services and implement changes wherever it is necessary. The Department of Planning, Monitoring and Evaluation (DPME) is the agency controlling the entire process of evaluation and the generation of a framework needed to carry out performance management activities. Their aim is to get department managers to regularly monitor the quality of their management practices and to implement improvement plans where necessary.

➤ United Arab Emirates

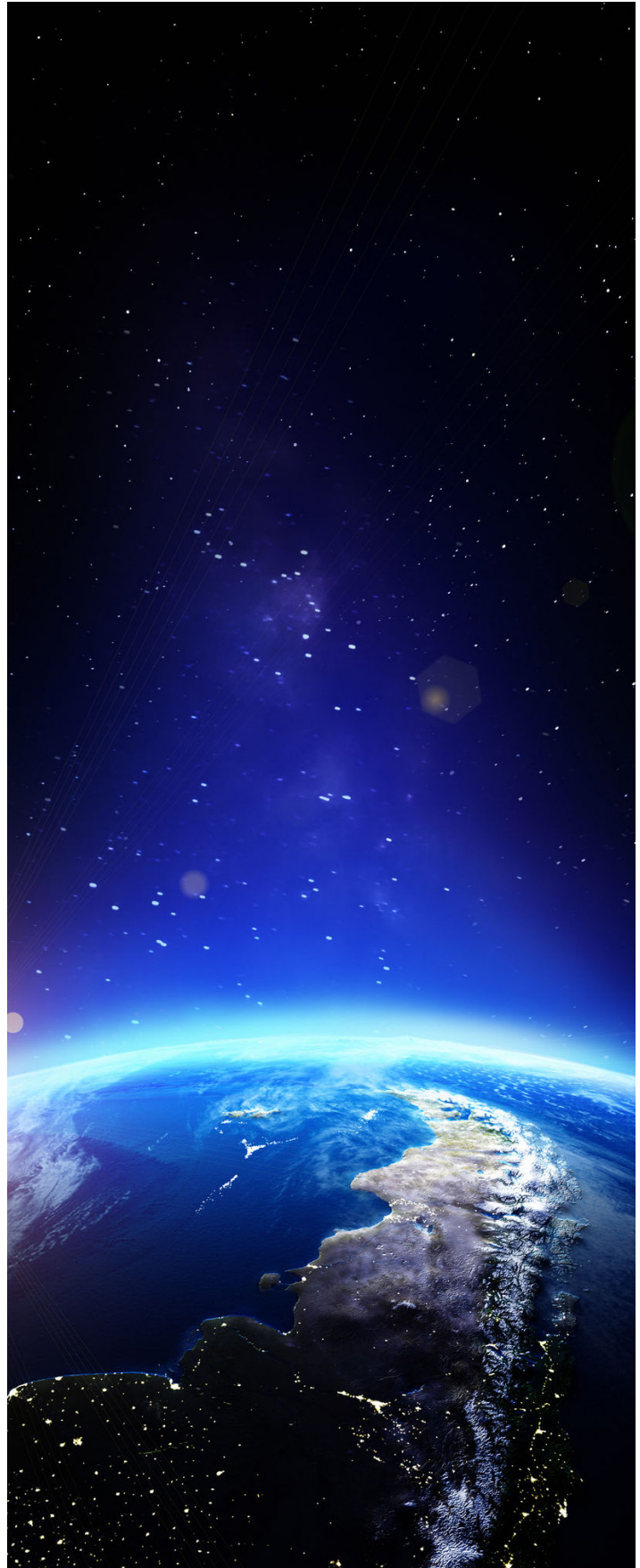
The UAE have raised the standards of using a Performance Management System. Besides being the first to develop the first digital software, Adaa, for performance measurement in Arabic, the nationwide framework surpassed its general use for activity assessment and became the tool through which the desired outcomes are achieved. In 2015, Vice President, Prime Minister and Ruler of Dubai, His Highness Sheikh Mohammed bin Rashid Al Maktoum has reviewed the performance indicators and levels of 45 federal government entities, including ministries and federal authorities, as part of the continuous process of improvement which underlines the UAE Vision 2021.

➤ United Kingdom

The entire range of UK's public entities, from Ministries to every smaller Agency, share their performance data publicly and by using the same, standardized framework. Due to years of experience and improvements, the UK now benefits from a highly comprehensive performance evaluation and monitoring system. It undergoes 3 stages during the year: the first one of planning, followed by preliminary and final reviews. In 2015, the Civil Service Leadership Statement was released, specifying what type of mindset Civil Service workers can expect from their leaders at all ranks.

➤ United States of America

Performance management is, by far, not an alien term to the US Government. It has been officially monitoring its performance since 1993. However, changes had been regularly implemented over the years, through the Modernization Act of 2010. Although complex, USA's evaluation system remains straightforward in nature, as it consists of five clearly defined annual stages: planning, monitoring, developing, rating and rewarding. In 2015, two developments are of note: The Federal Employee Viewpoint Survey Results and The Veteran Employment Initiative.



Country Legislation

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Country	Category	Notes
Abkhazia	N/A	Partially recognized state. Information regarding performance legislation was not available.
Afghanistan	Plan	<p>The Performance Management Plan (PMP), implemented by the U.S. Mission in Afghanistan as a five-year strategic plan (2006-2010), is continued by the 2011-2015 PMP which incorporates two new strategies adopted following the initial PMP's assessment. The main objective is to consolidate the region by achieving nationwide stability, strengthening democratic processes, and by reducing the poverty rate.</p> <p>Source: http://goo.gl/8YEEfB</p>
Åland Islands	N/A	The territory is self-governing and, therefore, legislates its own policies and deals with administration issues. However, no further mentions of any performance management system were found.
Albania	Legislated	<p>The Albanian government, in association with the Council of Europe and OSCE, developed the Leadership Program which consisted of 5 pilot communities working with local businesses, residents and local stakeholders to develop a Community Plan. This plan is now implemented in municipalities with the help of the Performance and Financial Management Manual, which outlines strategies that employ performance management mechanisms to measure municipal actions through specific indicators.</p> <p>Sources: http://goo.gl/Dr4gxk</p>
Algeria	Plan	<p>In 2013, Algeria signed a long-term strategic co-operation agreement with the African Development Bank for the 2013-2022 period. Following up on this, during the 2014 – 2015 period, a new framework paper was prepared, which took into consideration the operational priorities of the Algerian authorities, along with those of the Bank's. Some of these include projects such as modernizing the Collaboration and Communication System of the Ministry of Finance and the Information System of Public Banks, capacity building to support a Training Program for the Ministry of Finance, supporting Young Agriculture Entrepreneurs initiatives.</p> <p>Source: http://goo.gl/AMOY1u</p>
American Samoa	Legislated	<p>Since October, 2011, American Samoa benefits from a Performance Management System which employs new methods of government workforce evaluation. The initiative is part of a larger Human Capital and Strategic Planning project. Among others, the project seeks employee-superior communication improvement, professional development and career mentoring.</p> <p>Source: http://goo.gl/CYdHBn</p>
Angola	Plan	<p>The Angola Country Strategy Paper for the 2011-2015 period is a portfolio generated by the African Development Bank. It takes into consideration the findings of the previous CSP and as a result, it has been established that the KPIs measuring the performance of the current CSP shall be narrower in span, focused on more concise and measurable outcomes and outputs. Its main goal will be to reduce poverty, through job creation and revenue generation, which will be done via private sector development and competitiveness.</p> <p>Source: http://goo.gl/3aGFZJ</p>

Country Legislation

A

Country	Category	Notes
Anguilla	Plan	<p>Government officials, together with regional and international partners, take part in an annual meeting where the country's financial and overall state is reviewed as part of a 5-year strategic plan. In 2015, Anguilla's Education and Health services saw great improvements in their services, with 2015 marking the establishment of the Numeracy Development Committee, the continued development of the TVET Framework and regarding health issues, the Health Authority embarked on its performance improvement programme, which will aim to create a performance-driven culture, training of personnel along with changes in the behavior.</p> <p>Source: http://goo.gl/xdL0RI</p>
Antarctica	Plan	<p>Regarding performance improvement, New Zealand has big plans for the people of Antarctica, wishing to further strengthen their main areas of expertise, through their 2014-2018 Statement of Intent. Among their goals one can read maintaining and improving the quality of their scientific research, ensuring that the environment is fully protected, increasing public awareness of the relevance of New Zealand's science and stewardship in Antarctica and furthering relations with other governments.</p> <p>Sources: http://goo.gl/S0fG33</p>
Antigua and Barbuda	Plan	<p>Antigua and Barbuda's 2015 Budget Statement includes a plan for the next five to ten years, which will be looking to achieve consistent annual growth rates of at least 5%, which will include, among others: job creation through increased investments, enhancing energy efficiency, improving human development and sound fiscal and debt management.</p> <p>Source: http://goo.gl/LfcaeN</p>
Argentina	Plan	<p>The 2015 – 2018 Country partnership strategy, built between the government of Argentina and the World Bank Group covers 9 results areas up for improvement, set within three overall themes: employment creation in firms and farms, availability of assets for people and households and reducing environment risks and safeguarding natural resources. These areas of interest were selected due to their particularity in achieving greater governmental performance.</p> <p>Sources: http://goo.gl/lxLzEp</p>
Armenia	Plan	<p>The Country Partnership Strategy of 2014 - 2018 aims to help Armenia integrate its economy regionally, and to rebalance it toward more resilient, inclusive, and environmentally sustainable growth. The CPS will support improving transport links, upgrading secondary towns, and strengthening energy security. More specifically, in 2015, the Country operations business plan was enacted, which will support the development of local transportation, water and other urban services, building public sector capabilities and efficiently allocating public finances to ensure infrastructure sustainability.</p> <p>Source: http://goo.gl/1GnffB</p>
Aruba	Plan	<p>The policy recommendations, signed between the Kingdom of the Netherlands-Aruba and the IMF, propose among others: putting debt on a downward trajectory, obtaining a surplus of 1.50% of GDP by 2020, increasing labor market flexibility, reducing the costs of engaging in business affairs, ensuring high performance of renewable energy sources and many more, which will be financed through the FDI.</p> <p>Source: https://goo.gl/dqBazS</p>

Country Legislation

A

Country	Category	Notes
Australia	Legislated	<p>In Australia, performance management, directed by the Management Advisory Committee, had been legislated under the Public Service Act law since 1999. After several decades of continuous research of international managerial practices, the Australian government created, in 2014, the Office for the Public Sector. The Office is responsible for the High Performance Framework, a series of standardized guidelines applied within governmental departments. Its role is to ensure that each public sector respects a code of ethical and moral values while enhancing performance and efficiency in an ever-changing cultural society. Among the many initiatives proposed by the Office, one can find the new Code of Ethics, which came into effect on the 13th of July 2015 and will act as a checklist for the professional standards expected of every employee and anyone employed in the Public Sector, new changes to the governmental annual reporting system, which will ensure cut duplication, less red tape and wasted time, speeding up processes. Furthermore, there is a 90-day project, aimed at creating a service excellence culture within the public sector to improve the consistency and quality of all services to better meet the needs of its citizens.</p> <p>Source: http://www.hpfsa.gov.au/</p>
Austria	Legislated	<p>Performance Management in Austria is regulated by the Federal Performance Management Office, which collaborates with key stakeholders, such as the Parliament, the Court of Audit, the Federal Ministry of Finance etc., to ensure that Ministries respect the performance principles and methodologies it implements. Starting with 2013, the Federal Performance Management Office standardized an orientation towards outcome that is to be followed by each organization within the public sector. The Office provides the public sector with the necessary tools to measure and review performance management under the new 2013 principles. In the new report of 2015, some of the objectives listed were introducing outcome orientation as a guiding principle for public service, effectively changing the administrative culture, supporting priority setting and allocation of resources, strengthening accountability, establishing learning processes and enhancing transparency.</p> <p>Source: http://goo.gl/T8iAZu</p>
Azerbaijan	Plan	<p>The Civil Service Commission in Azerbaijan acts on a legal basis related to civil service to ensure the standards of service performance appraisal are managed accordingly. The Commission's activities include the drafts for "Rules of the service performance appraisal of civil servants," application of pilot projects, trainings delivered to civil servants and methodical resource meant to inform.</p> <p>According to an international partnership signed under the title: Country Development Cooperation Strategy, the USA intends to improve three public sector domains within the 2011-2016 timeframe: security, energy and internal reform. More specifically, 2015 marked the culmination of the Azerbaijan Poverty Program, which warranted ensuring sustainable economic development through maintaining macroeconomic stability and balanced development of the non-oil sector, increasing income-generating opportunities and achieving substantial reduction in the poorest sections of the population, reducing social risks for old age groups, low-income families and many other aspects related to enhancing the economic performance of the Azerbaijani government towards certain key groups.</p> <p>Sources: http://goo.gl/PlgCrf http://goo.gl/Q7bJRh http://goo.gl/BEuGKt</p>

Country Legislation

B

Country	Category	Notes
Bahamas	Legislated	<p>The Bahamian Ministry of Public Service developed and implemented a performance appraisal system called Annual Performance Record. It was introduced service-wide in 2004 and it requires bi-yearly assessments of public officers' performance. Following the implementation of an end-to-end information management software from Tyler Technologies, meant to help organize and manage the 700 islands which compose the Bahamas, in 2015 the local government has experienced on-time filing performance of over 90%, which is a welcomed improvement; furthermore, in real terms, the economy grew by 1% in 2014 and continued to grow steadily, while the GFS deficit in the fiscal year of 2014/2015 was only 2.3%, as opposed to the projected 3.2%, in part due to a more efficient and efficacious public administration.</p> <p>Sources: http://goo.gl/JV8YRx http://goo.gl/vtKW50 http://goo.gl/D3DOuK</p>
Bahrain	Legislated	<p>Despite a volatile oil price predicament during the second half of 2014, the Bahraini fiscal performance remained strong, with government revenues rising to 11% and expenditures declining by the same amount. The sectoral performance shows a mixed portrait, but with mostly good shades, being able to see increases in stock market indices in the Hotel & Tourism, Services, Investment and Commercial Banking industries. Moreover, the World Economic Forum ranks Bahrain on the 60th place, in the Travel & Tourism Competitiveness Index, due to its strong business environment, ICT readiness, price competitiveness, and ground and port infrastructures.</p> <p>Source: http://goo.gl/R2VL2K</p>
Bangladesh	Legislated	<p>2015 marked the signing of the Annual Performance Agreement in Bangladesh, whereby members of ten ministries/divisions agreed to an innovative process of evaluating yearly performance efforts of the public servants, making them accountable to their responsibilities. Civil workers would ascertain a vision, mission and strategic goals which are consistent and compliant with the development purposes of the government's 5-year plan.</p> <p>Source: http://goo.gl/3pNpyv</p>
Barbados	Legislated	<p>Barbados benefits from several operational tools employed in enhancing performance management. In recent years, these systems have been continuously improved and adapted in order to encompass more appropriately the reality they are supposed to monitor and manage and this year is no exception to the rule. A new, 360-degrees appraisal system is coming to the fore, which will objectively assess the performance of permanent secretaries, addressing strengths and weaknesses of the current system. Even more so, it will offer officers counselling sessions and relevant feedback. In dealing with worst case scenarios, a performance improvement plan shall be adapted to respond to poor performance efforts.</p> <p>Source: http://www.reform.gov.bb/website/ http://goo.gl/OPBkL3</p>
Belarus	Plan	<p>Belarus's focus for 2015, regarding performance management, was aimed at environmental issues. Having presented its third environmental performance review to the UNECE, it was noted that a great deal of progress was achieved by integrating environmental considerations into sectoral planning efforts, especially within the energy, transportation, forestry, spatial, urban planning and health sectors. Their 2013 Strategy for Reduction of Adverse Impacts of Transport on Atmospheric Air for the Period until 2020 covered most topics which were dealt with during 2015, such as decreasing the share of emissions from mobile sources, increasing the share of public transportation with improved environmental performance, increasing the number of public electrical transportation in areas with a population of over 100.000 inhabitants, renovation of their air fleet and many more steps to ensure a country-level increase in environmental performance and efficiency.</p> <p>Sources: http://goo.gl/juORB0</p>

Country Legislation

B

Country	Category	Notes
Belgium	Plan	<p>The central government of Belgium does not have the power to influence or control detailed variables and aspects such as performance figures and processes, due to its well-known internal division. Among the few measures that it can take are some general, budgetary or legal ones, like the plan of Johan Vande Lanotte, the national minister of the economy, who wishes to improve competition between the energy and telecom operators. Although unable to directly set standards locally, he can make good use of the existent market policies to improve their performance.</p> <p>Source: http://www.sgi-network.org/docs/2015/country/SGI2015_Belgium.pdf</p>
Belize	Legislated	<p>As of October 1, 2014, performance management within Belize had been legislated under the Public Service Regulations 2014 law. The new regulations bring vast improvements to an earlier, 2001 version of the same law. More specifically, the law comprises a Code of Conduct with clear sections assigned to industrial relations, performance management and enhanced guidelines for health, discipline, safety and welfare together with training and career development for public officers.</p> <p>Source: http://cdn.gov.bz/belize.gov.bz/images/bpsr2014.pdf</p>
Benin	Legislated	<p>Benin adopted the Performance-Based Management (PBM) reform in 1999. The focus is on a gradual transition from resource-based budget management to budget management focused on objectives. Currently, Benin is undergoing a public service transformation process that began in 2010 with an audit of civil service reforms from as early as 1994, followed by the development of a five-year strategic plan for the 2011-2015 time frame, which culminated this year alongside help on behalf of the PeaceCorps, USAID and many other institutions. The plan took into account the emphasis on decentralization and performance-based management of the Beninese government and focused its objectives on improved public and private health sector performance in delivering integrated family health services, improved preventive and care-seeking behaviors of the general populace.</p> <p>Sources: http://goo.gl/yZSD64 http://www.ghi.gov/wherewework/docs/BeninStrategy.pdf</p>
Bermuda	Plan	<p>Bermuda Police Service is in the process of implementing its 2012-2015 Strategic Plan aimed at developing a computerized appraisal system which will provide a continuous and thorough performance review for every officer up to the rank of superintendent. As this year marked the fulfillment of the above-mentioned plan, on the 9th of December it was announced that a 2016-2018 plan will be implemented, with the same goals as the previous one. In addition to this, the government will invest in new technology to improve efficiency, capacity and create accountability. An electronic document management system will be implemented to enhance electronic filing capacity and streamline compliance with the requirements from the Public Access to Information Act. Other new worthwhile tech novelties would be a more interactive crime statistics reporting system, equipped with electronic crime mapping and automated incident analysis, to further improve citizen safety performance.</p> <p>Sources: http://goo.gl/jcazFO</p>
Bhutan	Legislated	<p>Since the introduction of democracy in 2008, Bhutan enjoyed a series of reforms of its official institutions and government systems. On 19 December, 2013, Bhutan officially established a Government Performance Management System (GPMS) with multi-sectorial Task-Force. The office has, since then, signed a Performance Agreement with all of the country's ministries. The Performance Agreement was also extended to include other agencies and key stakeholders in Bhutan. The overall purpose is to modernize the country to point of a modern state, in a generally accepted form.</p> <p>Source: http://www.cabinet.gov.bt/?page_id=498 http://goo.gl/dgywx3</p>

Country Legislation

B

Country	Category	Notes
Bolivia	Legislated	<p>2015 represented an important year in Bolivia's development. One World-Bank financed project, started in 2006, was continued throughout the year – PAR, helping out some 41.000 smallholder farmers to improve their access to new markets. The subsidies offered through this plan help local producers enhance their performance regarding buyer requirements, both in terms volume and quality, thus improving their incomes.</p> <p>The other WB-financed project – PICAR, revolves around the issues of rural and indigenous communities, building upon new and sustainable infrastructure subprojects to uplift these communities. Among the many benefits of these plans are the social performance improvements we can see, due to the fact that both of them heavily emphasize the involvement of women into every aspect of financial development.</p> <p>Source: https://goo.gl/fXmCLv</p>
Bosnia and Herzegovina	Plan	<p>Bosnia and Herzegovina (BiH), together with the United Nations have agreed upon a new programme, entitled One programme 2015-2019, under the United Nations Development Action Framework. The expected outcomes of this plan are as follows: improved access to justice, non-discrimination and equality under the rule of law, consolidation and strengthening of mechanisms for peaceful resolution of conflicts, reconciliation, respect for diversity and community security, reduction of economic and social disparities between units of self local-government, more coordinated employment, education and scientific policies, which will enable improved access to productive employment and income opportunities.</p> <p>Source: http://goo.gl/kjlibl</p>
Botswana	Legislated	<p>Performance Management systems are currently in place in Botswana, Ghana, South Africa and Uganda. Botswana's system in place guarantees a more comprehensive management of performance at all levels of an organization. The system is structures in several committees: The Productivity Committee for Civil Service, The Ministerial Productivity Improvement Committee and The Departmental Productivity Committee. The system also makes use of a balanced score card to enhance its performance based reward system.</p> <p>This year represents another step towards the fulfilment of the national 2016 vision, established by the Presidential Task Group in 1997, which envisages a more educated, informed, prosperous, productive and innovative nation. To build upon that target, the police force in Botswana hit a new performance high this year, with crime rates seeing a drastic reduction. To further solidify its image, the authorities have launched an in-house Anti-Corruption Strategy for police officers, subscribing to the notion of zero tolerance for corruption within their own ranks.</p> <p>Source: http://goo.gl/WjXMZT http://goo.gl/6DVC2t</p>
Brazil	Legislated	<p>Three laws of the Federal Constitution legislate performance appraisal in Brazil's public organizations, passed from 1990 to 2010. However, the most relevant one, which truly began to enhance performance management within public organizations, is the 2010 law which regulates appraisal of servants based on an individual performance evaluation criteria.</p> <p>Individual assessment is measured accordingly to labor productivity, knowledge of methods and techniques, teamwork skills, work commitment and rules compliance. Institutional assessment, on the other hand, is measured on a results-based management system which highlights global targets and intermediate targets.</p> <p>Source: http://goo.gl/flo8IA http://goo.gl/c8ihZ8</p>

Country Legislation

B

Country	Category	Notes
British Virgin Islands	Legislated	<p>The Virgin Islands employ a legislated Performance Management system which was, at first, regulated by the United Kingdom, under whose jurisdiction it falls. Its main goals are stated in the Performance Management Handbook alongside an overall goal to achieve “World Class Performance through Partnerships”. Some of the mentioned goals are:</p> <ul style="list-style-type: none"> • Setting individual objectives and ensuring people are committed to them; • Agreeing standards for performance, skill levels and behavior; • Regularly reviewing progress and providing feedback ; • Recognizing and rewarding success; • Developing our people to achieve their full potential. <p>As a testament to this, in 2015, all the current and former teachers and principals from all over the territory were honoured for their hard work, continuously improving the performance of their educational system and the level of knowledge of Virgin Islanders in general.</p> <p>Source: http://goo.gl/q3KcJD http://goo.gl/eaS5PQ</p>
Brunei	Plan	<p>The Brunei government has institutionalized a New Public Management system to monitor and optimize activities within its public sector and to help Brunei achieve a desired status envisioned in the ‘Brunei 2035’ strategic plan. In accordance with this project, the government submitted its 2015 Education report, made available in collaboration with UNESCO. The report contains very encouraging trends, such as more than 80% of teachers for both primary and secondary levels being professionally certified and over 70% of students achieve 2 A-level examination results. Moreover, if in 2007, their Ministry of Education implemented a School Self Evaluation plan, which assesses the total quality management and performance standards for schools, in 2015 they have implemented a school-based assessment program, which allows the close tracking of the individual performance of any given student and implementation of appropriate intervention programs, if deemed necessary.</p> <p>Source: http://www.bruneiembassy.org/brunei-vision-2035.html http://goo.gl/7HPGMc</p>
Bulgaria	Plan/Legislated	<p>Bulgaria underwent a program within the 2006-2007 period in which six pilot municipalities cooperated in gathering data to initiate a general Performance Management program. The performance system focused on economic development and communications. In 2015, in the area of macroeconomic policy, with primary focus on the budget, and regarding compliance with the requirements of EU membership, Bulgaria has instituted a few policy-performance benchmarks, which are unavailable to the public. As a result, continued efforts, starting with 2014, on behalf of the Bulgarian civil society actors began to thoroughly record the policy objectives of the government and monitoring its achievements.</p> <p>Source: http://goo.gl/IMI4pM http://www.sgi-network.org/docs/2015/country/SGI2015_Bulgaria.pdf</p>

Country Legislation

B

Country	Category	Notes
Burkina Faso	Plan	<p>The country implemented, at local level, the Community Based Rural Development Project – Phase 2 which is relevant for the country's interest in monitoring and evaluation processes, given the fact that the program expanded to a more improved version which has a nation-wide coverage. In October 2015, a transition government has been put in place, which will continue the existing Extended Credit Facility Arrangement, settled between the IMF and Burkina Faso, as a safeguard for macroeconomic development and stability, with the added benefit of addressing structural problems. Most program performance indicators and criteria have been met, together with most structural and quantitative benchmark targets. Building on this, the country will implement a few measures for the state-owned energy companies, some of include performance contracts that will regularize financial obligations and reduce costs, whilst also providing scope for an enhanced cost recovery process, through a more flexible price-setting.</p> <p>Source: http://goo.gl/OJAoP6 https://goo.gl/ibEMLS</p>
Burma	Plan	<p>Burma does not have any clear performance management program implemented by the government but it benefits from an extensive Aid Support Program initialized by the Australian government. Thus, according to the Aid Program Performance Report 2015-2016, Burma will benefit from improvements regarding human development, promoting peace and stability in the region and a more inclusive economic growth process and government management. As far as 2015 is concerned more specifically, the Burmanese Government made a few noticeable strides when it comes to education, farming and rural developments and promoting private sector views and management measures to public sector institutions.</p> <p>Source: http://goo.gl/UbYiXw</p>
Burundi	Plan	<p>The US Government alongside USAID will aid the Burundi Government from 2011-2015 in order to develop a global health initiative action plan which includes key benchmarks and timelines. The action plan will be created in concordance with the development of a GHI logical framework and Performance Management Plan (PMP), including the selection of performance indicators, both standard (GOB, USG/FACTS, USG/FtF etc.) and individual (GOB, USG/FACTS). The use of performance indicators is also mentioned in the strategy.</p> <p>Several international programs developed by high-capacity countries and organizations are currently being implemented in Burundi with generally satisfactory results. The Australian Government, together with the US government, implemented a strategic Health Initiative for the 2011-2015 period, while the International Monetary Fund also has a 2012-2015 strategic program which seeks improvement within the financial and social sectors.</p> <p>Sources: http://goo.gl/dOhPlp http://goo.gl/cVeP5s</p>

Country Legislation

C

Country	Category	Notes
Cambodia	Legislated	<p>Cambodia's Development Research Institute is in charge of monitoring and evaluating performance within the country's borders, followed by the identification of emerging priorities for the next period. 2013 marked the birth of Development Research Institute's first report which analyzes Cambodia's dynamics development within the past two decades. In coordination with the IDRC, the CDRI created the Development Research Forum (DRF), which in the period 2012 – 2015 released its second phase plan that aims to raise the profile of DRF as being a valuable contributor to the research community in Cambodia, establish 5 fully functioning research interest groups, which will measure multiple dimensions across the entirety of the socio-political scene. Furthermore, it will attempt to position the ICT platform as the leading source for both in-house and extern research concerning Cambodia.</p> <p>Source: http://www.cdri.org.kh/webdata/download/cdd/CDD.pdf http://www.cdri.org.kh/Resource.htm</p>
Cameroon	Plan	<p>As it is the case with other African countries, Cameroon is part of the African Development Bank Group, and as such is part of a joint plan for the 2015 – 2020 period, which will aim to take an increased look at green growth for Cameroon, the issue of gender and discrimination as well as analyzing existing weaknesses regarding both the private and public environment's performance.</p> <p>Source: http://goo.gl/rgbZNb</p>
Canada	Legislated	<p>In 2015, the Strategic and Operating Review will take a look at the Canadian government's spending and overall performance, namely regarding generating savings from operating expenses and improving public service productivity, on top of analyzing the relevance, impact and effectiveness of various government programs. It will also take a look at the best practices in both the public and private environment, offering suggestions on how to improve the former's delivery performance.</p> <p>Source: http://actionplan.gc.ca/en/initiative/strategic-and-operating-reviews</p>
Caribbean Netherlands	N/A	<p>The island is under the jurisdiction of the Netherlands but no further details were found concerning performance related legislation.</p>
Cayman Islands	Legislated	<p>The Office of the Auditor General (OAG) is in charge of not only scrutinizing public spending but also holding the Government for account and reporting findings to the Legislative Assembly. The OAG is not focused only on financial departments. Its activities spread also on performance within the public sector. The results of the office's activities are then grouped into reports. The 2015 one is primarily focused on effective management of revenue collection and compliance with legislation, noting that the Cayman Islands government must enhance its management practices, processes and systems to ensure a more efficient approach to collecting revenue, thus achieving better value-for-money. Also key to this is strict adherence to Public Management and Finance Law, which will also be scrutinized and furthermore, the issues of waivers and government process & system integration will be tackled.</p> <p>Source: http://www.auditorgeneral.gov.ky/aboutus http://goo.gl/gerli9</p>
Central African Republic	Plan	<p>2015 marked the end of the African Development Bank's regional integration strategy in the Central African Republic. The main takeaway aspects were the need to continue building the capacity of the Regional Economic Communities for greater ownership of multinational projects, enhancing the coordination with other partners in order to adopt joint funding projects and also improve selectivity for a better development impact of the aforementioned projects in the region.</p> <p>Source: http://goo.gl/Rj8O2C</p>

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Country	Category	Notes
Central African Republic	Plan	<p>2015 marked the end of the African Development Bank's regional integration strategy in the Central African Republic. The main takeaway aspects were the need to continue building the capacity of the Regional Economic Communities for greater ownership of multinational projects, enhancing the coordination with other partners in order to adopt joint funding projects and also improve selectivity for a better development impact of the aforementioned projects in the region.</p> <p>Source: http://goo.gl/Rj8O2C</p>
Chad	Plan	<p>The African Development Bank, in its country review, reports and assess on the performance of ongoing projects, management and implementation capacity, aid coordination, status of loans and arrears repayment and proactive management of portfolio. The report also encloses a series of conclusions and recommendations for further actions.</p> <p>Source: http://goo.gl/G0jLEb</p>
Chile	Legislated	<p>Chile has a functioning Management Control Division which handles the Systems of Management Control and Results-Based Budgeting. The systems follow three main objectives: maintain fiscal discipline, allocate resources efficiently and promote operational efficiency when providing services. After evaluating several performance management tools, the Division decided upon a results-based budgetary management implemented in a more transparent process.</p> <p>Sources: http://goo.gl/Yn7xJM</p>
China	Legislated	<p>The term performance management appeared, for the first time in an official document, in March 2008. However, China, at that point, was very familiar with performance management practices as it had been implemented, at a local level, since as early as 1990. In time, central government has learned the great benefits of having such a process implemented. Since the 1980s, China implemented round after round of reforms which eventually lead to a resizing of the government and improved revenue due to financial reforms. In 1993, a new Civil Service was introduced. Its activities lead to the implementation of a performance-based reward and promotion system. Since the mid-1990s, China's performance management system has been continuously improving itself and, although it has different aspects from Western systems, it remains as an example for performance management implementation methods.</p> <p>Source: http://www.oecd.org/china/48169592.pdf</p>
Christmas Islands	Legislated	<p>Since the Christmas Islands come under Australia's governance, the performance management system is implemented according to Australian regulations. Currently, only a limited number of performance measures are in place for the Christmas Islands National Park.</p> <p>Source: http://goo.gl/U82DZW</p>
Cocos (Keeling) Islands	N/A	<p>The country is governed under the authority of the Australian Government. However, the latter only provides services which are essential to life and minimal well-being. These include drinkable water, power sources, and education and health services.</p> <p>Source: http://goo.gl/3lsyUX</p>

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Country	Category	Notes
Columbia	Legislated	<p>Colombia, as the country with the largest GDP among Latin American countries, benefits from a performance management system based on multi-year planning, entitled SINERGIA. In 2015, this system benefitted from a renewal of support on behalf of the World Bank, especially its Monitoring & Evaluation tools. As such, the World Bank offered finances this year for the development of public investment projects and an information management system, program evaluation under the SINERGIA framework and performance monitoring and measuring of the national development plan.</p> <p>Sources: https://goo.gl/11FDl8 http://goo.gl/2fsFeU</p>
Comoros	Plan	<p>According to the 2011 – 2015 African Development Bank Strategy Paper, developments regarding Comoros's performance have been good but can always be further improved. As of 2015, the main pillars looked at by the plan were strengthening the institutions and overall macroeconomic framework, for a more effective and efficient program implementation strategy and granting improved access to drinking water and sanitation.</p> <p>Source: http://goo.gl/gYch0z</p>
Congo, Democratic Republic of the	Plan	<p>As far as performance of the Congolese government is concerned, the Article IV Consultations between their representatives and those of the IMF offered a clear portrait of what key points need to be addressed: public expenditure must be rerouted towards inclusive growth and pro-poor projects, fiscal adjustment programs – such as boosting non-oil revenue or tax exemptions with enhanced customs administration, must be implemented with growth, diversification and inequality reduction in mind. Other aspects include improvement of credit registry, establishing a property registry and empowering the judicial framework. On top, promoting broader usage of microfinance and mobile banking can help out with the lack of financial access.</p> <p>Source: https://goo.gl/1QtPR0</p>
Cook Islands	Plan	<p>Cook Islands has several Performance Management systems in place, one with the Office of the Public Service Commissioner and one within the financial department. As far as 2015 improvements are concerned, Cook Islands registered a vast array of changes for the better, some of which include greater transparency of inter-governmental fiscal relations, comprehensiveness and transparency of budget information, more effective and efficient measures for taxpayer registration, tax collection and tax assessment, enhanced recording and management of cash balances, debt and guarantees, greater quality of financial reports and budget statements and so forth.</p> <p>Sources: http://goo.gl/RRtVKb http://goo.gl/xqjV9Q</p>
Costa Rica	Legislated	<p>Costa Rica implemented in 2015 a National Evaluation System (SINE), which is composed of the central government and includes all the autonomous and semi-autonomous entities, state-owned enterprises and non-state public institutions, whose mission is to collect, organize and analyze information coming from the implementation of public programs, which allows their thorough monitoring and post-implementation evaluation.</p> <p>Source: https://goo.gl/ps0QPj</p>

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Country	Category	Notes
Cote d'Ivoire	Plan	<p>The 2013 – 2017 Cote d'Ivoire Country Strategy Paper will mainly be aimed at strengthening two major focal points: improving governance and accountability, via improved public services and programmes, and infrastructure development in supporting economic recovery by promoting lasting and environmentally-friendly the agricultural, transportation and energy sectors.</p> <p>Source: http://goo.gl/7qw12B</p>
Croatia	Plan	<p>Croatia has been included in a Local Economic and Employment Development (LEED), which aims to create an action space for local partnership development. A key aspect here includes the implementation of performance management and measurement systems, which will monitor and evaluate the benefits brought by local partnerships between the government and any intermediary organizations.</p> <p>Source: http://goo.gl/HsDYW0</p>
Cuba	Plan	<p>As of 2015, barring an act of Congress, the United States Agency for International Development will cease its aid and monitoring programs of Cuba's economic and government performance. This decision came after many a year, Cuban-American lawmakers denounced the programs as being greatly inefficient and suffering from political favoritism. Cuba will continue to receive a support fund of approximately 17.500.000\$, but these will be split between the National Endowment for Democracy, the Bureau of Democracy, Human Rights and Labor and the Bureau of Western Hemisphere Affairs, which will program the funds at a disbursement rate that can be more easily measured and managed.</p> <p>Source: http://goo.gl/VeC5si</p>
Curaçao	N/A	<p>Part of the former Netherlands Antilles, Curacao, together with Saint Maarten, experienced a downfall after becoming autonomous countries. A United Nations Development Program released in 2011 assesses the evolution of the countries and sets forward strategic development plans. However, no mention of a performance related legislation or system is made.</p> <p>Source: http://goo.gl/x5XLUw</p>
Cyprus	Plan	<p>In 2015, the Action Plan for adopting a New Growth Model for Cyprus was adopted by their government, which includes targeting specific sectors for performance adjustments, contributing to the enhancement of the local business environment and achieving an overall more stable, sustainable and balanced growth model. As far as the first point is concerned, Cyprus is looking to improve tourism, their research & innovation performance and the degree of transparency of public services. Moreover, minimizing corruption and perfecting competitiveness indicators are also hot topics.</p> <p>Source: http://goo.gl/9fiV9S</p>
Czech Republic	Plan/Legislated	<p>The Czech Republic does not have a clear performance management system in place although it does perform regular assessments of employees within the Public Employment Services. Adding to this, various reports of the EU regarding specific areas of interesting within the Czech Republic point out to a few governmental improvements which greatly benefit the private sector, such as better legislative conditions and easier economic access to governmental funds for small and medium enterprises or the implementation of a new programme, Design for competitiveness, which offers aid to SMEs wishing to start working with a professional designer and also gives them the possibility to follow training in design management, information services or successful management of innovation.</p> <p>Source: http://goo.gl/WWD5Pn http://goo.gl/XmzSmi</p>

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D - E

Country	Category	Notes
Denmark	Legislated	<p>Performance Management was introduced into the government in 1992 and has been continuously refined ever since. The Danish public services have had a pay and performance appraisal system implemented for a long time. After numerous changes, the system has now the form of a negotiated collective contract that offers the creation of target agreements which are then included in a contract. Following an OECD research paper, the results show that this style of performance management has succeeded in breaking down barriers withholding agency efficiency. Furthermore, the provision of information to the public was strengthened and on top of that, dialogue between agencies and ministries was immensely improved, whilst at the same time enhancing governmental adaptability to new requirements on behalf of the public services.</p> <p>Source: http://goo.gl/4a9uOb http://goo.gl/h67jCC</p>
Djibouti	Plan	<p>Djibouti does not have a performance management system implemented, but the country is regularly monitored and evaluated through specific aid programs initiated by WHO or IMF. One such program was initiated in 2015 and was aimed at enhancing the performance of their health sector. Among the plan's chief goals we can find closing the funding gap necessary to introduce methodological adjustments and as such, the additional funding provided by the World Bank will be used to implement a quality adjustment component, for measuring the overall performance of this branch of public services and moreover, to integrate incentives for management and improve coaching and accompaniment for health services.</p> <p>Sources: http://goo.gl/bIRFIL</p>
Dominica	Plan	<p>2015 came with an update on Dominica's Medium Target Public Sector Reform Strategy, which is built around 4 main pillars: public administration modernization (improving accountability, efficiency and performance of their public services), economic management, enhancing a business and organization-friendly environment and rationalization of social services.</p> <p>Source: http://goo.gl/ay2dhf</p>
Dominican Republic	Plan	<p>In 2015, the OECD has released a public governance review for the Dominican Republic, aimed at checking how its public performance management system keeps up when compared with other countries' systems and at the end of it, offers a series of recommendations for improvement, such as using strategic workforce planning and management plans, strengthening the state's ability to acquire and retain labor competencies, enhancing its core values and leadership and implementing an innovative mindset which will lead to a more efficient and effective public administration.</p> <p>Source: http://goo.gl/9Suick</p>
Ecuador	Plan	<p>The Association of American Schools in South America has set in place, in Ecuador, a performance management system for evaluating teachers. The system uses the Goals and Roles Performance Evaluation Model with enhanced focus on the relationship between professional performance and learner achievements, performance indicators, evaluation based on multiple sources and a results-based evaluation system. Adding to this, in 2015 a new project was rolled out, supported by the World Bank – Supporting Education Reform in Targeted Circuits, which will take a look at two main elements: improving school services in certain targeted circuits, which will allow for improvements in the actual and perceived quality of education services and a detailed and comprehensive management and evaluation plan that will focus on reorganizing the model for provision of education.</p> <p>Sources: http://goo.gl/TzutHR http://goo.gl/JhQSa5</p>

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Country	Category	Notes
Egypt	Legislated	<p>Egypt's new civil service law hopes to bring new elements to the fore in the fight against corruption and inefficiency. Law No. 18/2015 is a comprehensive framework, designed to overhaul the existing system, by introducing new human resource development approaches in government agencies, a more transparent announcement of vacant positions and also a standardized testing system to fill them. Moreover, it puts a term limit on leadership positions, offering the chance to anyone with the right skills to occupy a management position and as far as performance measurement is concerned, it will put in place a new system for assessing public servants based on performance, giving a wider berth for career advancement to those who strive for it.</p> <p>Source: http://goo.gl/9brJRK</p>
El Salvador	Plan	<p>The World Bank granted El Salvador a loan for the Fiscal Management and Public Sector Performance project, which is dedicated to enforcing the effectiveness and efficiency of specific governmental processes, especially those related to revenue, expenditure management, accountability and transparency within the public sector.</p> <p>Source: http://goo.gl/ZEa0VQ</p>
Eritrea	Plan	<p>It has a Performance Management system in the Public Service for employee evaluation and appraisal. Performance Management is also used within the health department as part of the National Malaria Program. Furthermore, in the period 2014 – 2016, the African Development Bank started an interim country assistance strategy that shall pave the way for a more comprehensive Country Strategy Paper after 2016. This interim strategy will mainly bank on the enhancement of skills and country performance & technology development, in support of inclusiveness and transition to green growth. Some of the key points which will be worked on shall be improvements in public sector planning and management, strengthening the resilience of institutions and communities alike, for a greater degree of well-being, inclusiveness and this way, sustainable development is also brought in the spotlight.</p> <p>Sources: http://goo.gl/5Q6vIF http://goo.gl/iG5S9J http://goo.gl/Khtzny</p>
Equatorial Guinea	Plan	<p>The Results-Based Country Strategy Paper 2008-2012 (RBCSP) for Equatorial Guinea was approved in October 2008 to support the Government's National Economic and Social Development Plan. The National Economic and Social Development Plan (PNDES) aims to diversify the economy and transform Equatorial Guinea (REG) into an emerging economy by 2020. As a part of this project, indicators were used to measure performance when it comes to Financial management, the Bank and the Government. 2015 marked a transition year for the 2013 – 2017 Country Strategy Project (CSP), which was signed between the African Development Bank (AFDB) and the Government of Equatorial Guinea. Its main objective is furthering the points highlighted in the PNDES.</p> <p>Source: http://goo.gl/jomEjz http://goo.gl/s1OAuX</p>
Estonia	Legislated	<p>Estonia introduced in 2006 a pay-for-performance system for public health services, entitled Quality Bonus System (QBS), which was mainly targeted at providing financial rewards to primary healthcare physicians when they reach certain service provision targets in disease prevention and management. The program has registered astounding yearly increases in performance and efficiency, with chronic disease prevention and management indicators improving from 5% to 45%; furthermore, service coverage went from 50% to 70% and in 2015, enrollment in the QBS became mandatory for all public service physicians.</p> <p>Source: http://goo.gl/VomISe http://goo.gl/NGgCpn</p>

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Country	Category	Notes
Ethiopia	Plan	<p>2014 was the second year in which Ethiopia had a Performance Management System implemented by USAID. The overall aim is to assess how various projects are conducted and whether they have reach their objectives. An USAID annual report on the performance managements system states that Ethiopia managed to make good use of it and even develop specific tools and methodologies.</p> <p>Source: http://goo.gl/3jDhus</p>
Falkland Islands (Islas Malvinas)	Plan	<p>For the period 2014 – 2018, the Falkland Islands have implemented what is known as The Islands Plan, aiming to improve their economic, social and political development, by revising their economic development strategy, privatizing worthwhile government services to improve performance, modernizing employment and labor laws, among others.</p> <p>Source: http://goo.gl/XZQ6q5</p>
Faroe Islands	N/A	<p>An autonomous, self-governing country within the Danish Realm. There is no mention of any performance management legislation.</p>
Fiji	Plan	<p>Although the Fijian government renounced its performance management system in 2006, three years later, in 2009, the system got reformed and reintroduced in order to help the country identify its most problematic departments. In 2013, a performance-based bonus system was introduced.</p> <p>Source: http://goo.gl/ZUbQTW</p>
Finland	Legislated	<p>In 1988, starting from a Government resolution, a performance management system was set up to reinforce public sector activities. Since then, the system has gone through many changes, the last ones being introduced in 2013 and 2014. The program is agreement-based (a contract is negotiated and signed by ministries and agencies) and it mainly focuses on finding a balance between resources and targets. In 2015, the system was updated to be more strategic, lighter, more horizontal and benefit from deeper consolidation.</p> <p>Source: https://goo.gl/lKKA7D http://vm.fi/en/performance-management</p>
France	Legislated	<p>Performance Management started to be used on a larger scale during the 1980s and, since then, it received several improvements. Initially used as a tool to measure employee performance, the performance management system later extended from a measurement tool to an instrument used to motivate people and evaluate intellectual capital. Contemporary performance management in France targets not only employee involvement but also governance aspects and it integrates some coaching-related aspects, competence-based management and knowledge worker. Among the tools it employs, the Balance Scorecard remains the most important.</p> <p>Source: http://goo.gl/o9fZq0</p>
French Guiana	N/A	<p>It currently is under French jurisdiction. Information regarding performance related legislation was not found.</p>

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Country	Category	Notes
Gabon	Plan	<p>The African Development Bank regularly monitors and assesses the development of ongoing projects implemented in Gabon. One such project was the Country Strategy Paper 2011 – 2015, which aimed at improving the sub-sectors and informal sectors to support governmental plans in designing development policies and strategies. What's more so, Gabon leaders wish to consolidate the Public-Private Partnerships that they have in place, which are used to empower the capacity of public administration to organize and manage services, with a special emphasis on growing private investments in the energy and water sector.</p> <p>Source: http://goo.gl/Yj4CEQ</p>
Gambia, The	Plan	<p>In 2015, the Country Strategy Paper for Gambia, on behalf of the African Development Bank, drew upon the lessons learnt in the previous plan, the Joint Assistance Strategy, which was done in partnership with the World Bank, for the 2008 – 2011 period. As a result, the current CSP furthers the emphasis placed on improving the performance of the civil service through extensive capacity building and by introducing a series of performance management tools in cooperation with notable development partners, such as the EU and UNDP.</p> <p>Source: http://goo.gl/MPxXFp</p>
Georgia	Legislated	<p>Georgia has a well-established Performance Management system in place, with clearly-stated values and principles. The system makes use of specific tools and processes, such as an online Performance Management platform, planning tools, coaching tools, evaluation tools recognition tools and management training. All materials are public and can be used by any agency.</p> <p>Source: http://team.georgia.gov/performance/</p>
Germany	Legislated	<p>Germany has a highly-regulated working environment which prides on eliminating any shade of uncertainty. Therefore, the country's performance management system, the "New Steering Model," is very precise as it is based on a defined set of rules. Performance is evaluated by following specific goals or criteria, time frames, measurement methods and consequences. What differentiates Germany's Performance Management system from those implemented in other countries is the integration of Performance Appraisal methods, which are linked to training investments only when employees achieve certain performance results. In the latest of bi-lateral discussions with the IMF, it was noted that commitments to boost public investment should be more ambitious as these could remove infrastructure bottlenecks and in addition, investing in infrastructure can greatly benefit from other initiatives which can improve the overall planning process and take advantage of private sector expertise, rendering such efforts more efficient and performant.</p> <p>Source: http://www.oecd.org/gov/43933791.pdf https://goo.gl/HqBbyH</p>
Ghana	Legislated	<p>Ghana's Performance Management system has been first legislated in 2007 and it regulates different processes within the public sector. Its main objectives are providing the public sector with clear frameworks and guidelines for effective management and performance, as well as awarding fair wages and compensations. To further build upon this, in 2010 Ghana has implemented the Single Spine Pay Policy (SSPP) system, which strives to attract, retain and motivate public servants, in order to improve performance regarding service delivery and overall productivity. They wish to achieve this by promoting equity in the administration of public service pay, establishing principles aligning wage increases to productivity, promoting a high performance culture and improving the capacity of public services to compete with private sector companies in attracting and retaining talent.</p> <p>Source: http://goo.gl/kvRwXY http://goo.gl/zQlgAO</p>

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Country	Category	Notes
Greece	Plan	<p>Greece has no legislated performance management system, in spite of the fact that several EU commissions highly recommended such a system as a sustainable long-term option to the current evaluation system. The only instrument which may pass as related to performance measurement is the pay system for managers and auditors, for which the revenue body uses measurable objectives to estimate pay levels.</p> <p>Source: http://goo.gl/643Klp https://goo.gl/rr0de2</p>
Grenada	Plan	<p>As of 2015, Grenada has implemented a public services performance management system, which is managed by the Administration Department of the Ministry of Finance, Planning, Economy, Energy & Co-operatives. The personnel in charge of supervising said system are required to ensure proper supervision of public servants functions, match staff with budgeted post and salary scale, co-ordinate the performance appraisal process and training sessions for employees in collaboration with the Department of Human Resources.</p> <p>Source: http://www.gov.gd/ministries/finance.html</p>
Guadeloupe	N/A	It currently is under French jurisdiction. Information regarding performance related legislation was not found.
Guam	Legislated	<p>In 2007, Guam has legislated a performance management bill that applies to all harbor activities. Additionally, performance management contracts exist in public institutions in Guam, such as the Public Utilities Commission which assesses waste water management through such an agreement. A statement was issued before the PUC, in 2015, to extend the existing performance management contracts to further units. This statement was approved on the basis that both the Guam Power Authority and its Public Utilities Commission believe that such contracts have improved the availability and efficiency of the Cabras Water Supply Plants.</p> <p>Sources: http://goo.gl/CsQYEJ http://goo.gl/6zbejW http://goo.gl/gglnXg</p>
Guernsey	Plan	<p>2015 was for Guernsey a milestone. On the one hand, they ended their 2011 – 2015 development plan. On the other hand, it marked the beginning of a new plan, this time for the 2015 – 2025 time-frame, built around multiple strategic action plans, such as evaluating new, sustainable and competitive routes to the islands, simplifying industry legislation, strengthening the islands' product offers and implementing a measurement and benchmark system to quantify visitor satisfaction and customer service performance.</p> <p>Source: http://goo.gl/whU5ir http://goo.gl/6NBy24</p>
Guyana	Plan	<p>The USAID initiates regular country and project performance assessments but Guyana itself does not have a Performance Management system implemented. Furthermore, between the 2009 – 2012 period, the World Bank implemented a Country Assistance Strategy, which offered technical assistance and financial lending to strengthen environmental resilience and sustainability and improve the quality of education and social security programs. As of 2015, the WB is currently engaged in discussions with the new Guyanese government.</p> <p>Source: http://goo.gl/YsP1EU http://goo.gl/NYaHhG</p>

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Country	Category	Notes
Honduras	Plan	<p>As far as performance measurement and management is concerned in Honduras, 2015 marked the beginning of a Country Development Cooperation Strategy between the local government and USAID, which will span out until 2019. Its main focus will be around enhancing the performance of Honduras' security systems and improving the processes and output of its justice sector, while at the same time tackling the issue of sustainably managing extreme poverty for vulnerable social sectors.</p> <p>Source: https://goo.gl/8QQxAt</p>
Hong Kong	Plan	<p>The Hong Kong administration began introducing performance management elements into the Civil Service Regulation since 1999 as a means to create a performance-based reward service for civil servants. Recently, performance measurement tools, target and competency assessment methods have been introduced, as improvements to the system. 2015 marked the continuation of said service, with officials leaning towards providing further training sessions, which were considered "very effective" by 80% public servants who participated in past programmes.</p> <p>Source: http://goo.gl/pHINVz http://goo.gl/f9cnUH</p>
Hungary	Plan	<p>Hungary is currently in the course of implementing a customer centered quality management model within Public Employment Services (PES). The Hungarian Performance Management System was finalized in 2004, after being adapted to the main objectives of PES and agreed upon with experts on specific indicators. It is, therefore, an objective-based system. In recent years, namely 2014 and 2015, performance management instruments were somewhat ambiguously implemented, with both public and private sector representatives voicing the fact that on one hand, the government tried institutionalizing more transparency-based measures when it came to official state information, but then went back on those decisions through various legal initiatives. As of now, Hungary has in place a remuneration-centered system, which takes into account the number of years, proficiency and performance of public servants.</p> <p>Source: http://goo.gl/wRSIH9 http://goo.gl/Jq8JUp https://goo.gl/kfEieG</p>
Iceland	Plan	<p>Iceland has several performance related systems implemented in various public departments, such as the medical and economic sectors. However, none of these systems are legislated, nor are they part of a national performance management system. Each department is in charge of creating and implementing its own performance assessment system. In 2015, the Icelandic Medicines Agency (IMA) furthered their performance management efforts by introducing an electronic signature system that will improve errand resolution, overall usage of paper and postal costs.</p> <p>Source: http://goo.gl/JNUMaz http://goo.gl/cm9phb</p>
India	Plan	<p>In 2009, a Performance Management and Evaluation System was created together with the Performance Management Division. The system closely followed USA's own performance assessment system with its Results Framework Management System, a document that each public agency has to create by answering three questions: the department's main objectives for the current year, actions required to attain the mentioned objectives and progress determination. Another tool is the Government-wide Scorecard, which allows a comparison between agencies based on their objectives' fulfillment degree.</p> <p>Source: http://goo.gl/VnQpof</p>

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Country	Category	Notes
Indonesia	Legislated	<p>In 2007, Indonesia first implemented its Public Expenditure and Financial Accountability assessment system (PEFA), which measured if the country had a well-running public financial management system. This went on until 2012, when the program was renewed and a few improvements have been noticed such as increased transparency and the development of an independent oversight regarding public expenditures. Despite the good news, there were and still are some key aspects that need to be worked on and as a result, the PEFA assessment has been renewed once again in 2015, with several aspects on the table: improving the results-orientation in state budget planning and development, strengthening the monitoring and evaluation of public expenditure and programs, civil service reforms to improve the quality and performance of the workforce.</p> <p>Source: http://goo.gl/TSDlNd http://goo.gl/DY5T26</p>
Iran	Plan	<p>Iran has weakly defined performance management elements integrated in its public sector. A performance management system is implemented by WHO within the health service, in order to monitor and evaluate ongoing improvement projects within the department. Another system has been implemented for a short period of time in the Chabahar Municipality. The purpose was to closely evaluate the usefulness of having such a system. All results had a positive feedback, coming both from the public sector and from private organizations. Even more so, in June 2015, another study of some-700 top managers of varying Science & Technology companies revealed that knowledge management and performance measurement had the most crucial role in developing a creative organizational learning process that can vastly improve the output of an organization, be it a private or public one.</p> <p>Sources: http://goo.gl/SvoAyN http://goo.gl/PM8UIu http://goo.gl/bUUstj</p>
Iraq	Plan	<p>In 2015, USAID have started implementing their Iraq Administrative Reform Project, known as “Tarabot”, which is Arabic for “linkages”. The main goals for this program will be to improve communication among all governmental levels and agencies, as this was considered to be one of the most inefficient aspects of the Iraqi government. It will help with establishing effective units to formulate policies, communicate any relevant changes more efficiently and improve the effectiveness of consultations between ministerial, provincial and private stakeholders on specific policy matters. As of now, Tarabot specialists have already axed many outdated regulatory decrees and laws, as this plan is part of the greater National Development Plan 2013 – 2017 and authorities wish to be on top of things as early as possible.</p> <p>Source: http://tarabot-iraq.org/index.php</p>

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Country	Category	Notes
Ireland	Plan	<p>In Ireland, a Performance Management Development System (PMDS) was included in the Human Resources Management of the Civil Service. The system has been regularly modified and optimized, the most recent changes being made in 2013. The Phase 2 Changes for Ireland's PMDS include the following tools: a Competency Framework, an Evaluation of Performance rating system, a Calibration review for ratings, an internal and external review system and a rating for "Fully Achieved Expectations." In 2015, the only notable change was the implementation of the Open Competition to the Civil Service measure, where it has been decided that new entrants in the civil service system will be awarded with a wage scaled to their past positions, if those were in the same area of expertise, so as not to generate any sense of disenchantment or unfairness towards past performance. This came after a high number of complaints were issued that new entrants were given minimum pay, even if they had significant experience in other organizations, in similar roles.</p> <p>Source: http://hr.per.gov.ie/pmds-2013/ http://goo.gl/RkhFD0</p>
Isle of Man	Plan	<p>Multiple performance management systems have been implemented within several governmental departments such as Health, Social Care and the Civil Service. The systems are all based mainly on performance reviews and appraisal for effective delivery of services. As far as 2015 is concerned, the Isle of Man's governmental department, the Learning, Education and Development one (LEaD) has issued its Learning Prospectus for 2015 – 2016, which comprises a series of educational courses and workshops for public service staff, to further improve their performance. These are on varying themes, such as developing effective communication & leadership skills, improved handling of accountability and labor management laws and scenarios, managing meetings and difference programmes, solidifying eKnowledge and eLearning capabilities through review schemes and courses focused on using online sources and they also offer a few courses on managing your personal wellbeing and self-development.</p> <p>Source: https://goo.gl/6Vssfy https://goo.gl/T42QK8</p>
Israel	Legislated	<p>According to an OECD report, Israel employs performance management methods at a greater scale compared to the average OECD country. Within the Civil Service, employee assessment is mandatory for almost all servants and elements such as tasks undertaken, quality of work, timeliness, interpersonal skills and competency improvements are of high importance to the evaluation process. When discussing 2015 results, Israel implemented its Going for Growth program, which aimed at improving education outcomes and inequalities, cutting red tape for businesses, completing its network industry reform, expanding welfare-to-work programmes and ensuring enforcement of labor laws and enhancing competition among companies within the food industry. Results of this program will be quantified and analyzed based on certain post-programme output aspects, such as streamline, efficiency, number of beneficiaries and competitiveness indicators.</p> <p>Source: http://goo.gl/egtA7d http://goo.gl/tlCiQc</p>

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Country	Category	Notes
Italy	Plan	<p>Has a Performance Management system in place in the Civil Service sector. The system is modelled after the pay-for-performance strategy and has no regards for seniority or for length of service. Employees undergo an annual assessment where they are evaluated based on objectives achieved, actions implemented and output quality. A 2015 IMF study linked public sector inefficiency with private sector underperformance, recommending that Italy further strengthen its efforts to grow efficiency and performance inwards, so that it translates into positive results outwards. The study measured a few services offered by both central and local governments, namely healthcare, child care, education, civil justice and waste collection, among others. Results showed that if decentralized services were more efficient, this would translate into significant macroeconomic gains for private organizations; furthermore, improving the performance of centralized services, like education, would have double the effects of the decentralized ones, for both public and private gains.</p> <p>Source: http://goo.gl/1l5cgL https://goo.gl/RtiGmq</p>
Jamaica	Plan	<p>With the support of the Inter-American Development Bank, the Jamaican Government introduced an Integrated Managing for Results Program to help strengthen the results-based management system within the public sector. The performance management system focuses primarily on maximizing public employees' services by target measurements, resources employed and individual evaluation.</p> <p>Source: http://goo.gl/0mZNjD</p>
Japan	Legislated	<p>The Japanese Government passed, in 2002, a "Government Agencies Policy Evaluation Law." The new bill forced public departments to begin adopting evaluation systems. As a result, the Ministry of Land, Infrastructure and Transport introduced a performance measurement system based on outcome indicators.</p> <p>Source: http://goo.gl/p9fih5</p>
Jersey and Saint Pierre and Miquelon	Legislated	<p>The government evaluates the implementation of its strategic plans by analyzing and evaluating yearly performance reports. As of 2015, the government does not produce annual performance reports any longer, opting to focus on more long-term plans and reports.</p> <p>Source: http://goo.gl/0ykjF http://goo.gl/upG6XD</p>
Jordan	Plan	<p>The USAID releases regular reports on the state of Jordan in order to assess and evaluate the implementation of its Strategic Plan for country development, a project set within the 2013-2017 timeframe. When it comes to measuring 2015's results, three interconnecting objectives were reached: improving the well-being, civic engagement and opportunities of youth, strengthening community cohesion and mitigating the impacts of a rapidly growing population.</p> <p>Source: http://goo.gl/JIdW7z https://goo.gl/UBFZI8</p>
Kazakhstan	Legislated	<p>In 2013, with the help of the United Nations Development Program, the Kazakhstan Government implemented a performance management system for its public sectors. The system is part of the 2020 Strategic Development Plan which, so far, has brought many important social changes. A performance management law was passed in 2013, which allowed both public agencies and citizens to monitor and evaluate activities within the public sector. After a first year of trials, the feedback received on agency performance led to changes and adaptations of the governing system to increase accountability and transparency.</p> <p>Source: http://goo.gl/Yn1DnV</p>

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Country	Category	Notes
Kenya	Legislated	<p>2015 marked an important moment for the Kenyan government, as it forwarded its Vision 2030 comprehensive development program, which aims to raise the country's overall performance levels. The program will tackle certain point of interest in nine key areas of growth, from healthcare to economic, commercial, infrastructure and public administration development and will measure the results for each according to specific outcome-based indicators, on a short, medium and long term time-frame.</p> <p>Source: http://goo.gl/hFWw6N</p>
Kiribati	Plan	<p>A government report released in 2012 evaluated the Civil Service sector as being ineffective. As a result, a reform plan was developed to evaluate and reform public departments and increase their overall performance. With the help of AusAID, the Kiribati Government developed and implemented an Integrated Performance Framework for all employees to evaluate and assess their performances.</p> <p>Source: http://goo.gl/hdXT7V</p>
Korea, North	Plan	<p>Several administrative systems and strategies, such as Performance Management, Knowledge Sharing, Information Disclosure and Process Management had been reunited under the same integrated business platform.</p> <p>Source: http://goo.gl/SzqRFK</p>
Korea, South	Plan	<p>In 2006, South Korea legislated a Performance Evaluation Act through which the performance of each governmental ministry and agency is monitored, evaluated and included in an annual report. Based on that annual report, five-year or longer Performance Management Strategy plans are then developed and implemented. South Korea adopted the pay-for-performance strategy for its performance management system.</p> <p>Source: http://goo.gl/0EyDZI</p>
Kosovo	Plan	<p>By 2018, the Kosovo Government plans to develop and implement a Monitoring, Evaluation and Learning process, so that the country's strategic objectives can be tracked and achieved more easily. The process also includes a Performance Management Plan, which aims to monitor and evaluate ongoing strategic plan developments. Awaiting the arrival of 2018, in 2015 Kosovo adopted a 2015 – 2020 National strategy for development, which among improving the overall rule of law and rearing in economic, employment and welfare developments, will also look at improving the institutional capacity of the country's public services and its ability to better administrate development policies. As a part of this project, the government will implement an integrated planning system, to enhance the efficiency of project-making, monitoring and evaluation.</p> <p>Source: http://goo.gl/FAaT2a http://goo.gl/r2npRD</p>
Kuwait	Plan	<p>A National Performance Framework project was deployed in 2011 by the State Audit Bureau (SAB). The purpose is to increase the Bureau's effectiveness in performance evaluation methods and to ensure that all governmental entities in Kuwait comply with national and international anticorruption standards and regulations. As of right now, no clear KPIs have been set or reported on, as data aggregation efforts are mainly done manually and as such, it is very time-consuming and inefficient. The SAB has already reported on a few critical areas that require improvement, such as the comprehensiveness and value of reporting, ensuring that data quality is up to par or improving the efficiency, transparency and reliability of the entire process and as a result, is considering partnering up with another entity in order to reach its performance goals.</p> <p>Source: http://goo.gl/R20BzB http://goo.gl/L91laS</p>

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Country	Category	Notes
Kuwait	Plan	<p>A National Performance Framework project was deployed in 2011 by the State Audit Bureau (SAB). The purpose is to increase the Bureau's effectiveness in performance evaluation methods and to ensure that all governmental entities in Kuwait comply with national and international anticorruption standards and regulations. As of right now, no clear KPIs have been set or reported on, as data aggregation efforts are mainly done manually and as such, it is very time-consuming and inefficient. The SAB has already reported on a few critical areas that require improvement, such as the comprehensiveness and value of reporting, ensuring that data quality is up to par or improving the efficiency, transparency and reliability of the entire process and as a result, is considering partnering up with another entity in order to reach its performance goals.</p> <p>Source: http://goo.gl/R20BzB http://goo.gl/4M3d8c</p>
Kyrgyzstan	Plan	<p>After successfully adopting and implementing its public sector reform in 2014, Kyrgyzstan continued its road to enhancing government services by increasing coordination in the fight against corruption, between both central and local government agencies and the judiciary, revising the entirety of the public services system, by arrogating a more professional style of management, particularly in the energy sector and also adopting a new energy tariff strategy. On top of these, a new public procurement law was enacted, solidified by a few other decisions regarding business regulation improvements, which were primarily concentrated on clarifying and accentuating the importance of licensing.</p> <p>Source: http://goo.gl/Bx7dK3</p>
Laos	Plan	<p>The country's Civil Service has been undergoing reforms since 2000 as part of a long-term strategic plan which aims to develop the country sufficiently enough for it to leave, by 2020, the ranks of least developed countries. Within the Civil Service, reforms have focused on strengthening the capabilities of local and central public employees by introducing public policies, performance management strategies, office management leadership programs and trainings. A first report regarding the reform noted that all objectives have been, so far, successfully implemented.</p> <p>Source: http://goo.gl/29MkER</p>
Latvia	Legislated	<p>A legal framework for Performance Management was established in 1994 by a Law on Budget and Financial Management. However, all implemented programs related to performance have proved to be unsuccessful until 2007, when a second performance management system was introduced, together with a strategic planning system and performance indicators. Fast forward to 2015 and a new study, comparing the Latvian, Danish and Estonian Public Employment Systems was released, offering glimpses into what can be improved in each of them. As far as Latvia is concerned, the authors of the research paper found out that it needs a better monitoring of the results of problem-solving efforts in specific local labor market areas and more consideration for the specificities of each of them.</p> <p>Source: http://goo.gl/sy1Qvn http://goo.gl/K66Mjk</p>
Lebanon	Plan	<p>The Government installed a new merit-based recruitment procedure within its Civil service sector. The public department was reformed to adapt to international standards. A performance management system was also integrated in this reform.</p> <p>Source: http://goo.gl/mP4R4Q</p>

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Country	Category	Notes
Lesotho	Plan	<p>In 2015, the Kingdom of Lesotho adopted and began the implementation of its Strategic Plan 2015 – 2019, which aims at further strengthening democracy, by "establishing a well-running system of local governance with full ownership and participation of the majority in decision-making and local development". Among its chief objectives are the de-politicization of local government and service deliveries, improved decentralization policies, transfer and capacity development of public sector employees and the implementation of a results-based performance culture within the Ministry of Local Government, Chieftainship and Parliamentary Affairs.</p> <p>Source: https://goo.gl/QdM6oP</p>
Liberia	Legislated	<p>Following the aid of the World Bank in developing a modern public sector that is based around performance and efficiency, in 2015 the Civil Service Agency of Liberia (CSA) has revealed a new and improved version of the public performance management system already in place. It will offer new means of managing, measuring and rewarding performance across all levels of government, whilst enhancing transparency and raising service standards, so as to better meet the needs of the public. Furthermore, an electronic system will be put in place, which will enable online registration for services with high demand, in order to boost efficiency and better address demand and a free-of-charge call center will be established, for any enquiries that the Liberian public might have. Last but not least, a full classification of public servants' jobs will be made; this will be useful in clearing out any inconsistencies between job files and actual assignments.</p> <p>Source: http://goo.gl/sFZazx</p>
Libya	Legislated	<p>All civil servants are financially divided into 13 grades (1-13) and their performance is annually assessed according to a 0 to 100 scale within a Performance Appraisal System. The government legislated performance management in the public sector through the Civil Service Act 55/76. In 2015, a follow-up study was conducted, for an earlier 2014 research paper, which analyzed the performance auditing capabilities of the public sector of Libya. As the study suggests, more comprehensive performance indicators & clearer objectives are required and also, the skills and capabilities of auditors ought to be improved by enrolling them in various training programs. Moreover, performance auditing of government programs should be done yearly, for all public sector agencies and publicly-owned companies. Adding to this, it was suggested that the entire process might be more efficient if the Public Auditing system would have its processes overviewed by the Institute of Inspection and Public Control (IIPC).</p> <p>Source: http://goo.gl/xKHnJD http://goo.gl/6wOHed</p>
Lichtenstein	Plan	<p>In 2010, the Liechtenstein Government announced two major programs: its overall governmental program called "Agenda 2020" and a budget consolidation program. Both strategic plans triggered a chain reaction in the social and health sectors. This ultimately led to reforms which aim at a better governance and performance management. However, there is no clear specification regarding a performance management system.</p> <p>Source: http://goo.gl/B1Y2Ez</p>

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Country	Category	Notes
Lithuania	Legislated/Plan	<p>The government implemented an evidence-based performance management and both managers and employees share the responsibility of monitoring, evaluating and assessing results of any activity within the public sector. 2015 marked the second year of the 2014 – 2017 Strategy for the Training of Civil Servants, which is a programme aimed at furthering the competencies of civil servants, especially when considering management skills, leadership, change management, communication & analytical skills, awareness regarding corruption and professional ethics. Also, just as the earlier programme, this one will feature a training course on the preparation and drafting of various legal acts. The strategy targets four main groups that are eligible for training sessions: high and middle level managers, civil servants who provide services to citizens, civil servants who occupy positions with high risk of corruption and civil servants in charge of corruption prevention and control functions. Back in 2013, about half of all state and local public sector employees participated in a similar program and the government wishes to expand that number.</p> <p>Source: http://goo.gl/8CYQMb https://goo.gl/8kP4Ha</p>
Luxembourg	Plan	<p>In 2015, Luxembourg strengthened the partnership between the public and private sector, by implementing two government-proposed ideas: the creation of a National Composite Centre (NCC), which will unite research experts from both sides, in an effort to boost the development and processing of innovative materials, in various industries across the country and the launch of an employment portal, by the National Employment Agency. The latter will offer quick, user-friendly information regarding current needs and open position in the labor market. It is efficiently designed, with clear indicators for each labor category – jobseekers, employers and young people. The site also offers companies the possibility of requesting access to its job board, thus allowing any prospective employee to have an easier time finding a suitable workplace.</p> <p>Source: http://goo.gl/Sf6ut4 http://goo.gl/24QiHU</p>
Macau	Legislated	<p>The Civil Service Chief Executive proposed to build the performance management system in the Policy Address for the Fiscal Year 2013, and considered it an important part in improving the government's administrative capabilities. Employees undergo a yearly evaluation where they are graded on a 1 to 5 scale, according to their performance. Moreover, starting with 2012, Macau's Financial Services Bureau implemented a Performance Pledge system, whereby they measure certain KPIs for numerous government actions, from public servicing and query answering to processing and issuing application requests and declarations.</p> <p>Source: http://chinaperspectives.revues.org/808 http://goo.gl/rDL9xN</p>
Macedonia	Legislated	<p>A Performance Management System was introduced to monitor and measure the performance of strategic plans implemented by the Ministry of Justice. The Balanced Scorecard is one of the tools introduced to enhance processes. The IMF's 2015 Staff Report concluded that as far as governmental performance management is concerned, a few key measures are to properly implement and monitor initiatives which enforce payment discipline in both public and private sector companies, as well as upgrading the professional status, clarifying the mandate and streamlining the work of inspection agencies.</p> <p>Source: http://goo.gl/NKxrO9 https://goo.gl/CrluWS</p>

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Country	Category	Notes
Madagascar	Plan	<p>The World Bank and the Government of Madagascar agreed in 2015 to sign an International Development Association credit, aimed at improving the efficiency of public finance management. Entitled Resilience Development Policy Operation, it will strive to strengthen reporting and increase the availability of information relevant to measuring the effectiveness of public finance plans. Furthermore, payroll management, upholding the single Treasury account principle, increased public financing & services transparency and thorough auditing efforts of state-owned enterprises are all part of this new agreement. Another project, with similar objectives was also signed between Madagascar's government and the African Development Bank.</p> <p>Sources: http://goo.gl/cRzGjW http://goo.gl/rNbKKs</p>
Malawi	Legislated	<p>The Malawi Revenue Authority (MRA) is implementing a program to modernize and improve its operations. In this program, various projects will be implemented. One of the major projects will be the Business Turnaround and Performance Management Advisory Services Project. Specifically, the Project is aimed at delivering an integrated change management and improved business processes, as well as the development of an integrated performance management system. In line with this, in 2015 the African Development Bank began its second phase of the Public Finance Management Institutional Support Project, which will inspect the current state of public performance management efforts and seek to enhance transparency, compliance and controls concerning the use of public resources. In addition, it will solidify the capacity of tax and revenue agencies and their overall administration. The aforementioned objectives will be attained through the implementation of a procurement system that will include in-service training materials for public workers, along with staff training sessions, performance auditing and excising a tax needs assessment study. These measures come as a result of the unfortunate Cash-gate incident.</p> <p>Source: http://goo.gl/ooH7om http://goo.gl/s1NIKx</p>
Malaysia	Legislated	<p>The Performance Management & Delivery Unit (PEMANDU) was formally established on September 16, 2009, and it is a unit under the Prime Minister's Department. PEMANDU's main role and objective is to oversee the implementation and assess the progress of the Economic Transformation Program and the Government Transformation Program. It also aims at facilitating and supporting the delivery of the following KPIs: the National Key Result Areas (NKRAs), National Key Economic Areas (NKEAs) and Ministerial Key Result Areas (MKRAs). On top of this, an on-going program which started out in 2011 and aims to clarify the government's role in business is the Reducing Government's Role in Business (GRiB) Strategic Reform Initiative (SRI). Its objectives are to avoid crowding out the private sector, increasing the liquidity of the capital markets and improving the overall fiscal position of the government. How they will achieve these objectives will be done by clearly establishing the purpose of government in business, developing a streamlined divestment plan for government-linked investment companies and setting out clear governance guidelines for state-owned enterprises.</p> <p>Source: http://www.pemandu.gov.my/ http://goo.gl/0Zxzui</p>

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Country	Category	Notes
Maldives	Plan	<p>In late 2008, the government of the Maldives asked the Fiscal Affairs Department (FAD) of the IMF to help carry out a Public Expenditure and Financial Accountability (PEFA) assessment for the Maldives. The PEFA methodology provides a framework for governments and other stakeholders to assess the public financial management system in a country. The assessment is based on a standardized format. As per an IMF 2015 report, the Maldives are continuing to improve the efficiency of their public services. The report also commends the local government on its actions to achieve this objective: developing regional hubs and improving transport connectivity that would enable higher quality service provision, developing Special Economic Zones (SEZ) to diversify jobs in certain industries, undertaking infrastructure development to add capacity, particularly when it comes to their airport and reducing the environmental impact of tourism. Even more so, when it comes to government and private institutions wishing to operate in the SEZs, very high, equitable standards of conduct will be set in place.</p> <p>Source: http://goo.gl/ZxWQoM https://goo.gl/PVn8LH</p>
Mali	Plan	<p>In Mali, operational research was conducted to identify the match between motivation and the range and use of performance management activities. Results showed that Performance management is not optimally implemented in Mali, as job descriptions were not present or were inappropriate. As far as performance of public institutions is concerned, in 2015 the IMF released its latest statement regarding Mali, in which it commended their fiscal decentralization efforts, suggesting that a gradual, transparent implementation of an accountability mechanism must be put in place to ensure that any resources transferred to local governments are put to good use.</p> <p>Source: http://goo.gl/Vp9XNt https://goo.gl/nie4z4</p>
Malta	Legislated	<p>In 1994, the Maltese Public Service introduced a Performance Management Program for its employees to gradually phase out Performance Rating Reports and replace them by this new appraisal system. The performance of employees is assessed against approved output and quality standards.</p> <p>Source: http://goo.gl/MtIT6j</p>
Marshall Islands	Plan	<p>Both public sector organizations, such as the healthcare ones, and businesses have successfully used performance management concepts and tools to improve service delivery and process performance. Together with the Asian Development Bank (ADB), the Republic of the Marshall Islands will implement a plan spanning until 2017, which aims to bring about medium-term development around the areas of macroeconomic and fiscal management, human capacity and infrastructure development, with a keen eye on good governance. In order to monitor and evaluate the performance of local government workers that will be involved in implementing this strategy, the ADB shall place project-funded local coordinators, which along with its development coordination office in Majuro, will help with ensuring the coordination between government and development partners.</p> <p>Source: http://goo.gl/wZWU6m http://goo.gl/aRZFIL</p>

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Country	Category	Notes
Mauritania	Plan	<p>The World Bank monitors, assesses and evaluates Mauritania periodically, in accordance with the 2014-2017 country Partnership Strategy. 2015 marked the final year of the World Health Organization Cooperation plan with Mauritania, which included enhancing the performance of its health system, including human resources development. These were achieved by health mapping districts, strengthening the health research and information database, implementing a strategic plan for HR development and enabling further monitoring and evaluation efforts.</p> <p>Source: http://goo.gl/MoRqfP http://www.who.int/countryfocus/cooperation_strategy/ccsbrief_mrt_en.pdf</p>
Mauritius	Plan	<p>A Performance Management System is used in local governments. These government administrations allow people and nongovernmental organizations (NGOs) to participate. Village councils work with NGOs. Their elected representatives, in turn, channel their concerns to the councils. There is a continuous consultation with NGOs in council meetings, which are open to the public. The Civil Service benefits from a Performance Appraisal Management System. In 2015, a circular letter was released, stating that in order for a PMS to work at maximum capacity, it needs to be fully implemented at all organizational levels. As a result, a Performance Improvement Plan (PIP) was given to public sector employees, where they could highlight specific areas or competencies that fall under the agreed standards, suggestions for designing an achievable level of performance and steps required to meet this new standard.</p> <p>Source: http://goo.gl/3tgDDY http://goo.gl/yauZh6</p>
Mayotte	N/A	Under French jurisdiction. No further information regarding any performance-related legislation was found.
Mexico	Plan	<p>Mexico was a pioneer in Latin America in the use of sound methodologies to evaluate the performance of social policies, especially since 1997. The social sector has been a strong champion of using evaluations in Mexico's public administration and has exerted important influence on the M&E and performance-based management reforms at the government-wide level. In 2015, all public entities are expected to adopt performance-based budgeting, which requires a robust measurement system. On top of this, a new program for monitoring local public agencies' performance – SEDEMSI, was implemented. It includes 8 of the 18 municipalities and has 51 indicators, classified in six topics. Results of its measurements will be available in 2016.</p> <p>Source: http://goo.gl/eoL5xM http://goo.gl/vfbBdJ</p>
Micronesia, Federated States of	Plan	<p>The Asia Bank aided the government of Micronesia in 2000 in the implementation of a performance-based budget management system at both state and national level for the country. Australia's government has also launched a country development project to help Micronesia develop its administrative departments. A technical assistance program was approved in 2015, its objectives being a medium-term public sector reform that improves a few core areas: reorganization of government structure, based on functional review of governmental units, support for corporate planning processes, redevelopment of job descriptions and consideration of realignment of positions to promote flexibility across functional areas, rationalization and simplification of the job grading and pay structure, a strengthened merit-based payment system and consideration of capacity development and training requirements.</p> <p>Source: http://goo.gl/Wrlbbd http://goo.gl/kAvbC7</p>

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Country	Category	Notes
Moldova	Plan	<p>USAID's Rule of Law Institutional Strengthening Program (ROLISP) is a four-year technical assistance program focused on strengthening the institutional capacity, transparency and accountability of key justice sector institutions. One the program's key strategies is to develop, with the aid of national companies, a fully functional employee performance management system. A Country Program Snapshot of the World Bank mentions that in 2015, Moldova needs to improve its composition of public capital investments, rationalizing the civil service and payroll to increase staff incentives and correct underperformance in tax collection.</p> <p>Source: http://goo.gl/zoqNR7 http://goo.gl/ePCq0k</p>
Monaco	Plan	<p>The Administration and Training Division within the Police Department deals with examining needs, preparing and carrying out recruitment, training, drafting the general budget, as well as with managing equipment and human resources. It is also in charge with regular performance assessments of employees.</p> <p>Source: http://goo.gl/jiINpI</p>
Mongolia	Legislated	<p>The Government of Mongolia is reforming its public service sector with the help and support of USAID and feedback from citizens and public institutions. Its public management system has been declared ineffective as it lacked any kind of performance measurement system. In 2015, a joint program between The KPI Institute, the Asian Productivity Organization (APO) and the Mongolian Productivity Organization (MPO), has begun, with the aim of aiding Mongolia increase its productivity in all societal levels. Among the expected outcomes, one can find strengthening their performance management and measurement capabilities and upgrading structural thinking & analytical competencies, according to their productivity improvement needs.</p> <p>Source: http://goo.gl/gsynlG http://goo.gl/1mesge</p>
Montserrat	Legislated	<p>The Government of Montserrat, through its Public Service Reform Program, has introduced the Performance Management System and began training some selected members of government departments regarding the transformation of the service into a performance-oriented one. In 2015, they have reinstated their increments system, to incentivize public sector workers to achieve higher levels of performance, but it will not be available to a few categories: those already at the top of their scale, those on special agreements or those on contracts.</p> <p>Source: http://goo.gl/2K1hhq/ http://goo.gl/nT2dF7</p>
Montenegro	Legislated	<p>The government first legislated performance management in 2013 and then in 2014, by passing a new bill. The system focuses on appraisal management and it monitors the work of public employees so that further decision can be taken regarding their career development. According to a 2015 World Bank Country Snapshot, Montenegro has to further develop its e-procurement capabilities, undergo capacity building and professionalize procurement officers.</p> <p>Source: rapc.gov.me/file/Montenegro.ppt http://goo.gl/TWkLxA</p>

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Country	Category	Notes
Morocco	Plan	<p>A Public Financial Management Performance Report (PFM-PR) assesses the current performance of financial management in Morocco's public sector. The performance management framework applied for this review uses an assessment tool based on a set of high-level indicators that provide reliable information on the performance of PFM systems, processes and institutions. The purpose of using this tool is to measure performance for five PFM areas in Morocco as compared to international standards. In 2015, the Public Governance Review of the Open Government in Morocco, by the OECD, banks on the idea of implementing Information and Communication Technologies (ICTs) to enhance governmental performance. ICTs would positively contribute to increased transparency, operational speed, efficiency and better connectivity between public, private and individual stakeholders, as communication between them would be more streamlined.</p> <p>Source: http://goo.gl/qH3PUu https://goo.gl/CvSuOf</p>
Mozambique	Plan	<p>The objective of the Public Financial Management (PFM) for Results Program Project for Mozambique is to improve the transparency and efficiency of expenditures for the storage, distribution and availability of medicines and for more transparent and accountable management of complete primary schools. Within the program, performance based allocations are used to motivate the targeted health and education sector institutions achieve the objective of the Program.</p> <p>Source: http://goo.gl/LKix1m</p>
Namibia	Legislated	<p>A Performance Management System was introduced in Namibia since 2005 as part of the long-term Vision 2030 project. The system aims to improve the overall efficiency and effectiveness of the Civil Service and to align its activities with the national vision and targets. According to the 2015 Prime Minister Keynote Statement, a robust monitoring and evaluation system that measures both institutional and individual performance targets will be implemented; moreover, by emphasizing professionalism, transparency and ethics to boost performance, it was decreed that all public servants will be required to obtain approval prior to engaging in business endeavors outside the public service. This way, it can be easily assessed which individuals hold a position that requires their full capacity, thus not leading to manpower shortages if they involve themselves in multiple lucrative endeavors.</p> <p>Source: http://goo.gl/2coHYU http://goo.gl/szEaXm</p>
Nauru	Plan	<p>It implemented a performance management framework in order to monitor and evaluate the development of the Nauru National Sustainable Development Strategy within the 2005-2025 timeframe. The Asian Development Bank started a 2015 – 2017 Country Operations Business Plan, as part of the above-mentioned development strategy, which will mainly target improving public sector management and personnel competencies, with special focus on enhancing the governance of the utilities sector.</p> <p>Source: http://goo.gl/1LYpCS https://goo.gl/PdeYfU</p>
Nepal	Legislated	<p>Nepal's Portfolio Performance Review (NPPR) is a monitoring framework with regular review meetings and clearly identified targets and indicators which help the government identify its most critical issues. The main focus for 2015 was built around strengthening internal audits, institutionalizing e-bidding and unttying development cooperation to address procurement-related issues, stabilizing personnel movement across governmental levels and building capacity, linking planning and budgeting efforts and holding representatives of the State accountable for transparency, performance and the reciprocity of commitments and obligations.</p> <p>Source: http://goo.gl/9tVV4I http://goo.gl/fbeNWC</p>

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N

Country	Category	Notes
Netherlands	Legislated	<p>Has legislated a performance management system (UWV) since 1991. The ministry defines a set of goals which are then translated into indicators and targets. Directors / Headquarters management and regional offices employees have insight in this Management Information Portal. In the Netherlands, evidence based approach is more and more embraced, first at the staff and top level. The purpose of the system is to supply (semi-) scientific knowledge about how the UWV efficiently and effectively contributes to raising employment rates and, where possible, limiting the benefits paid.</p> <p>Source: http://goo.gl/ov0g2h</p>
New Caledonia	N/A	Under French jurisdiction. Information regarding performance legislation was not available.
New Zealand	Plan	<p>New Zealand's focus on performance has steadily evolved since the passage of the State Sector Act in 1998, which led to the development of annual performance agreements between ministers and the chief executives of each ministry or department. Performance assessment tools are made public, together with useful advice, for personnel and organizations. 2015 brought a few changes to the New Zealand Performance Improvement Framework (PIF), namely: acknowledging the Four-year Excellence Horizon as a core component of the PIF, as it quantifies and analyzes priority areas for performance improvement for each governmental agency, changing the Lead Questions for Delivery of Core Business from focusing on "effectiveness" and "efficiency" to "value to customers and New Zealanders" and "increased value over time" and adding a new Critical Area, with its own set of KPIs, regarding public services delivery for customers and New Zealanders.</p> <p>Source: http://goo.gl/tB0r3H http://goo.gl/8hJCPa</p>
Nicaragua	Plan	<p>With the aid of the World Bank, Nicaragua is implementing the Public Financial Management Modernization Project", which began in 2010. The implementation of the "post classification and personnel performance evaluation modules under the Government's civil service information system" is mentioned in the project clauses. A few key components which were implemented as of 2015 are as follows: improving the statistics management capacity, strengthening of the institutional capacities of the Ministry of Finance, designing, acquisitioning and developing a renewed Integrated Financial Management System, enhancing project management capabilities and implementing Performance Fiscal Management capacity building in Central Government agencies.</p> <p>Source: http://goo.gl/8p5m0P http://goo.gl/ZwikNR</p>
Niger	Plan	<p>The public sector benefits from an Employee Performance Appraisal System. However, the appraisal methodology applicable in the public sector in Niger is considered to be outdated and not meeting objectivity criteria.</p> <p>Source: http://goo.gl/0ZsQLz http://goo.gl/V5JN4X</p>

Country Legislation

N

Country	Category	Notes
Nigeria	Plan	<p>The Supervising Minister of the National Planning Commission explained that “The National Planning Commission initiated the adoption of the performance management system in August, 2013 which had culminated into the signing of performance contract agreements between the President and his Ministers.” The new Performance Management System will provide a platform for continuous performance enhancement with regards to national development programs within sectorial, institutional and individual levels. In 2014, a more harmonized performance management system was scheduled for implementation, as a joint effort between three governmental agencies, which would bring about the tools and templates that the 2013 PMS lacked, a few of which were linking performance to pay and promotion, managing performance fairly and objectively, overcoming human errors and limitations that constrained the previous evaluation reporting system and replacing examinations with outcomes of appraisals.</p> <p>Source: http://goo.gl/Tc0viU</p>
Niue	Plan	<p>Performance Management systems, included in the country’s strategic development plan, are due to be developed and applied at all departmental levels by 2011. The government also applies, as of June, 2011, a Performance Measurement Framework to assess the financial public sector. As per the official government site, in 2015 Niue boasts a Secretariat Public Service Commission that handles all affairs relating to the following areas: corporate services/human resource management information system, strategic human resource management, employment arrangement and relations and human resource development.</p> <p>Sources: http://goo.gl/ruK3zo http://goo.gl/JsDIOP http://goo.gl/e9Bi61</p>
Norfolk Islands	Legislated	<p>Although the Norfolk Islands had a Performance Management System implemented under the guidance of the Australian Government, a 2011 report concluded that “The Public Sector Management Act 2000(NI) is out of date, contains inconsistencies and requires a complete rewrite.”</p> <p>Source: http://goo.gl/Lwv51O</p>
Norway	Legislated	<p>The Norwich performance management system is now a main tool for regulating relations between ministries and agencies. An essential part of this system is the establishment of a quasi - contractual steering model, whereby the parent ministry allocates resources and specifies targets and goals for the various agencies by means of an annual steering document. The agencies, in turn, are expected to report on performance through formal reports and a formalized steering dialogue. In 2015, a research paper comparing performance management and accountability in Norway and Germany found that by having a performance management system, new accountability structures have sprouted up, which have influenced service delivery performance.</p> <p>Source: http://goo.gl/xRl43j http://goo.gl/wVWmeh</p>

Country Legislation

O - P

Country	Category	Notes
Oman, Sultanate of	Plan	<p>The Civil Aviation in Oman unveiled, in 2014, its new “Performance Management System 2014”. The framework will aim to achieve better results by understanding and managing performance within an agreed framework of planned goals, standards and competency requirements. The Public Authority for Electricity and Water (PAEW) is another institution that has implemented a performance management system after recognizing the need to considerably improve its activity. In 2015, The Research Council (TRC) of Oman started implementing a support system which will aid the ongoing assessment of TRC-backed research impact and performance improvement. The two main objectives of this system are to measure the impact and performance of TRC-funded projects and collect data in order to set a KPI baseline for future projects.</p> <p>Source: http://goo.gl/ZDTjm3 http://goo.gl/2G4UEs http://goo.gl/hIU3K</p>
Pakistan	Plan	<p>The Pakistani Civil Service will undergo radical changes, as stated by governmental representatives. A performance management system will be implemented, along with changes to the recruitment system and increases in civil workers’ pay. With help from the United Nations Development Programme (UNDP), Pakistani leaders hope that the system will bring about efficiency, effectiveness, transparency and accountability. To further ensure this this, the government will hire specialist cadres, which will be recruited through separate, cluster-based examinations for each professional area. Expected date of implementation is 2017.</p> <p>Source: http://goo.gl/oHxo0L</p>
Palau	Legislated	<p>The Bureau of Public Service System (BPSS) is in charge with implementing and assessing the performance management framework. It is responsible for the day-to-day management of programs and activities involving personnel of the national government. It identifies, obtains and develops the human resources needed to accomplish the goals of the Executive Branch of the Republic of Palau. BPSS administer training programs for upgrading the skills and qualifications of national government employees; formulate rules, regulations, policies and procedures to carry out the provisions of the National Public Service System Act. In 2015, the BPSS worked on classifying and reclassifying both new and existing law enforcement positions, in order to attract and retain qualified members of law enforcement by offering appropriate levels of payment.</p> <p>Source: http://goo.gl/SXZjj0 http://goo.gl/VvikEM</p>
Palestine	Plan	<p>The Palestinian Reform and Development Plan set out to establish, within the 2008 – 2010 timeframe, the basis for the introduction of a coherent and appropriate performance management system within the public sector.</p> <p>Source: http://goo.gl/u2kI2r</p>
Panama	Plan	<p>The World Bank funded, in 2011, the Enhanced Public Sector Efficiency Technical Assistance Project for Panama. Its objective is to assist public agencies in producing, using and disseminating timely and quality performance information, thereby allowing a more efficient, transparent and account use of the Borrower’s public budget funds. As of 2015, two notable improvements were as follows: first off, the implementation of a series of on-line platforms, such as the financial information management system – ISTMO, the debt management module – SIGADE and the E-Tax module, in 13 central government ministries, agencies and respective sub-entities and second, training arrangements have been made for Contraloria officials.</p> <p>Source: http://goo.gl/Qh7LRh http://goo.gl/OeoCCu</p>

Country Legislation

P

Country	Category	Notes
Papua New Guinea	Plan	<p>The country benefits from several development projects implemented by the Australian Government in almost all public sectors. The latter also performs annual reviews designed to assess ongoing projects and their effects. In return, the Papua New Guinea Government pledged to benefit from its projects although recent reviews revealed that the programs did not translate into the tangible good development outcomes that the citizens expected. As per the 2014–2015 Papua New Guinea Aid Program Performance Report, improvements were targeted for four areas: health, education, transport and law and justice, with support being offered to public and private sector development. The program achieved its targets, despite having mixed results, with achievements being greater in certain areas, such as infrastructure. The challenging security environment restricted obtaining greater improvements when it came to public sector services and governance in general.</p> <p>Source: http://goo.gl/14ZW81 http://goo.gl/IUIAZs</p>
Paraguay	Legislated	<p>The National Health Information System (HIS) in Paraguay is highly fragmented. To address these problems, USAID supported the Pan American Health Organization (PAHO), in collaboration with MEASURE Evaluation to lead the implementation of an assessment and monitoring process to improve HIS performance in Paraguay. The financial boost to the HIS unit has reinforced not only their commitment to continually monitor the performance of the system at all levels, but it has also given them the confidence to share solid information and make better decisions with the information produced.</p> <p>Source: http://goo.gl/VDFE17</p>
Peru	Plan	<p>The Peruvian Government's performance is evaluated and monitored by entities with which the country signed strategic development projects. Thus, both the World Bank and the USA assessed the country. The latest reports were the 2011-2014 United States - Peru Environmental Cooperation program and the Peru Trade Promotion Agreement (PTPA), both of which aim to enhance environmental performance and transparency of decisions. In regards to the latter, in 2015, an independent governmental body was created that will function as a voice for the public, given that its main function is going to be to receive submissions from Peru's citizens regarding environmental enforcement.</p> <p>Source: http://goo.gl/e7RFLN https://goo.gl/5oXDpg</p>
Philippines	Legislated	<p>President Aquino III issued Administrative Order (AO) No. 25 before end-2011, which mandates the development of Results-Based Performance Management System (RBPMS), by integrating the various performance monitoring tools used by oversight agencies, in six months. As far as 2015 is concerned, the government has stated that significant fiscal increases will be transferred to local government units (LGUs) through various program to provide incentives that will enhance their performance. Examples of such programs are the Bottom-up Budgeting program (BUB) for Barangay, which is a participatory budgeting program and the KALSADA program, a local roads rehabilitation initiative. Both of these are intended for infrastructure enhancement, so that local public sector agencies can improve both the level of their work and the channels through which they provide services.</p> <p>Source: http://goo.gl/IyH2u9 http://goo.gl/1Mvc5d</p>

Country Legislation

P - Q

Country	Category	Notes
Pitcairn Islands	Legislated	<p>As part of the Pitcairn Islands Strategic Development Plan 2014–2018, a comprehensive review of all inland jobs has been deployed as of 2015, with the aim of consolidating certain roles at the expense of reducing the number of existing job positions, in order to prompt up efficiency, job satisfaction and reallocate financial resources. As such, appropriate training and a performance appraisal system shall be part of this new employment policy.</p> <p>Source: http://goo.gl/8RH7Tj</p>
Poland	Plan	<p>The Ministry of Labor is responsible for coordinating Public Employment Services and has overall responsibility over the performance management framework. However, each of the 341 county labor offices are independent in their governance and, therefore, employ the performance management system as each pleases.</p> <p>Source: http://goo.gl/5C6eab</p>
Portugal	Legislated	<p>The performance assessment in Public Administration (SIADAP) applies to the performance of public services, their respective managers and all other staff. It is an integrated approach to management and assessment systems, allowing for consistent alignment between the performances of services and of those who work in them. SIADAP is designed for universal application throughout State, regional and local administration, providing wide-ranging mechanisms for flexibility and adaptation to be able to cover the specific nature of the different types of administration, public services, careers and functional areas of their staff and management needs.</p> <p>Source: http://goo.gl/zwPeq7 https://goo.gl/e10zpD</p>
Puerto Rico	Plan	<p>Within its National Public Health Improvement Initiative, Puerto Rico installed a performance management system to monitor and assess development in the respective public sector. Furthermore, through the Puerto Rico State Plan for education, the U.S. Department of Education will offer its assistance by monitoring developments there through its various performance management and monitoring activities and indicators, such as offering technical assistance, organizing regional meetings to discuss ongoing progress and offer tools and resources which will aid in measuring said progress.</p> <p>Source: http://goo.gl/YIyweA http://goo.gl/6iNvfc</p>
Qatar	Plan	<p>As part of the National Vision 2030, Qatar started a public sector development and modernization process that will focus on ensuring high levels of government performance. As stated on the government's official website, "modern public institutions focus on human capital development, practice performance management and deliver public services consistently with efficiency and effectiveness, meeting the expectations of stakeholders". The State of Qatar has also been focusing on the levers that institutions must apply to modernize, including Policy and planning, Human resources development, Organizational alignment and Performance Management. As part of the Qatar National Development Strategy 2011 – 2016, the following areas are considered key points for performance improvement of government: strategic policy and planning, budget and financial management, organizational alignment, human resources development, streamlined institutional processes, the advancement of information technology and further improving performance management.</p> <p>Source: http://goo.gl/ilp72w http://goo.gl/KxrTf2</p>

Country Legislation

R - S

Country	Category	Notes
Réunion	N/A	Governed by France, all policies and legislations passed for France's overseas territories apply to Réunion.
Romania	Plan	<p>Within the Government, the Control Body of the Prime Minister is a non-legislative structure that controls and monitors the activity of Ministries and their decentralized public services, public institutions under Government's authority, specialized bodies of the central public administration subordinated to the Government, offices, departments, commissions, autonomous companies, national companies and societies, trading companies and financial - banking institutions with state majority capital or entirely owned by state. Moreover, in 2011, a pay-for-performance system was implemented, where performance equaled staff position within governmental organizations. As of 2016, this system will be reviewed, to ensure that evaluation standards are updated.</p> <p>Source: http://goo.gl/5hmaHg https://goo.gl/ZFUKDi http://goo.gl/hGtfZo</p>
Russia	Plan	<p>Between 2004 and 2013, the Russian Government underwent serious reforms, especially in its public service sector and performance management system. A report revealed that the system's implementation suffered from inconsistencies and that further development approaches will take into consideration lessons learnt from both domestic and international experience with performance management, tools and frameworks. Adding to this, a recent research paper showed evidence that local government civil servants tampered with data regarding performance measurement and as such, this information is unreliable at best.</p> <p>Source: http://goo.gl/2g3XdV http://goo.gl/pnIcAj http://goo.gl/lJMIP1</p>
Rwanda	Plan	<p>Aiming at becoming a middle income economy through the Vision 2020 framework for development, Rwanda will be changing their current performance-based and accountability mechanism – Imihigo, with a Results-Based Management (RBM) system, which will be a much more comprehensive system than the previous one. The new RBM framework will provide a completely integrated and standardized blueprint for outcome-based civil worker contracts, rather than output-based and furthermore, it will improve the preparation and evaluation of each individual contract, so that measurements shall quantify the contribution of every public servant to the overall mandate of his/her institution. With these developments in mind, the Rwandan Government will also introduce unwavering RBM principles for each institution and a mix of incentives, both of which are expected to promote a culture for results. As a final note, to ensure that the above-mentioned points are implemented with utmost efficiency and transparency, the capability of the existing ICT systems will be greatly improved.</p> <p>Source: http://goo.gl/S8E3Ld</p>
Saint Barthelemy	N/A	The island is under the jurisdiction of France, but no further details were found concerning performance related legislation.

Country Legislation

S

Country	Category	Notes
Saint Helena, Ascension and Tristan da Cunha	Plan	<p>The Human Resources Directorate handles performance management within Saint Helena's Government. Its goal is to "add value to SHG by developing appropriate personnel policies and learning and development programs, as well as putting effective employment practices into place, to ensure SHG has an HR function that manages the needs of our organization by maintaining a stable workforce, managing the needs of staff within a fair and legal framework."</p> <p>Source: http://www.sainthelena.gov.sh/human-resources/</p>
Saint Kitts and Nevis	Plan	<p>The USAID launched two country development projects to strengthen Saint Kitts and Nevis' Health System and its Private Sector. Both projects were finalized in 2014 and an assessment report noted that the government would greatly benefit from a performance management system implemented in its public governmental departments. So far, no further details have been provided on this matter. In other news, in 2015 the Royal St. Christopher and Nevis Police Force have continuously maintained their 6-point crime fighting plan, to further curtail crime levels and increase police task force performance.</p> <p>Source: http://goo.gl/G2wZLz http://sknis.info/?s=performance</p>
Saint Lucia	Plan	<p>The Government of St Lucia, through its Ministry of Justice, contracted the UWI/Institute of Business to design and deliver a Management Development Program for senior officers of the Police Force. Thus, a Performance Management System was implemented to align divisional and individual performance to strategic objectives and employ an appraisal process that emphasizes employee development as a means of building the required competence to achieve targets.</p> <p>Source: http://www.rslpf.com/iob.htm</p>
Saint Vincent and the Grenadines	Plan	<p>A 2014 Ministry of Health, Wellness and Environment report suggested, after reviewing the country's current state, to implement: "A results based performance system supported by good governance with shared goals and targets." The goal is for the currently expanding country to continue its development post 2015.</p> <p>Source: http://goo.gl/4tDdqZ</p>
Samoa	Plan	<p>The Human Resource Management Services Unit provides advice to the Commission, line Ministries and other stakeholders on Human Resource policies, it monitors and evaluates their effective implementation in Ministries and institutes a value-based Samoa Public Service. In addition, the Public Service Performance & Policy Division is responsible for ensuring that the Public Administration Sector Plan is implemented appropriately through effective monitoring and evaluation.</p> <p>Source: http://www.psc.gov.ws/hr_management.htm http://www.psc.gov.ws/pasp.htm</p>

Country Legislation

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Country	Category	Notes
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Sao Tome and Principe	Legislated	<p>Continuing the successful implementation of the Word Bank Public Resource Management and Governance Reform Development Policy Grant Project, the Sao Tome and Principe Government confirmed that an adequate institutional capacity building assessment is a key and necessary element for ensuring quality at entry. It continues to build a Monitoring and Evaluation (M&E) culture that will contribute to maintaining the implementation of an operation's commitments on track. These lessons are being reflected in arrangements for follow-up operations. As per the Sao Tome and Principe Transformation Agenda 2030, adopted in 2015, the government will initiate a rationalization of administrative structures, optimization of human resources, through redeployment of staff and training, a more accurate control of the State Performance Delivery system, by managing governmental expenditure and will work on ensuring better effectiveness and efficiency of public services.</p> <p>Source: http://goo.gl/rNEULs http://goo.gl/UhZU2F</p>
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Saudi Arabia	Legislated	<p>The Federal Authority for Government Human Resources passed, in 2008, the Federal Decree Law #11, which applies a performance management system on all Federal Ministries and Authorities. Saudi Arabia's Employee Performance Management System (EPMS) was developed taking into consideration all the modern managerial concepts available. Its guiding principles are:</p> <ul style="list-style-type: none"> • Strategic alignment: each employee's input is cascaded and aligned with the government's strategic direction; • Management by objectives: employees take part in two main processes, namely establishing objectives and strategic planning; • Continuous feedback: employee performance is increased by "fair, accurate and proactive feedback from line managers;" • Integration: tracing the link between performance at work and incentives such as pay increase, promotion, training, development opportunities; • Fairness and credibility: the EPMS must be "consistent, fair and credible," and all features should be established through "clear standards, policies and procedures." <p>The structure of this system is fairly simple, as it consists of two main bodies: objectives (the outcome achieved through an employee's work over a year) and competencies (the tools or procedures used by an employee to complete the work).</p> <p>In 2015, a report by the OECD, "Governance in the Public Sector", concluded that the interest given to human resources in the federal government by United Arab Emirates leaders is a testament of excellence and a worthy model to follow. Their latest development, the third stage of the Vision 2021, was built around empowering HR departments in order to further qualify its national human resource, by implementing a highly efficient and proficient HR information management platform, BAYANATI. It is the go-to source for many of the important procedures and regulations of the federal government, relating to human resources. Furthermore, the report mentions that in order to maintain current levels of performance, both the federal and local governments of the UAE must concentrate on the matter of knowledge transference and exchange of experiences between foreign and in-house agencies, to continuously improve and maintain itself at the forefront of governmental developments.</p> <p>Sources: http://goo.gl/QJ3CuH http://goo.gl/DTYdt7 https://goo.gl/mWsg3I</p>
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Country Legislation

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Country	Category	Notes
Senegal	Plan	<p>The objective of the Additional Financing for the Public Financial Management Strengthening Technical Assistance Project for Senegal is to enhance budget credibility, transparency and accountability mechanisms in the use and management of central government financial resources. The development objective has been revised to cater for the specific objectives resulting from the introduction of a Public Sector Performance-based management and results monitoring system, and to support the acquisition of a fully integrated budget and financial management IT platform. Progress towards achievement of the PDO under the ongoing project, as well as the overall Implementation Progress (IP) has been rated satisfactory for the duration of the project (three years).</p> <p>Source: http://goo.gl/FYNOF6 http://goo.gl/no4kaW</p>
Serbia	Plan	<p>The Council of Europe and the European Agency for Reconstruction implemented the 2-year Strengthening Local Self-Government in Serbia program. The main focus was on legislative reform and the establishment of an institutional framework closer to European standards. The project took the first steps towards developing an appropriate Performance Management Program, establishing targets, collecting performance data and centralizing it in order to create national performance standards in providing particular services. As per the European Commission Working Staff Document covering the 2014 – 2015 period, Serbia has made significant forward strides in reforming its public administration: it adopted a comprehensive action plan, a law on inspection oversight, a national training strategy for local government and a law stating the maximum number of public sector employees. As per recommendations, the Commission sees the following as being of top importance: streamlining the roles and responsibilities of leading institutions, amending the current civil service framework to guarantee neutrality and a merit-based recruitment system, adopting a multi-annual public financial management reform programme.</p> <p>Source: http://goo.gl/zFQPVi http://goo.gl/81SzLk</p>
Seychelles	Legislated	<p>Seychelles has legislated the use of Performance Appraisal Systems in two areas with the Gender Management System (GMS) in order to ensure gender equality. Performance Appraisal System for Teachers was also introduced in January 2011. Another Performance Management system is employed by the Seychelles Revenue Commission to monitor and evaluate its 2012-2014 Strategic Development Plan. In 2015, alongside the education and natural resources governmental departments, three more ministries will receive a performance-based budgeting plan, to maximize efficiency regarding resource allocation and use.</p> <p>Sources: http://goo.gl/51MVvq http://goo.gl/yt1CHX http://goo.gl/HBeKlv</p>
Sierra Leone	Plan	<p>The Sierra Leone Pay and Performance Project (PPP), supported by the World Bank, took shape in June 2012, when GoSL and the World Bank signed an agreement to implement the project. The desired results are priority pay and performance reforms in the Civil Service, which are needed to achieve the economic growth and poverty reduction goals of the country. The objective of the PPP is to improve competitiveness and internal equity in pay setting, thereby enabling the Civil Service to attract and retain qualified professionals. The project is designed to support three key reform initiatives within the Government's overarching Public sector program, namely: Pay Reform, Recruitment and Staffing and Performance Management.</p> <p>Source: http://goo.gl/6IKVNy http://goo.gl/0PbyAL</p>

Country Legislation

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Country	Category	Notes
Singapore	Legislated	<p>Singapore's Public Service for the 21st Century Project has an integrated Performance Management framework that has helped transform the public sector into a change leader. The system's approach is to clearly define the agencies' strategies and employ a Balanced Scorecard together with its Performance Key Indicators. The lessons learnt are: the Scorecard is central to organizations, senior management's involvement and ownership must be ensured, strategy maps and key performance indicators provide good communication and, finally, the fact that a computerized Scorecard facilitates implementation and monitoring across agencies. As per Deputy Prime Minister Tharman Shanmugaratnam, in 2015 civil service workers were expected to enhance governmental agencies' cohesion, by adopting multi-dimensional policies. In his words, "solutions and policies must cut across agencies", given that the best solutions were often those that brought various ministries, departments or agencies together. Moreover, special attention must be given to the general public, as they are the primary beneficiaries of public sector services and as such, volunteering was heavily emphasized throughout 2015. "Seeing things through the eyes of ordinary citizens" was the general theme promoted by governmental leaders, in order to maximize utility of services and better understand citizens' needs.</p> <p>Source: http://goo.gl/ew1pQl http://www.psd.gov.sg/media/in-the-news</p>
Saint Maarten	Legislated	<p>The St. Maarten government uses a performance management method as a human resource management and development instrument, which is meant to monitor the performance of the entire Civil Service core – both management and employees. Workers are evaluated and graded according to a three-number scale, from poor performance to strong and excellent performance. Furthermore, the core values as per the updated 2015 Employee Handbook, regarding the nation's public service performance management framework are highlighted as being the defining characteristics of any governmental employee, which must be upheld at all times: client-orientation, quality, reliability and continuous improvement.</p> <p>Source: http://goo.gl/WKMUin http://goo.gl/zbdIPB</p>
San Marino	N/A	<p>Various organizations, such as the World Health Organization and the International Monetary Fund perform regular assessments regarding the current state of the territory and provide solutions for improvement where such are needed. Specific data on the implementation of performance related legislation was not found.</p> <p>Sources: http://goo.gl/SUYq3A http://goo.gl/4g9Atk</p>

Country Legislation

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Country	Category	Notes
Slovakia	Legislated	<p>Performance evaluation started to be used in the public sector especially in connection with NPM initiatives in the last phase of last century, with the aim to improve the performance of public bodies. Performance evaluation represents the first (and sometimes the last) level of performance management. Quite a few performance management tools are used today in the Slovak higher education system – accreditation, focusing on the quality of performance and formula based performance financing, trying to allocate public grants to universities in an objective way. Accreditation and performance financing, in their current form, were introduced by the new higher education law in 2002 (Law 131/2002).</p> <p>The introduction of a Performance Management System within the financial department helped the country reform its system and regain credibility, when close to economic collapse. When it comes to local governments, a 2014 research study shows that although in smaller numbers than maybe other countries, Slovakian local governments favor utilizing performance management systems – about 44% of the sample use benchmarking or CAF/ISO standards and about 67.65% use individual staff performance measurement. There is also a great deal of variety when it comes to performance appraisal systems and the use of unconsolidated performance-related pay schemes.</p> <p>Sources: http://goo.gl/683dBE http://goo.gl/ovXmpV http://goo.gl/9DTRwn</p>
Slovenia	Legislated	<p>Performance management is integrated into regular organization levels and structures. The overall responsibility for performance management lies with the Director General and senior management staff and Central and Regional Offices. The technical support as well as data maintenance for the performance management system is ensured by the analytical department and ICT department in the Central Office. The country's quality management model was legislated in 2004.</p> <p>Source: http://goo.gl/ypTQ8d</p>
Solomon Islands	Plan	<p>The Australian Government releases an Annual Program Performance Report in which the current state of the country and the implementation of ongoing development projects are assessed. Further instructions are provided to help in future decision making processes. Performance benchmarks are used on a yearly basis to assess the current state of development. For 2015, these have emphasized strengthening public security, economic growth – with the intent of integrating more women in business and more private sector partners in governmental programs, and human development, primarily the healthcare system.</p> <p>Source: http://goo.gl/2l8yWX http://goo.gl/9ysC18</p>
Somalia	Plan	<p>Included in its Interim Education Sector Strategic Plan for the 2013/2014 - 2015/2016 timeframe, Somalia proposed activities which will involve the development of policies, strategic plans, implementation plans and performance frameworks thereby enabling the education system to function. The performance management system will follow the one already implemented in South Africa.</p> <p>Source: http://goo.gl/Mt3XaV</p>

Country Legislation

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Country	Category	Notes
South Africa	Legislated	<p>The Department: Planning, Monitoring and Evaluation (DPME) has been mandated to regularly assess the quality of generic management practices in departments. To this purpose, a specific methodology was developed, in collaboration with the Offices of the Premier, National Treasury and the DPSA, and in consultation with the Office of the Auditor General and the Office of the Public Service Commission. In the 2011/12 financial year, numerous assessments were conducted on the quality of management practices in 103 national and provincial departments. These assessments will be carried out annually. Their aim is to get department managers to regularly monitor the quality of their management practices and to implement improvement plans where necessary. Moreover, the Government Performance Information reports provide a quarterly source of information regarding provincial departments' performance against predetermined objectives set for that respective year.</p> <p>Sources: http://goo.gl/Xc4uH4 http://goo.gl/KZXfde</p>
South Ossetia	N/A	Russia, as the sovereign nation, is in charge of all administrative aspects of the country. Information about reforms or strategic plans are not public.
Spain	Plan	<p>Sector specific quality assurance measures on employment services are taken at regional level and there is also a quality program in place for temporary employment agencies. The system mainly focuses on service sustainability and accessibility, with less attention paid to staff working conditions or qualifications. Coaching teams are responsible for the continuous improvement and learning in the Public Employment Services at all levels. There were 75 such teams in 2011, comprised of 5-6 people in a group organized in the provincial offices. Following Spain's 2015 National Reform Programme, the Council of the European Union has released a statement in which it heavily emphasized the need for further improvement in the Spanish government's performance measurement efforts, as any such initiatives have been only slightly enhanced from its 2011 status. The Council recommends aligning wages and productivity, in consultation with social partners and according to national practices, whilst taking into account differences in both skill level and economic status between Spain's numerous regions.</p> <p>Sources: http://goo.gl/nBJw3r http://goo.gl/3TCh4i</p>
Sri Lanka	Legislated	<p>At present, performance competitions among Local Authorities are being held, and the Local Authorities which display high results among the relevant category of Local Authorities, are evaluated at provincial level as well as at national level, as an annual event. The Ministry of Local Government and Provincial Councils and Departments of Local Government in respective provinces provide contributions for this activity. The main objective of this activity is to identify the best Local Authority, under each category, at provincial level and at national level. Although this methodology has been used for identifying the best Local Authority at provincial level and national level, it has not been utilized for the purposes of evaluating the performance and observing the weaknesses.</p> <p>Source: http://goo.gl/odawGF</p>
Sudan (South)	Legislated	<p>The Performance Management System at the national level of South Sudan was launched on August the 2nd, 2012, by the Vice president, Riak Machar Teny under the theme, "Performance Management System for delivery of the vision 2040: Towards Freedom, Equality, Justice, Peace and Prosperity for all through an efficient and effective Public Service." According to the Deputy Minister of Labor, Public Service and Human Resource Development Kwong Danhier Gatlwak, this system was adopted to facilitate effective management of the national development agenda.</p> <p>Source: http://goo.gl/D6JNEK</p>

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Country	Category	Notes
Suriname	Plan	<p>A performance management system was implemented in the healthcare sector, and a similar system is to be implemented in the public service sector to increase its efficiency. The plan is expressed in Suriname's strategic development program for the 2005-2010 period. Further details regarding the implementation of the system were not available.</p> <p>Source: http://goo.gl/BSDiSj</p>
Svalbard and Jan Mayen Islands	N/A	<p>Part of the Kingdom of Norway territories in the Arctic circle, the islands only benefit from research and scientific programs granted by the legislative power. Periodical assessment of these projects are performed. In addition, the state of the environment is also closely observed for any alterations.</p> <p>Sources: http://goo.gl/WnCWXi http://goo.gl/Zpn2eq</p>
Swaziland	Legislated	<p>From the mid1990s, a number of reform initiatives were established, such as the Internal Structural Adjustment Program (ISAP), whose focus is on revenue diversification and expenditure control, the Public Service Management Performance whose overall goal is to contribute towards enhancing the institutional capacity of the public service, and recently, the Economic and Social Reform Agenda (ESRA), which aims at instilling discipline within the civil service and promoting the principles of affordability, efficiency and effectiveness in service delivery and in meeting targets. Furthermore, Swaziland's Ministry of Public Service is the main overseeing agency when it comes to managing the public administration. As per their mission goal, they aim "to ensure public service is qualitative, responsive, meritorious and of the right size to support national development challenges", by ensuring that services are efficient and effective via performance improvement & measurement efforts.</p> <p>Sources: http://goo.gl/NCtkVH http://goo.gl/3zhFwo</p>
Sweden	Legislated	<p>The main features of the Swedish performance system are:</p> <ul style="list-style-type: none"> • The Parliament and the Government decide upon the objectives, aims and financial frameworks of the activities and the agencies are responsible for deciding the means which have to be used for getting results; • Delegation/decentralization of power to management requires a clearer orientation on accounting and analysis, meaning that the focus has moved from input-control to monitoring and evaluation of the results; • The model requires wide consultation between agencies and the Government, as well as between the Government and the Parliament. <p>Source: http://goo.gl/o8l6l7</p>
Switzerland	Plan	<p>The results-oriented steering of Performance Evaluation System in Switzerland is underpinned by a service level agreement between the federal ministry and cantonal governments. This agreement is time limited. At the core of this service agreement, there are four results indicators. A Steering Committee, which is composed of federal and cantonal decision-makers, meets regularly and discusses on the steering of Swiss PES. In short, the Swiss system lets the federal level define the objectives and delegate the execution to the cantonal level, which is relatively free to decide upon how to reach the goals. This gives room to local solutions, which in turn respond more accurately to regional needs and which lead to some sort of competition. In 2015, the OECD, in its report – Government at a Glance, mentioned one possible improvement regarding Switzerland's public service's performance, namely increasing the level of disclosure of civil servants, so as to avoid conflicts of interest which, as proven by other cases, can lead to ineffective services.</p> <p>Source: http://goo.gl/98svB1 http://goo.gl/YY0ldy</p>

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Country	Category	Notes
Syria	Plan	<p>After the establishment of the Emergency Response Fund (ERF) for Syria in 2014, the following year saw the implementation of an Accountability Framework (ERFAC), designed to keep track of the ERF's progress. The system is a comprehensive risk management framework, intended to link capacity assessment, performance & throughput and due diligence throughout the entirety of the project cycle. It has four pillars of accountability: risk management, monitoring and reporting, evaluation and auditing. Moreover, the ERFAC endorses the Country-based Pooled Fund Guidelines, adapted for the Syrian citizens' needs. All partners contributing to the ERF will also be assessed, to further ensure that their efforts align with public demand.</p> <p>Source: https://goo.gl/rKxL7O</p>
Taiwan	Legislated	<p>Taiwan has implemented performance evaluation for many years. In 1951, the Executive Yuan promulgated the "Evaluation Plan for Subordinate Agencies of the Executive Yuan", which launched agencies' performance evaluation in Taiwan's government. The Research, Development and Evaluation Commission, Executive Yuan (the "RDEC") established later took over responsibility for the mission. The RDEC has done numerous revisions for the original system, including the performance evaluation indicators and performance evaluation methods during the past years. In 2001, the RDEC divided the government performance management system into two major areas, i.e. "agency performance management" and "project performance management". The former is to measure overall performance of each agency by applying strategic management and outcome-oriented methods; the latter focuses on the performance management and evaluation of significant projects implemented by the agencies.</p> <p>As far as 2015 governmental performances are concerned, the Executive Yuan approved two streamlining measures, to bring both the international and national public closer to government. As such, the promotion of the Open Document Format, for all official public sector documents, and Contact Taiwan Program have been top priority. The former was introduced to offer citizens an easier access to any documents of public interest, while the latter is a framework for attracting and retaining international talent into Taiwan, designed to showcase the advantages of working on Taiwanese ground.</p> <p>Sources: http://wspg.nccu.edu.tw/english/ https://goo.gl/tchcu5</p>
Tajikistan	N/A	<p>It does not have its own Performance Management system in place. However, several international organizations, such as the United Nations Economic Commission for Europe monitor and evaluate different fields of interest, such as the environment.</p> <p>Source: http://www.unece.org/?id=31560</p>
Tanzania	Legislated	<p>The Public Service Reform Program (PSRP) was implemented in a series of overlapping but mutually supporting phases. The first phase spanning the year 2000 to June 2007 had the theme "Instituting Performance Management Systems". This specifically aimed at building an integrated system for creating a shared vision, understanding and agreeing upon the results to be achieved, as well as an operational framework for continuous performance improvement in standards and quality of public service delivery in Tanzania. The second phase, whose implementation commenced in July 2007, is expected to run until June 2012, and it flies under the banner of "Enhanced performance and Accountability". The third phase is envisioned to operate from July 2012 to June 2017, namely "Quality Improvement Cycle".</p> <p>Source: http://goo.gl/dOV1Qy</p>

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Country	Category	Notes
Thailand	Legislated	<p>The Public Administration Act (No. 5) B.E. 2545 (2002), the Government Organization Restructuring Act B.E. 2545 (2002) and the Royal Decree on Criteria and Procedures for Good Governance, B.E. 2546 (2003), together set in motion a change process aimed at greater effectiveness in public service delivery to the people of Thailand. Additionally, in 2004 the Performance Agreement and Incentives for Promoting the Good Governance Scheme strengthened performance management (PM), under the supervision of the ministries or departments as discrete and integrated Chief Executive Officer (CEO) led organizations. All seventy-five provinces, excluding Bangkok, participate in this scheme with their performance being judged under four perspectives, namely effectiveness in meeting citizen needs, quality of services, efficiency of administration and progress on organization development.</p> <p>Source: http://goo.gl/WAU0v9</p>
The Republic of Cabo Verde	Plan	<p>Due to increased efforts performed by the African Economic Outlook for country development, Cap Verde presently benefits from improved quality and efficiency of the infrastructure and eligibility to fulfil the Millennium Development Goals.</p> <p>Source: http://goo.gl/8iqHul</p>
Timor-Leste	Legislated	<p>Timor-Leste's public financial management performance was assessed in June 2010 using the Public Expenditure and Financial Accountability (PEFA) framework. That analysis found that, overall, Timor-Leste has made solid progress in strengthening public financial management systems – recent improvements were measured in 12 of the 29 applicable indicators. While the improvements were often modest, they were underpinned by substantive changes in work practices, legislation and information technology systems. Most notable were the gains made in the comprehensiveness of fiscal information, fiscal transparency, funding predictability, timeliness and quality of bank reconciliations and financial statements. Legislative scrutiny and the external audit process have also known certain improvements.</p> <p>Source: http://goo.gl/OBvpm2</p>
Togo	Plan	<p>Togo employs a performance evaluation methodology within the health sector. However, its use is limited and has not been extended to a fully developed performance management system. The lack of such a framework has been noted by other international organizations which promote and invest in country development projects. Still, 2015 brought some good news in the form of e-government. The Togolese government wishes to revive its online platform, to serve as a link between itself and the general public and as a result, is inviting any technicians, engineers and ICT professionals to participate in a few training sessions where they will acquire the necessary knowledge to manage broadband network infrastructures. The information gained throughout the sessions will be used to rebuild the e-government platform.</p> <p>Sources: http://goo.gl/mLgOEq http://goo.gl/BzX6UA http://goo.gl/nq6x3p</p>
Tokelau	Plan	<p>The actions of monitoring, reviewing and evaluating (MRE) performance are carried out in various forms. There is monthly financial reporting to the General Fono delegates, Council of Ongoing Government, the Taupulega and departments. Reporting to the General Fono is done on a 6 monthly basis by sending sector reports. There are also situations when both Tokelau and New Zealand collaborate to review certain sectors. Formal arrangements and appropriate mechanisms are in place to regularly monitor progress against the specific strategies in the Tokelau National Strategic Plan, 2010 – 2015 and the Economic Support Arrangement (ESA).</p> <p>Source: http://www.tokelau.org.nz/Strategic+Plan.html</p>

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Country	Category	Notes
Tonga	Legislated	<p>In Tonga, the Public Service Commission is in charge with managing and maintaining the country's public sector performance management system that facilitates a government wide understanding of the use of such a system and its competencies for decision-making and development of a results-based and performance-based Public Service. Among the functions of the Commission, which transpose in the PMS, are the following:</p> <ul style="list-style-type: none"> • Develop systems, standards and procedures for the continual performance improvement and performance management of the Public Service • Promote, uphold and ensure adherence to the merit principle in the selection, promotion and transfer of public servants • Ensure that the Public Service upholds its Principles <p>In 2015, the system was also implemented in the Outer Islands and further staff training, relating to PMS awareness, recap training and supervisor training were offered to Ministries that requested such sessions for their personnel.</p> <p>Source: http://goo.gl/q38iGq http://goo.gl/B3iVC4</p>
Transnistria (Trans-Dniestr/Transdnistria)	N/A	<p>Although its performance is regularly monitored by international organization such as WHO, Transnistria does not have any legislation regarding performance.</p>
Trinidad and Tobago	Plan	<p>Performance Management within the Public Service of Trinidad and Tobago was based mostly on two activities: the process of developing an annual work program for each public and the process of reporting, where Ministries and Departments account to the relevant central agency (currently the Ministry of Planning and Development) for budget allocation and spending.</p> <p>In recent times, there have been initiatives to develop a unified system for the identification of excellent performance or otherwise. These initiatives include the development of a new system for financial management and the development of a policy for the conduct of HR audits.</p> <p>Further adding to this, the National Performance Framework 2012 – 2015 has established a monitoring & evaluation system, which is administrated by the National Transformation Unit of the Ministry of Planning and Sustainable Development and which is part of the Results-Based Management approach that the government is pursuing. The RBM fully supports the Integrated Public Management Framework, a plan which connects public management cycle elements – policy, planning, budgeting, implementation and results, into an overarching integrated system that will provide performance information of governmental departments, to decision-makers.</p> <p>Source: http://goo.gl/X2G5Pk http://goo.gl/4mdbZZ</p>
Tunisia	Plan	<p>By the end of 2015 and during the first few months of 2016, Tunisia, together with the OECD, will put in place a few integrity tools and mechanisms to increase good governance. More precisely, these will be an internal control and risk management strategy within its Ministry of Agriculture as a pilot project, whilst adding a code of conduct for public officials at the national level and a train-the-trainers programme for the code of conduct on the regional and local levels.</p> <p>Source: http://goo.gl/aCZWUN</p>

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Country	Category	Notes
Turkey	Plan	<p>Turkey makes more use of performance assessment in HR decisions compared to the average OECD country. Assessment is used for almost all public servants under the GEF and takes the form of annual written feedback from the immediate superior. A wide range of criteria is used, including activities undertaken, timeliness and quality of outputs, values, interpersonal skills and improvement of competencies. Assessment is of high importance to career advancement and contract renewal. Turkey is one of five OECD countries that do not use performance-related pay.</p> <p>In 2015, among developments one can count improved service delivery to citizens and businesses through the use of improved e-services, due to a strong commitment to a user-oriented administration and excellent administrative capacity. In order to enhance their public administration reform, the European Commission recommended that it focus on a more coordinated management of human resources, for example by including a more modern and integrated information system and more transparent procedures for recruitments, promotions and dismissals, so as to not jeopardize the merit-based principles on which it is founded.</p> <p>Source: http://goo.gl/zoNvrb http://goo.gl/XgxBAJ</p>
Turkmenistan	Plan	<p>The Environmental Performance Review (EPR) of Turkmenistan began in November 2010. It analyses the progress made in Turkmenistan from 2000 on environmental protection, and proposes recommendations on how the country can improve its environmental management and address upcoming environmental challenges. Moreover, concerning good governance and government performance, a summary of the World Bank -Turkmenistan Partnership Program lays out a few recommendations for the Turkmen government to follow regarding public sector improvements: developing a strategic framework to guide public investment decisions and ensure that public capital investments are efficient; to further solidify such an initiative, nationwide staff capacity developments have to be implemented to ensure that public workers can effectively carry out in-house appraisal, screening and selection of priority public investment projects. Furthermore, Turkmenistan should adhere to a set of international standards of statistics to aid policy-making and project investments and train civil service workers to provide such information to the general public, upon request.</p> <p>Sources: http://goo.gl/2cTd84 http://goo.gl/V6IRcg</p>
Turks and Caicos Islands	Legislated	<p>The Government enacted the Public Finance Management Ordinance in 2012. The Chief Financial Officer is in charge with ensuring that final policies and financial decisions are taken in accordance with the ongoing economic growth programs and debt management strategic plans. Following a 2015 assessment of its Public Finance Management System by the EU, significant improvements have been found in all seven key areas of measurement: credibility of the Budget, comprehensiveness and transparency, policy-based budgeting, predictability and control in budget execution, accounting, recording and reporting, extern scrutiny and audit and finally, donor practices.</p> <p>Source: http://goo.gl/HMTsFB http://goo.gl/LTtMqQ</p>

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T - U

Country	Category	Notes
Tuvalu	Plan	<p>Tuvalu does not have a performance management system in place, but the country is periodically analyzed through government aid programs such as the Aid Program Performance Report performed by the Australian Government. In 2015, efforts were directed at long-term recovery, following Cyclone Pam, specifically improving health services, re-establishing crops and strengthening the Tuvalu Red Cross operations and Tuvalu Government Disaster and Relief Coordination Unit. In addition, the Australian government sought to offer its assistance regarding improvements in the quality of basic education, by supporting teacher training, enhancing early grade literacy and reforming school management.</p> <p>Sources: http://goo.gl/olq9Gq http://goo.gl/Hs8SzQ</p>
Uganda	Legislated	<p>In the 1980s, in an effort to improve civil service performance, Uganda raised basic pay and instituted performance measures in its remuneration package. In the 1990s, Uganda began structuring individual performance-related pay and the results, as observed by the World Bank and others, have been a great increase in effectiveness and professionalism in the Ugandan civil service.</p> <p>In 2015, a report of the Ugandan Budget Monitoring and Accountability Unit (BMAU), which is a governmental agency that seeks to verify information in the quarterly performance reports and monitor sector indicators that are listed in the budget framework papers, categorized into short term, medium term and long term indicators, listed several areas which would require further improvements. Examples would be the enforcement of the rewards and sanctions framework, operationalizing proposed payment levels for public sector employees, prioritizing records management, conducting a national comprehensive needs assessment that would gather information on critical training gaps which civil servants might need addressing – such as lack of innovative thinking or a culture of results.</p> <p>Source: http://goo.gl/l0GW1d http://goo.gl/vY5kDK</p>
Ukraine	Plan	<p>The civil service reform aims to ensure that public authorities function effectively, public policies have positive impact on common wealth and civil servants serve the national interests of Ukraine and its citizens. This includes performance monitoring of public authorities and their leadership with regards to the implementation of strategic policies and delivering services to the citizens.</p> <p>As specified in a 2015 report concerning performance, administrative reform and future prospects, Ukraine is looking to optimize its public sector by reclassifying some of its job descriptions, so as to lower the number of employees, which in turn should lower public costs regarding this matter. Further suggestions are offered in the report, so as to maximize the impact of the aforementioned decision, such as initiating both horizontal and vertical reviews of civil servants and their positions of payment, decentralization of government services and privatization of inefficient government functions. Afterwards, these developments should be followed by operational reviews for each institution, which will aim to reduce the number of regulations, improve transparency, predictability and efficiency and also by the formation of a special Commission that will monitor and evaluate government workers.</p> <p>Source: http://goo.gl/BHOkmR http://goo.gl/u0DFKu</p>

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U

Country	Category	Notes
United Arab Emirates	Legislated	<p>Performance of the employees is evaluated in comparison with the main objectives and indexes between the employee and his direct Supervisor. Performance is dealt with as being the practical translation for all stages of planning in the Government Authority and it is not considered an objective in itself but a means to achieve the desired outcomes.</p> <p>April, 2007 marked the beginning of the UAE Government Strategy for 2008-2010 project implementation. In order to oversee its progress and results in various government entities, the Prime Minister's Office developed "an integrated system for managing performance and monitoring the execution of strategic and operational plans." The system, named Adaa, proved to be highly effective in managing the performance of UAE's public sector. Therefore, in 2012, a new version of Adaa was released, Adaa 2.0, which shifted its focus from performance measurement towards performance management.</p> <p>The System, prepared by the Federal Authority for Government Human Resources, uses modern Administrative concepts applied by the Government in accordance with the Federal Decree Law # 11. The new Adaa 2.0 system has the following characteristics:</p> <ul style="list-style-type: none"> • It highlights the connection between services integration and strategic & operational plans; • It records results of the above-mentioned plans together with the financial performance of the institution in question; - it uses analytical reports to point out eventual gaps or weak areas and provides possible solutions so that government entities can meet their needs; • It makes use of "multi-dimensional performance indicators (at the areas and branches level)"; • strategic and operational plans are assigned to a direct owner, thus increasing responsibility and identifying the workflow mechanisms; • It ensures the risk management of operational plans and their implementation process; • It provides internal audit for government bodies and secures data integrity through the use of evidence-based KPIs. <p>In 2015, Vice President, Prime Minister and Ruler of Dubai, His Highness Sheikh Mohammed bin Rashid Al Maktoum has reviewed the performance indicators and levels of 45 federal government entities, including ministries and federal authorities, as part of the continuous process of improvement which underlines the UAE Vision 2021. This, along with the third phase of the annual review regarding employee performance, aim to evaluate civil service workers, assessing current performance levels in comparison to both over and underperformers.</p> <p>Sources: http://goo.gl/V0IuOO http://goo.gl/AQlhce</p>

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U

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Category

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Uganda

Legislated

In the 1980s, in an effort to improve civil service performance, Uganda raised basic pay and instituted performance measures in its remuneration package. In the 1990s, Uganda began structuring individual performance-related pay and the results, as observed by the World Bank and others, have been a great increase in effectiveness and professionalism in the Ugandan civil service.

In 2015, a report of the Ugandan Budget Monitoring and Accountability Unit (BMAU), which is a governmental agency that seeks to verify information in the quarterly performance reports and monitor sector indicators that are listed in the budget framework papers, categorized into short term, medium term and long term indicators, listed several areas which would require further improvements. Examples would be the enforcement of the rewards and sanctions framework, operationalizing proposed payment levels for public sector employees, prioritizing records management, conducting a national comprehensive needs assessment that would gather information on critical training gaps which civil servants might need addressing – such as lack of innovative thinking or a culture of results.

Source: <http://goo.gl/ZudKHm>
<http://goo.gl/vY5kDK>

United Kingdom

Legislated

Performance management and measurement within the British public service has become almost ubiquitous over the last past three decades. Every part of the UK's public departments, with very few exceptions, share their performance data publicly. In time, the system has become central to the decision making process. The capacity to formulate, monitor and analyze performance information has considerably evolved. The UK has been successful in developing a fairly comprehensive performance and evaluation measurement, monitoring and management system which currently focuses on achieving desired outcomes. Employees' performance review is based on a single framework which is then applied across the entire public sector.

The rating of worker performance follows three stages during a year:

- Performance planning: the employee, together with the line manager, align performance objectives with business goals;
- Performance review and assessment: each employee undergoes two performance reviews, the first being sometime during the year and the second is held towards the end of the year;
- Performance differentiation: individual employee performance is assessed by taking into account personal contribution together with his/her colleagues' contribution towards achieving the organization's business goals.

UK's Performance Management System has undergone several changes, the most recent one being in 2013 when a new Civil Service Competency Framework has been introduced. This modification has aligned the expected outcomes with employee goals. In 2015, the Civil Service Leadership Statement was released, specifying what type of mindset Civil Service workers can expect from their leaders at all ranks and prompting agency leaders to take responsibility for the effective delivery of the Government's programme and priorities, whilst upholding the Civil Service's values, together with a comprehensive 360 feedback tool, mandated for the Civil Service Leadership Group and which will become mandatory for all SCS starting with 2015/2016.

Source: <https://goo.gl/BZOFA2>
<https://goo.gl/W1Y7XJ>

Country Legislation

U - V

Country	Category	Notes
United States	Legislated	<p>The Government Performance and Results Act (GPRA) was passed in 1993 by the federal government and it requires all federal organizations to engage in performance management. GPRA was updated in 2010. The Modernization Act encourages a more active use of performance data. Employee performance management includes planning work and setting expectations, continually monitoring performance, developing the capacity to perform, periodically rating performance in a summary fashion and rewarding good performance.</p> <p>A recent key initiative was the introduction of online dashboards, an example of a federal sector employing a proven private sector management tool. The dashboards, proposed in the eGov Act of 2002, are hosted on the web, allowing all stakeholders to review the expenditure and activities of various federal agencies.</p> <p>Current dashboards include:</p> <ul style="list-style-type: none"> • CMS Early Warning System: tracks the effectiveness of Medicare fraud prevention efforts; • USAspending.gov – how the government spends tax dollars; • RegInfo.gov – tracks proposed agency rules through the rulemaking process; • IT Dashboard – monitors IT investments across the federal government; • Recovery.gov – tracks the spending of money allocated in the Reinvestment Act of 2009; • Foreign Assistance –examines US Government foreign assistance spending. <p>As far as 2015 updates are concerned, two developments are worth noting: The Federal Employee Viewpoint Survey Results and The Veteran Employment Initiative. The former is a report measuring employee engagement, global job satisfaction and workplace inclusion of public sector workers. On all three counts, satisfaction levels grew by 1% overall and in certain cases, even by double digits, showing that civil servants are satisfied with how current performance trends and practices are going. The latter is an initiative that will last long into 2016, with the aim of offering veterans a stable and sustainable job within the public sector, all the while retaining current veteran talent and finding solutions for further career development.</p> <p>Sources: http://goo.gl/AWNCX9 http://goo.gl/kHn1n3 http://goo.gl/6E118E https://goo.gl/zORUve https://goo.gl/KjLQMu</p>
Uruguay	Legislated	<p>Uruguay has a monitoring and evaluation system integrated in its public service: The Results-Based Management Evaluation System (SEV). The system focuses mostly on assessing performance of the organization rather than of employees. The purpose of this system is to help in the decision making process, especially in budget allocation, management improvement and enhance accountability and transparency of outputs generated by the Civil Service.</p> <p>Source: http://goo.gl/vr8jCI</p>
Vatican City	N/A	No details regarding a performance legislation were found.

Country Legislation

U - V

Country	Category	Notes
Uzbekistan	Legislated	<p>In the healthcare system, “performance assessment and consumer protection (both essential elements of quality) are part of one of the health care functions”. Performance-related pay is seen as an important element for bringing in quality. Another mentioned element is the introduction of quality monitoring systems at facility and regional levels, and measurement of national performance indicators. Many laws, ministerial decisions, decrees and orders deal with the improvement of (primary) health care services. The Ministry of Health is responsible for maintaining and improving quality within primary care facilities, in collaboration with regional authorities, the Institute of Health, the Health project and other nongovernmental organizations. Benchmarking is used for comparing the performance of different organizations. In 2015, Uzbekistan is closer and closer to completing its Country Partnership Strategy (CSP) with the Asian Development Bank, which started out in 2012. In relation to public sector improvements, the CSP focuses on institutional and regulatory reforms for the operational sectors covered in the framework and offering support to development initiatives in the areas of public management, project implementation and procurement.</p> <p>Source: http://goo.gl/yrUiBv https://goo.gl/HJoVJC</p>
Vanuatu	Plan	<p>A Performance Assessment Framework for Vanuatu has been developed in order to monitor progress against the priorities of the Vanuatu Education Road Map (VERM) project. The Performance Assessment Framework uses base line data captured in the Vanuatu Education Management Information System in order to assess progress. In addition to assessing its performance against the indicators in the Performance Assessment Framework, the Ministry of Education's performance will be monitored against the implementation performance targets included in its Annual Work Plans. According to the yearly Aid Program Performance Report of 2014 – 2015, Vanuatu continued its improvements regarding education performance, with investments for the Technical and Vocational Education and Training project (TVET) generating noticeable results, such as 93% of self-employed individuals that participated in a training and skills development activity reported higher incomes, whilst the Vanuatu Education Support Program (VESP) continued to improve its current state of development, with more teachers being trained in using literacy and numeracy kits and more schools benefiting from grants as a result of an enhanced school-based management, which takes into account the needs of each unit.</p> <p>Source: http://goo.gl/giewAB http://goo.gl/UAhik4</p>
Vietnam	Legislated	<p>The Law on Public Officials and Civil Servants, approved since 2008, states that all civil servants regularly undergo performance assessments: self-assessments, peer reviews and evaluation performed by the immediate superior.</p> <p>In 2015, The World Bank measured the Vietnamese public's content with its civil sector services, via opinion surveys that were rolled out in four provinces and which covered four areas of interest regarding service delivery: accessibility, responsiveness, cost of services and feedback mechanisms. All four provinces have continued funding for future surveys in their annual budget plans, so as to ensure process replicability which will lead to a more detailed picture of what the general public wants of its public sector workers and services.</p> <p>Source: http://goo.gl/3wtO0f http://goo.gl/ef2kWB</p>

Country Legislation

V - W

Country	Category	Notes
Virgin Islands	Plan	<p>The Performance Management System within the Civil Service deals with performance planning, appraisal reports, competency checklists and employee development plans. The Performance Planning and Appraisal Report is designed to record the performance agreement between the employee and supervisor by outlining the performance objectives to be achieved during the planning period. Additionally, it is designed to assist in making an objective and factual evaluation of the performance of an employee by comparing actual performance against the performance requirements for the job.</p> <p>As a way of enhancing policy development, twenty-five senior public officers have undergone the Developing Effective Policy: Analysis and Use of Evidence workshop, in 2015. The main goal of this training session was to enable trainees to make factual, critical judgements on evidence form research and evaluation and learn how this can mold with other aspects that can influence policy-making. The workshop also brought contributions in regards to improving decision-making. It was the first in a series of many to come which are intended to boost public officers' understanding of policy-making, analysis and also their professional development.</p> <p>Source: http://goo.gl/xVYKla http://goo.gl/o6mul5 http://goo.gl/iQSPlF</p>
Wallis and Futuna	N/A	The island is under the jurisdiction of France but no further details concerning performance related legislation were found.
West Bank	Plan	<p>The Palestinian Authority adopted, in 2007, a Public Financial Management model which broadly follows the Anglophone model, but in the years following its establishment, authority has increasingly become concentrated in the executive branch and the role of parliament has been reduced. The model includes a performance management assessment of the Public Financial Management of the central government, the subnational government (municipalities and community villages), and the autonomous public entities which are all under the umbrella of the Palestinian investment fund. The report is conducted with the support of the World Bank.</p> <p>Relating to this, among the main aspects that were looked at in 2015 were the implementation of an organic budget law, with appropriate financial regulations and manuals, a new central bank law, improvements regarding the quality of the national accounts statistics and enhancements for the fiscal reporting system.</p> <p>Source: http://goo.gl/o4PcQZ https://goo.gl/N3VMe5 http://goo.gl/HtL6xd</p>
Western Sahara	N/A	Under Spanish jurisdiction. No information regarding any performance legislation was found.

Country Legislation

Z

Country	Category	Notes
Zambia	Legislated	<p>Zambia’s Public Financial Management (PFM) system is centered on a set of basic budget and accountability structures, revolving around a clear legislative framework. These include:</p> <ul style="list-style-type: none">• Responsibility and accountability for public funds delegated to individuals through the system;• Appropriate oversight by the legislature;• Clear statement of the powers and duties for the Ministry of Finance and National Planning (MoFNP) and for the Auditor-General;• Clear and well-documented roles and responsibilities for all stakeholders. <p>Furthermore, in 2015, the Office of the Auditor General (OAG) has established a specialized audit department that will evaluate the performance of governmental programmes, in terms of both transparency and cost-efficiency. It will perform forensic investigations to track down irregularities that prohibit accountability in the use of public resources. These investigations will be done according to the standards comprised in the 2015 Auditor General performance manual, which is based off of International Standards of Supreme Audit Institutions and was a joint effort between the OAG, its Norwegian counterpart and the African Organization of English-speaking Supreme Audit Institutions.</p> <p>Source: https://goo.gl/Wl9QcD https://goo.gl/Y7n1qS</p>
Zimbabwe	Plan	<p>The Government of Zimbabwe embarked on a multi-year program to design, introduce and successfully implement an integrated Results Based Management (RBM) program across government. The RBM program comprises a Results-Based Budgeting (RBB) system, a Results-Based Personnel Performance System (RBPPS) and E-Governance. Cutting across all these three is an integrated Results Based Monitoring and Evaluation system (RBME) and a complementing Management Information System (MIS). The above systems are deemed critical to assist the government in conducting systematic program planning, formulation and implementation which in turn is expected to improve the performance of government’s development initiatives. The program has been operational since the year 2005.</p> <p>Source: http://goo.gl/2WiR3K</p>



The national library of Australia: The better practice in performance reporting

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The National Library of Australia operates under the Australian Department of Communications and Arts, while being subject to the Public Governance, Performance and Accountability Act 2013, which provides the reporting and accountability framework for the Australian Public Sector. Referenced in the Australian National Audit Office's "Better Practices in Annual Performance Reporting", the National Library of Australia is one of the governmental entities in the Australian territory that values its performance measurement and reporting frameworks.

Having successfully integrated the more modern concepts of technological facilitation and content digitization, the strategic framework of the National Library of Australia formally states its single most important outcome: "Enhanced learning, knowledge creation, enjoyment and understanding of Australian life and society by providing access to a national collection of library material." As per a better performance reporting framework, the National Library of Australia reveals the following:

1. Strategic directions that lead to the desired outcome;
2. Major initiatives that enable each of the Library's strategic directions;
3. Key Performance Indicators to reflect on performance;
4. Deliverables to emphasize end results and achievements.

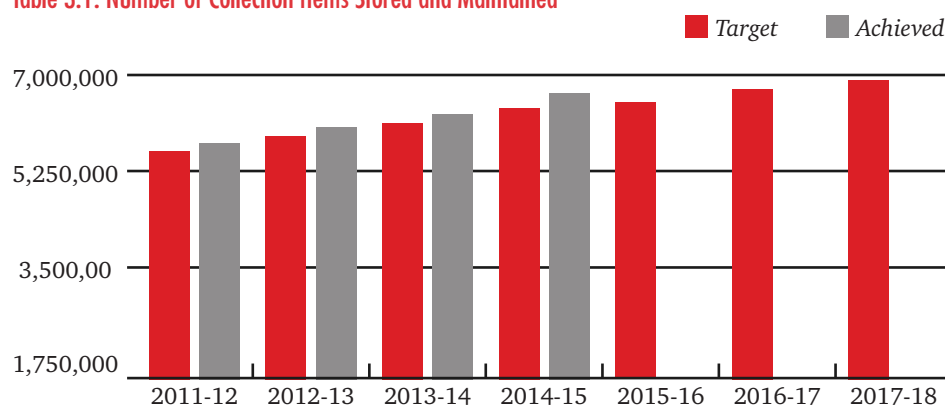
It is rather hard to provide a robust outline of performance through reporting, but the National Library of Australia manages to stick to the essentials: a concise presentation of the Library's governance and accountability framework, a precise specification of strategic directions, a SMART set of key performance indicators to measure performance, a clear mention of deliverables and initiatives for improvement. Scorecards and Dashboards are used to enhance the data and provide a clear picture on the performance of the organization. Although not standardized, performance management terminology with the National Library of Australia is well understood and coherent:

- Strategic directions start with verbs;
- Initiatives start with nouns;
- KPIs are clearly formulated;

Table 3.1: Develop, Store and Maintain the National collection-Deliverables and Key Performance Indicators, 2014-2015

Measure		Target	Achieved
Deliverables	Collection items stored and maintained (no.)	6,640,000	6,732,555
	Items catalogued or indexed (no.)	52,000	490,023
Key performance indicators	National collection-percentage of collection processing standards met (%)	95	90
	National collection-percentage of specified storage standards met (%)	95	97

Table 3.1: Number of Collection Items Stored and Maintained



The target was met.

National Library of Australia (n.d), Annual Report 2014 – 2015, Australia, Available at <https://goo.gl/t3z6y7>

- Measurement units are available for each KPI;
- KPI Targets are specified;
- Actual KPI results are presented in relationship to the set target.

However, there are always recommendations that may be welcomed in improving the way performance is reported on. In the case of the National Library of Australia, we stopped at the following:

- An input–process–output–outcome approach would better benefit the emphasis of deliverables;
- Quantitative and qualitative data, efficiency and effectiveness criteria, leading and lagging KPIs, objective and subjective measurements, should be identified and balanced in order for the performance report to provide a comprehensive, level-headed view on performance;
- All of the strategic directions should be supported by KPIs and underpinned by initiatives; beyond incorporating a strategic

direction, "Organizational excellence", must be defined and then measured;

- Financial and Customer-related KPIs are revealed in a separate Scorecard entitled: "Cross-cultural Agency Key Performance Indicators", that would be better consolidated with the aid of internal process KPIs, selected for the strategic directions; although mentioned, the Balanced Scorecard approach provides more of a background support framework for an integrated approach towards performance reporting;
- Perspectives within the "Cross-cultural Agency Key Performance Indicators" Scorecard would be better replaced with objectives that further support the implementation of the organizational strategic directions;
- Forward estimates are more reliable when they also mention the analytical technique used for prediction, as well as the margin for error taken into consideration.

Table 3.8: Cross-cultural Agency Key Performance Indicators, 2014-2015

Strategic Directions	KPIs	Initiatives	Deliverables
Collect and Preserve Australia's Documentary Heritage	Digital Library Infrastructure Replacement Project	National collection—percentage of collection processing standards met (%)	Collection items stored and maintained (no.)
	Legal Deposit for Electronic Publications		
	Collection Development Policy	National collection—percentage of specified storage standards met (%)	Items catalogued or indexed (no.)
Make the Library's Collections and Services Accessible to All Australians	Digitization	Collection access—percentage of specified Service Charter standards met (%)	Physical collection items delivered to users (no.)
	Reading Room Integration Project		
Deliver National Leadership	Libraries Australia		
	National and State Libraries Australasia	Collaborative services standards and time frames (%)	Agencies subscribing to key collaborative services (no.)
	International Relations		
Achieve Organizational Excellence	n/a	n/a	n/a

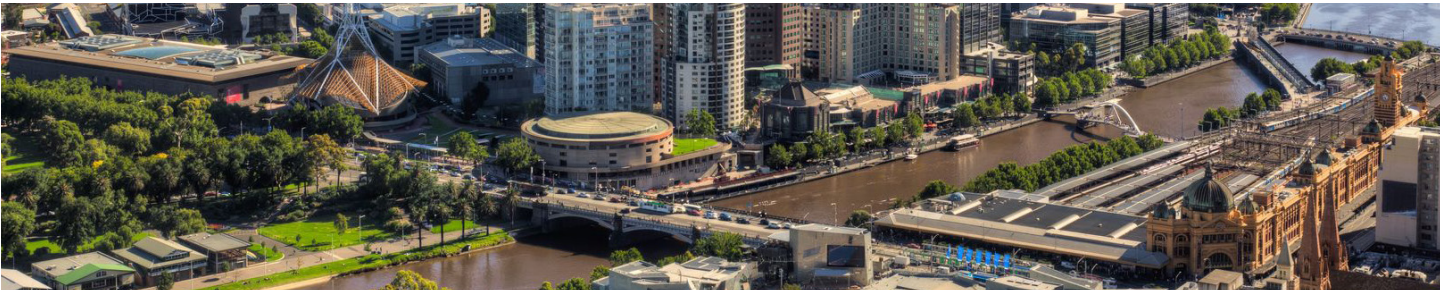
National Library of Australia (n.d), Annual Report 2014 – 2015, Australia, Available at <https://goo.gl/fbK1w6>

The most important strength of performance reporting within the Public Sector is that it provides insight into the execution of governmental plans and budgets. It encourages public entities to take on the responsibility of efficiently and effectively managing their resources. Performance reporting makes governmental entities accountable for the results delivered. In a prospering economy, governmental entities, such as The National

Library of Australia, embrace the need for performance reporting and the public's demand for transparency. A coherent and structured reporting framework, based on the accurate measurement of performance, efficient data management and masterful data visualization, ultimately strengthens the role of government in facilitating a healthy exchange of information between the state and its people.

References: National Library of Australia (n.d), Annual Report 2014 – 2015, Australia, Available at <https://goo.gl/NjiArO>

The Australian National Audit Office (n.d), About us, Australia, Available at <https://www.anao.gov.au/>



PetroChina - performance within state-owned enterprises

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There is no doubt that all companies aim to increase their overall performance and boost their revenues, no matter if they sell dairy products, second-hand furniture or petroleum products. The solution lies in careful planning and resource allocation, which automatically involves setting targets, drafting objectives and imposing goals.

PetroChina Company Limited is part of the China National Petroleum Corporation (CNPC) and PRC's biggest oil and gas producer. It is also one of the world's leading companies, according to Forbes Magazine and even if it is currently suffering from recent corruption scandals and oil price declines, this state-owned company is highly appreciated for employing a very accurate and efficient performance evaluation system.

“When it comes to compensation, PetroChina proves to be pretty innovative again; besides their fixed salary, a senior manager is awarded a performance bonus, based on his year-long activity.”

A very comprehensive article from Jiang, Lin and Yu, describes how PetroChina uses KPIs to evaluate the performance within each regional company and for each product line company. But what caught my attention is the following innovative document that the company uses for enhancing performance: **the performance contract**.

No, it's not a contract like the one artists sign before a concert or event, even if these have the same label; this contract serves as a stimulus to ensure that the overall strategy is carried out. Basically, all managers in nationwide companies, regional companies, senior management and several functional departments are required to sign this document, which uses specific KPIs as key instruments and emphasizes meeting budget targets.

For nationwide companies, KPI targets are discussed and then set by the CEO, senior management and the company's general manager before being sent for approval to the budget commission and the board of directors. As predicted, the KPI target values for an individual regional company are later jointly determined by the general manager of the nationwide company and that particular company's top management. All values are clearly mentioned in these performance contracts, which are first signed by the board of directors and then by managers from nationwide and regional companies.

Based on these, you would expect to have a rigid decision-making hierarchy, with most of the power being consolidated at the very top, which admittedly is pretty common in the Chinese business environment. But PetroChina involves its middle and low management officials in the budgeting process – managers who submit the annual budget drafts to top level decision-makers, which include specific annual targets, goals and action programs for each product line company. It seems that top-down decision-making is not always the answer.

The budget implementation phase begins with distributing profit plans, continues with educating managers and other staff, and ends with execution. The control process plays a significant role here and includes results reporting, analyzing budget variances and measuring performance. For the latter to take place, the finance and accounting departments compile and analyze the achievement of the KPI targets per month and year-to-date, comparing current performance with the desired state.

When it comes to compensation, PetroChina proves to be pretty innovative again; besides their fixed salary, a senior manager is awarded a performance bonus, which is offered at the end of the year and depends on his/her performance evaluation. The performance contract score for each unit has two components, namely contribution score and actual performance score, each having interesting calculation formulas. In brief, these two scores added together represent the performance contract score for a senior manager, 130 points being the maximum allowable score.

“All managers in nationwide companies, regional companies, senior management and several functional departments are required to sign the performance contract.”

If the manager scores 100 points, he will earn the standard bonus settled prior to deciding budgets. If the performance contract score is above 100, the bonus will increase by 2% for each additional point. In the same way, the bonus will decrease by the same percentage if the score is below 100, but if a company had a net loss that year, the bonus will be reduced by 3%. For scoring below 80 points, the manager will get nothing; additionally, when this happens, higher-level senior managers will want to have a meeting in order to find ways of urgent improvement. A score below 60 points entails removal from that leadership position, while refusing to sign the performance contract will be regarded as resigning from the job.

This scheme proves to be highly efficient and managers have substantially improved their work performance. Driven by the result of this KPI-based performance contract, PetroChina's leaders plan to implement a balanced scorecard system, not only to monitor organizational performance, but also to align their business activities to the organization's vision and strategy.

It remains to be seen if PetroChina's efforts in this direction will deliver the expected outcome. However, the company has realized the importance of effective communication and top management involvement for employee engagement. In the same time, careful planning proves to be essential for this organization's well-being and let's admit it, proper motivation leads to benefits. For both parties, of course.

References: ResearchGate (n.d), PetroChina Budget Planning and Performance Evaluation Systems, Cost Management, May/June 2014, Available at <https://goo.gl/z1NCzW>

The Environmental Agency and the bond between humans, nature and wildlife in England

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England's Environmental Agency is encouraging sustainable development through the creation of a suitable place for nature, wildlife and people to live and grow in harmony. This governmental agency was established in 1996 in order to protect, support and improve England's environment. In 20 years' time, they were involved in hundreds of environmental improving projects, having nowadays 10,600 employees across all England. The Environmental Agency's main responsibilities are:

- Regulate major industry waste;
- Find suitable ways to treat contaminated water;
- Improve water quality and fisheries;
- Enhance inland river, estuary and harbor navigation;
- Monitor conservation and ecology.

The Environmental Agency set a series of priorities in order to enhance the environment protection importance in people's minds:

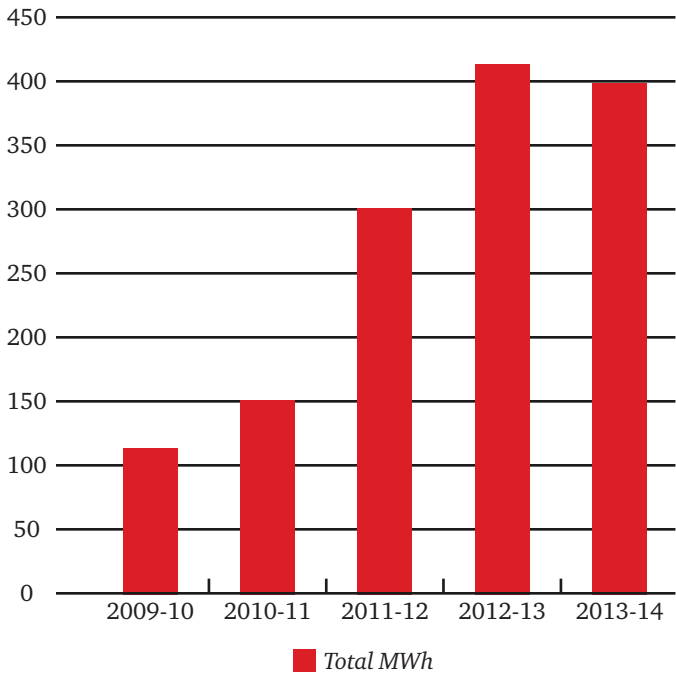
- To work with businesses and other organizations in order to manage the use of resources;
- To increase the resilience of people, property and businesses to the risks of flooding and coastal erosion;
- To protect and improve water, land and biodiversity;
- To improve the way they work as a regulator, protecting both people and the environment, while achieving sustainable growth.

Being the leading public authority for improving and protecting the environment in England, they were also keen on reducing the environmental impacts of their actions by conducting activities in a sustainable way, which is efficiently monitored through an environmental management system. England's Environmental Agency achieved efficiency and performance in the following areas of their work so far:

Energy efficiency

The Environmental Agency managed to reduce their carbon emissions by 33% up until March 2015, compared to the 2006 baseline year. They were also capable of generating around 400MWh of renewable energy on their own sites.

Environment Agency's renewable energy generated

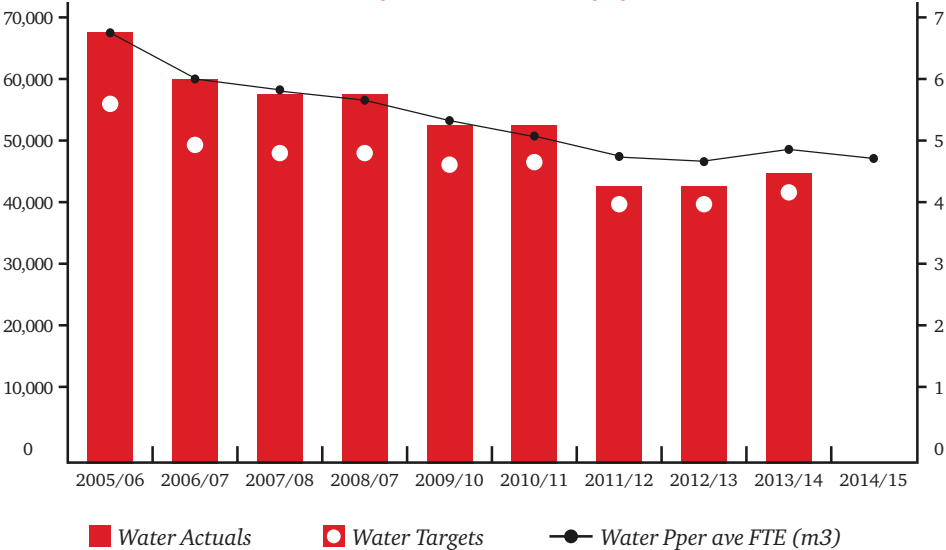


The Environment Agency (n.d), EMAS EU Eco-Management and Audit Scheme, environmental statement 2013 – 2014, United Kingdom, Available at <https://goo.gl/zysHbW>

Water reduction

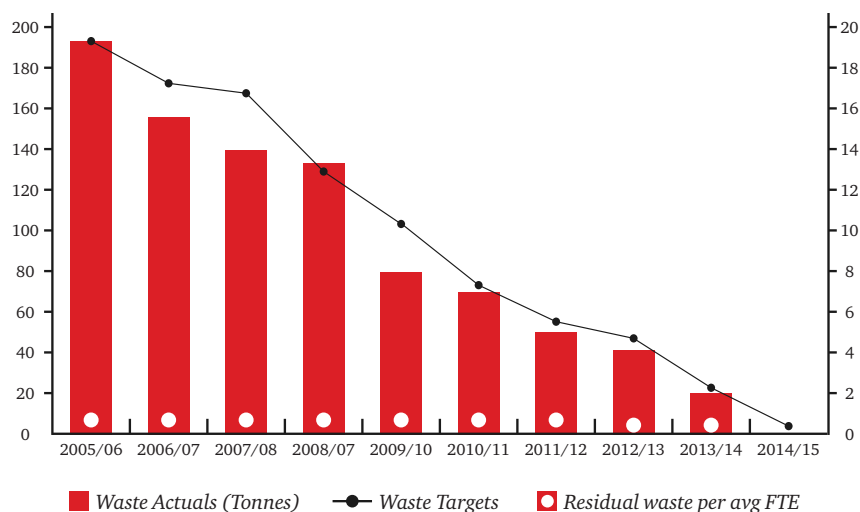
They've managed to reduce water consumption by 23% as of March 2015, compared to the 2006 baseline year. In order to achieve lower water consumption, efficient meters were installed on all sites, accompanied by clear rules and water reduction targets. Rainwater harvesting, low flush toilets, low flow showers and infrared activated spray taps were other improvements made in order to reduce water consumption.

Environment Agency's renewable energy generated



The Environment Agency (n.d), EMAS EU Eco-Management and Audit Scheme, environmental statement 2013 – 2014, United Kingdom, Available at <https://goo.gl/zysHbW>

Environment Agency's residual waste



The Environment Agency (n.d), EMAS EU Eco-Management and Audit Scheme, environmental statement 2013 – 2014, United Kingdom, Available at <https://goo.gl/zysHbW>

Water disposal

The biggest internal improvement relies in the waste disposal area, where they achieved a 90% reduction for the office waste sent to landfill as of March 2014 this time, compared to the aforementioned baseline year.

They managed to achieve this waste efficiency by introducing three new methods of waste disposal. The Environmental Agency recycled 67% of office waste, 25% of it was incinerated, generating energy recovery and 3% was composted.

The Environmental Agency managed to achieve high-efficiency with its internal operations regarding consumption and environmental protection. But their mission is to improve the entire country's environment by adapting to climate changes and encouraging sustainable business development in a way that will not affect wildlife, nature and people's quality of life. They have created and implemented the following corporate plan, "Creating a better place 2011 to 2015", in which they outlined their accomplishments and vision for improvement in the following areas:

- Reduce climate change and its consequences;
- Protect and improve water, land and air;
- Work with people and communities to create better residence conditions;
- Work with businesses and other organizations in order to maximize resource efficiency and effectiveness.

From the "Creating a better place 2011 to 2015" plan, the following accomplishments and downfalls were significant for their agency performance appraisal and future development plans.

1. Manage river quality

One of their objectives is to create a healthier natural water environment that is resilient to climate changes, industry pollution, drained land in the river and modified river banks. Therefore, all of these activities are massively affecting river catchment and as a consequence, the quality of water. With the involvement of 2000 volunteers across all England, the Environmental Agency managed to restore 79 kilometers of river banks, put up 97 km of fencing, installed 3 technical fish passes and successfully removed 29 barriers that inhibited fish migration.

2. Minimize the impact of pollution incidents

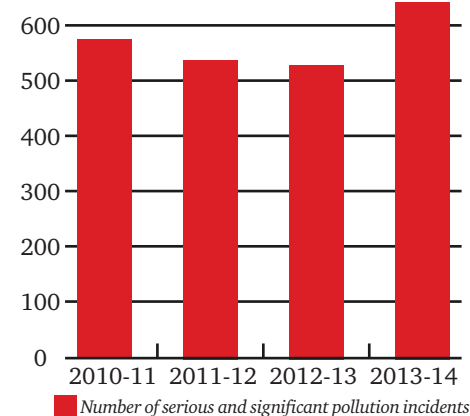
Every year, England is faced with thousands of pollution incidents that affect the quality of the air its inhabitants breathe, the land they live on and reap crops from and the water they drink. Trying to prevent and diminish pollution's long-term effect, the Environmental Agency even created a series of projects that include:

- Working in partnership with fire and rescue services to provide special pollution equipment;
- Communicating to people and businesses the major impact of incorrect waste disposal;
- Prioritizing dirty highway outfalls;
- Explaining and highlighting to industry managers the importance of implementing pollution prevention measures.

The Environmental Agency was not able to

achieve its target and reduce the occurrence of such incidents; as a matter of fact, these have increased by 44% from 2012/2013 to 2013/2014, even after all efforts made to reduce them.

Number of serious and significant pollution incidents



The Environment Agency (n.d), EMAS EU Eco-Management and Audit Scheme, environmental statement 2013 – 2014, United Kingdom, Available at <https://goo.gl/zysHbW>

3. Manage invasive non-native species

Invasive non-native species harm the native plants, fisheries and whole environment. The Environmental Agency developed a plan in partnership with the Canal and River Trust and Leicester City Council to eradicate the Floating Pennyworth from the River Sour. The Floating Pennyworth is an invasive plant which lives in slow moving waters and grows up in size up to 20 cm per day, having a huge impact on ecology, flood and navigation.

Despite its setback regarding pollution incidents, England's Environmental Agency is one of the leading agencies in Europe in terms of efficiency, performance and when it comes to successfully achieving improvements in its area of expertise. By taking several internal and environmental improvement measures, they proved commitment and dedication to their goal is the way to go when creating a better place for nature, people and wildlife all together. As recognition for their hard work, they have even received a series of awards, out of which the most noticeable ones are: "2014 Sustainable business of the year", "Best Public Sector Fleet Award in 2013" and the "Public Sector UK Green Champion 2013".

References: The Environment Agency (n.d), EMAS EU Eco-Management and Audit Scheme, environmental statement 2013 – 2014, United Kingdom, Available at <https://goo.gl/zysHbW>

The Environment Agency (n.d), About the Environment Agency United Kingdom, Available at <https://goo.gl/HEO02N>

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GO PREMIUM

Global Insights

Singapore

SingTel Singapore: Delivering a Unified Corporate Mindset

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Singapore Telecommunications Limited (SingTel) is Asia's most prominent communications group and it fully embraces its market leader position in Singapore. SingTel is acknowledged as one of the world's most ethical companies, and it holds a leading position in the Governance and Transparency Index in Singapore.

The company's strategy for business growth mainly relies on performance achievement through stakeholder engagement, customer loyalty and employee well-being.

In order to engage its key stakeholder groups, SingTel has developed an engagement framework aimed at enhancing the company's dialogue with its most relevant third parties. As such, SingTel's strategy delivers a consistent approach to maximizing stakeholder return, and it proposes several steps worth considering:

1. Defined evaluation process: In order to identify its key stakeholder groups, SingTel conducts a comprehensive evaluation process that assesses each group in terms of influence and relevance.

2. Communication goals: For every stakeholder group that is identified, SingTel

establishes a specific communication goal, aimed at aligning stakeholder dialogue with the company's strategy.

3. Communication channels: SingTel's exercise with its stakeholder engagement framework leads to the identification and implementation of several communication channels, which provide the right tools for delivering both internal and external stakeholder responses.

4. Frequency: Establishes a timeframe for the periodicity of internal and external communication delivery sessions.

Stakeholders	Communication Goals	Channels	Deliverables
Customers	We reach out to our customers to understand their needs and respond to their feedback through product innovation or service improvement.	• Account, Project and Service Management professionals;	Ongoing
		• Customer Premise Installation and Service engineers; • SingTel Customer Experience Survey; • SingTel Customer Service Hotline; • SingTel Retail and Dealer Shops; • Website.	Ongoing Monthly Ongoing Ongoing Ongoing
Employees	We engage our employees with open and constant communications to create a cohesive and well-informed workforce.	• Business Plan Seminar • Intranet • Quarterly staff briefings • SingTel employee engagement survey • Staff performance reviews • Team meetings	Annual Ongoing Quarterly Annual 2-3 times/year Ongoing
Government and Regulators	We engage the government and regulators to update our business direction and influence industry developments.	• Participation in consultation papers • Regular dialogues	Ongoing Regular
Industry bodies	We work with industry associations and professional organisations to promote, support and benchmark against best practices in the industry.	• Active membership and participation; • Presentations at industry seminars; • Regular industry and professional networking sessions.	Ongoing Regular Regular

Sources: Singtel (n.d), Singapore Telecommunications Limited – Sustainability Report 2012, Singapore, Available at <http://goo.gl/Sa2ewY>

“As a direct result of seriously engaging its stakeholders, SingTel has become known as a market leader in transparency and investor relations.”

As a direct result of seriously engaging its stakeholders, SingTel has become known as a market leader in transparency and investor relations. This proves that a company's commitment to its key stakeholder groups is a definite driver for performance and business excellence.

Understanding the nature of an organization's relationship with its stakeholders has a great impact on the execution of its strategy, especially when open communication with a company's most relevant third parties can contribute towards the improvement and growth of the organization. Maintaining a healthy relationship with the main sources of influence in the industry helps reduce reputational risk, as well as nurture advocacy.

Another important part of SingTel's strategy for business excellence is customer satisfaction and loyalty. Having that competition is vivid among telecommunications companies, no matter the market they specialize in, customer loyalty can be a deciding factor in maintaining and increasing market share. SingTel's customer-centric strategy is built on several pillars that provide a foundation for delivering outstanding customer experiences:

1. The Strategic Focus on Customer Experience: SingTel promotes Customer Focus as one of its core values and abides by the rule of periodical feedback on company products and services.

2. A “Unified Customer Centric Culture”: Continuous learning through Lean Six Sigma programs and service leadership education,

has provided SingTel the necessary tools for advocating a unified customer centric mindset

3. Key Performance Indicators to Measure Customer Sentiment: SingTel regularly monitors Key Performance Indicators such as: # Compliments, # Complaints, the % Compliments vs complaints ratio, or the # Customer experience index.

4. The Customer Experience Dashboard – Customer Experience is the foremost key performance metric monitored by SingTel's top management, and it is cascaded to front line employees. The company measures customer sentiment across a number of customer interaction points, which they call “touchpoints”. The results are collected within a Customer Centric Dashboard and are reviewed on a monthly basis.

5. Surveys for Customer Brand Perception: By developing the right tools for measuring customer perception, SingTel manages to assess its own position on the market, as well as benchmark the practices of top competitors.

6. Customer Policy Simplicity: Through a series of enjoyable management workshops, SingTel proceeded to simplify its customer policies. By encouraging management to answer quizzes regarding its ‘dumbest’, ‘outdated’ or ‘complicated’ policies, the company succeeded in radically raising management interest in its decision-making process.

7. Quality Assessment Framework: SingTel's Quality Assessment Framework can offer coaching sessions that deal with multiple aspects of customer related situations.

Employee well-being is another major component of SingTel's strategy for growth and business excellence. Some of the guiding principles for nurturing a unique organizational culture at SingTel comprise of:

1. Building individual performance against sustainability goals: SingTel owns a CSR Engagement Score of more than 80%, which puts it above the Global Telecommunications Sector, the Singapore National norm and the Global High Performance Company norm.

2. Closing critical skill gaps by attracting and nurturing talent: The company has a skill gap of less than 10% and aims at reducing it to 0%. It engages its managers

and employees in various training and development programs, and continuously looks to attract young talent. It periodically organizes in-house courses and supports employees in attaining their Master's Degree.

3. Monitoring employee retention: By reporting on this indicator, SingTel ensures that performing talent stays with the company. Aside from % Employee retention, the company also monitors % Employee turnover rate by gender and % employee turnover by age group.

4. Rewarding performance: The company regularly reviews its remuneration packages, so that they stay competitive on the market, and practices performance-based incentives at both individual and team levels.

5. Embracing diversity: SingTel regularly monitors its ethnic distribution of workforce, and most importantly, the gender distribution of Singapore workforce by employment category: top management, middle management, senior officer and junior officer.

6. Re-employing retired company employees: SingTel re-employs retired employees that maintained a satisfactory level of performance within the company 3 years before retirement.

7. Maintaining solid inbound relationships: The “Expresso” staff portal, provides an inbound social networking platform that enables proactive dialogue between company employees.

Aside from the strategic components of stakeholder engagement, customer loyalty and employee well-being, SingTel also relies on innovation, environmental impact management and community support for an integrated approach to business sustainability. In a highly competitive Asian market, the company seems to have fully embraced its position as a market leader, while having constantly strived for performance improvement to stay ahead of its peers. SingTel is a positive corporate example of engagement, sustainability and responsibility.

References: Singtel (n.d), Company Profile, Singapore, Available at <http://goo.gl/eqRmrW>
Singtel (n.d), Singapore Telecommunications Limited – Sustainability Report 2012, Singapore, Available at <http://goo.gl/eqRmrW>

Global Insights

United Arab Emirates

Performance Management - Best practices from the UAE Government

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Governments from all over the globe are pressured to provide higher added value, better public services, improved transparency and accountability towards their citizens.

The financial crisis of 2007 - 2008, which has forced organizations to look for more efficient means to meet their objectives, the increased expectations of citizens - as currently, public services are expected to provide the same experience as private companies and the raise of new governance models that embrace technology and innovation, are but a few of the factors that could have facilitated this shift.

The Middle East is one region in particular that in the recent years, has distinguished itself through an increased interest towards improving public sector performance. Some challenges observed by The KPI Institute in the public sector related to performance management are:

- Lack of connection between strategic objectives and monitored KPIs;
- Misalignment between governmental agencies or departments within the same agency;
- Difficulties in collecting and managing data in an efficient manner;
- Difficulties in measuring productivity;
- Challenges associated with measuring and improving employee performance;
- Low awareness in regards to performance management good practices.

However, many of these challenges seem to slowly fade away, as more and more

governments have started to invest in developing a sustainable performance management framework. An example of good practice is the United Arab Emirates Government and its long term strategy released in 2010, entitled Vision 2021.

In the process of strategy formulation, it is important to identify factors that bring value or strong points for the organization, in order to create a strategy that will explore these value drivers.

To achieve its vision: "to be among the best countries in the world by 2021", the UAE Government, has identified the following enablers:

- Skilled Human Capital
- Customer-Centric Service
- Efficient Financial Management
- Good Institutional Governance
- Dynamic Government Networks
- Effective Legislative Process and Integrated Policy-Making
- Effective Government Communication

Future development of the 7 strategic pillars should be done by leveraging the value drivers mentioned above.

7 strategic pillars

1. Cohesive Society and Preserved Identity;
2. First-Rate Education System;
3. World-Class Healthcare;
4. Competitive Knowledge Economy;
5. Safe Public;
6. Fair Judiciary;
7. Sustainable Environment and Infrastructure;
8. Strong Global Standing.



Each strategic goal or pillar has its own innate Key Performance Indicators that will provide clarity on the UAE Government's progress towards meeting its targets. Performance scorecards are

available online, on a portal dedicated to the national strategy, as can be seen in the table below:

Index	Indicator	Definition	Source	Results	2021 Targets	Key Sponsor
1	Human Development Index	A composite indicator that measures the well-being of nations on (3) perspectives: age (life expectancy at birth), educational attainment (literacy and enrollment rate in primary, secondary and tertiary education), and the standard of living (GDP per capita)	United Nations Development Programme	Rank 41 (2015 Report)	Among the top 10 countries	Federal Competitiveness and Statistics Authority
2	Happiness Index	A composite indicator that measures an individual's assessment of their standards of living and life satisfaction, using a survey to assess the extent to which individuals feel happy and satisfied with their lives. It includes perspectives such as income level (GDP per capita), average healthy life expectancy, social support, generosity, absence of corruption, and freedom to make life choices.	United Nations Sustainable Development Solutions Network-Gallup World Pool	Rank 20 (2014 - 2015 Report)	Among the top 5 countries	Federal Competitiveness and Statistics Authority
3	National Identity Index	A composite indicator that measures the sense of belonging and national identity of citizens. (NKPI specific to UAE)	United Arab Emirates University	90,8% (2014)	100%	Ministry of Culture, Youth, and Community Development
4	Social Cohesion Index	A composite indicator that measures the level of national and social cohesion among the people in the UAE based on the following themes: family cohesion, education, culture, equality, justice, security, participation and national belonging (NKPI specific to UAE).	Higher Committee for National & Social Cohesion	86% (2013)	Work in Progress	Higher Committee for National and Social Cohesion
5	Family Cohesion Index	A composite indicator that measures the social bond between family members. Its main perspectives cover: relations between parents, parents' relations with children, relations among children, relations with bigger families, upbringing of new generations (NKPI specific to UAE)	Ministry of Social Affairs	86,4% (2013)	95%	Ministry of Social Affairs
6	Number of Olympic medals won	An indicator that measures the achievements and number of medals collected in the Olympic and Paralympic championships in various sports.	General Authority for Youth and Sports	13 (up to 2014)	20	General Authority of Youth and Sports

Sources: UAE Government (2015), Vision 2021, Available at <https://goo.gl/n36SJn>

The scorecard depicts both the target and the actual result for the KPI, but also the data source for each figure, to outline reliability of data.

Each pillar has between 5 and 12 KPIs associated with it, and various types of KPIs are used from complex indexes like # **Global Entrepreneurship and Development Index (GEDI)**, to process KPIs like # **Average response time to emergencies**, # **Time to obtain a loan / house** to simple measurements like # **Olympic medals won**.

Lessons to be learned

1. The resulting strategy, whether at the organizational or country level, should enable maximization of value drivers;
2. For each strategic objective, KPIs should be identified to keep track of progress against established targets;
3. Scorecards are valuable tools that provide structure to a performance management system and facilitate performance monitoring and reporting.

4. Transparency and communication between **governments** and **citizens** should be enhanced. The UAE's online platform, dedicated to conveying the national strategy, KPI targets and results is good practice in this sense;

5. Innovation right at the heart of a strategy plan is another common trend that we frequently notice nowadays. There is an increasing interest in stimulating and managing innovation more effectively, both in private organizations and the public sector. The UAE Government has a National Strategy for Innovation, which at the moment is targeting 7 sectors: **renewable energy, transportation, education, health, water, technology and space**. The initiatives to support innovation aim at providing supporting laws, institutions and education programs for this topic of interest, encouraging players in the private sector to develop research centers.

References:

UAE Cabinet (2015), Government Strategy, available at: <http://goo.gl/I8wxkT>

UAE Government (2015), Vision 2021, available at: <http://www.vision2021.ae/en>

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INTEGRATION



RIGOROUS STANDARDS



SUPPORT

BEST-SELLING TOP KPIS REPORTS

> By functional areas

- Top 25 Procurement / Purchasing KPIs of 2011-2012
- Top 25 Information Technology KPIs of 2011-2012
- Top 25 Marketing KPIs of 2011-2012
- Top 25 Sales KPIs of 2011-2012

> By industry

- Top 25 Banking and Credit KPIs of 2011-2012
- Top 25 Academics Education KPIs of 2011-2012
- Top 25 Retail KPIs of 2011-2012
- Top 25 Oil and Gas KPIs of 2011-2012



Trends in search

Continuing the tradition of past years' Performance Management reports, in 2015 the same tool, Google Trends, was employed to obtain graphic representation of the keyword search operations performed on Google's search engine. The data exposed below represents the level of interest for certain selected key words within the 2004 – 2015 timeframe.

To complete the information displayed by Google search trends, the "Performance Management in 2015" report also regards the countries that registered the highest number of searches per employed keyword. Thus, while "Performance Management" has the highest number of searches in Kenya, "Analytics" was the term with the highest interest rates in The Netherlands.

At Organizational level, the search for Strategy Execution has known the highest rate of interest based on number of searches. If, up until 2007, interest levels were almost inexistent, after 2007 searches for this concept boomed and levels remained high even after 2015. The opposite side of the spectrum, with the most downward trend, is experienced by searches for "Performance Management", which reached its lowest levels after 2015. This is acceptable since the domain has expanded considerably and interests shifted from general terms, such as this, to more specific aspects of Performance Management.

At operational levels, several trends have been experiencing a continual ascension. Interests for "BI", "Analytics" and "KPI" have been rising steadily while the trend for "Operational Performance Management", which was close to zero until 2011,

has risen to its highest point after 2014. Downward trends have been registered for "Business Intelligence", "Metrics" and "Performance Measures". Mention must be made that, for "BI" (or "bi"), which also has other everyday meanings across several languages, the direction of the trend can be influenced by unrelated searches. However, this influence is limited, as unrelated searches are more likely to be stable over time.

At individual level, upward trends have been registered for "Individual Performance Management" and "Performance Management Plan". While the latter has been on a continual rise since 2007, the former has been rising mostly since 2011. Trends that are losing interest in searches are "Employee Evaluation," "Performance Appraisal," "Performance Criteria," and, lastly, "Performance Evaluation."

Trends in Organizational Performance Management

Figure: Google Search trends for "Performance Management" for the period 2004-2015

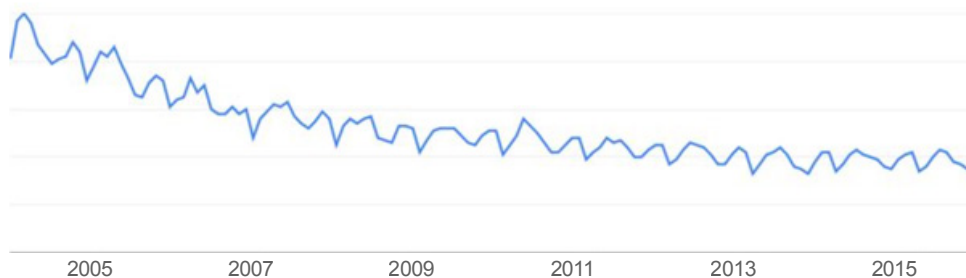


Figure: Regional interest for Google Search trends for "Performance Management"



Figure: Google Search trends for **“Business Performance Management”** for the period 2004-2015

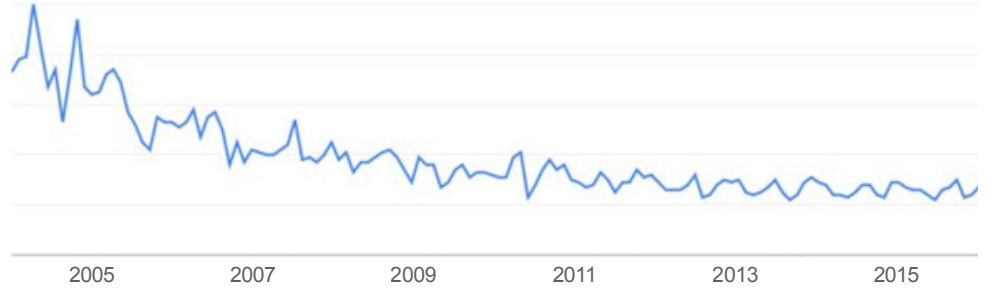


Figure: Regional interest for Google Search trends for **“Business Performance Management”**



Figure: Google Search trends for **“Corporate Performance Management”** for the period 2004-2015

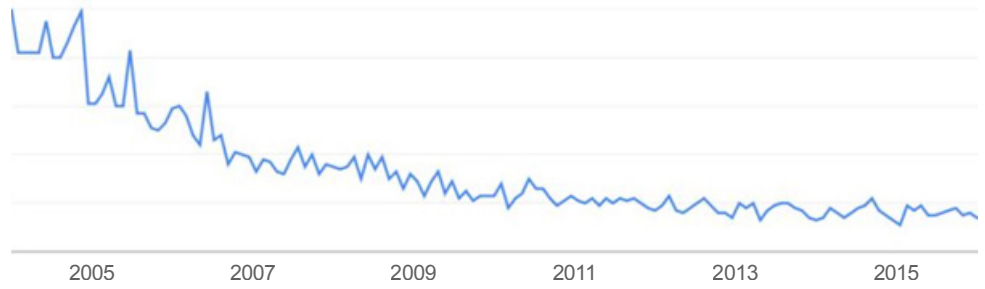


Figure: Regional interest for Google Search trends for **“Corporate Performance Management”**



Trends in Organizational Performance Management

Figure: Google Search trends for “Enterprise Performance Management” for the period 2004-2015

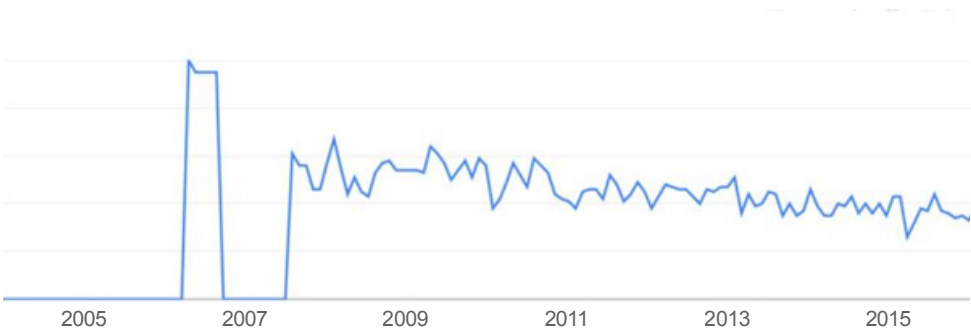


Figure: Regional interest for Google Search trends for “Enterprise Performance Management”



Figure: Google Search trends for “Performance Management System” for the period 2004-2015

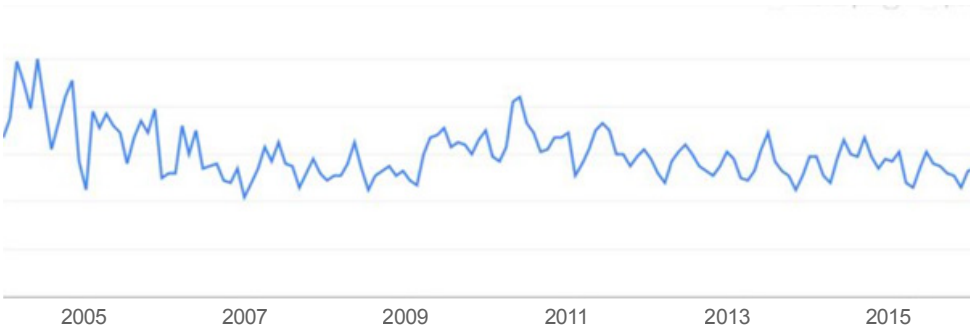


Figure: Regional interest for Google Search trends for “Performance Management System”



Figure: Google Search trends for **“Strategy Management”** for the period 2004-2015

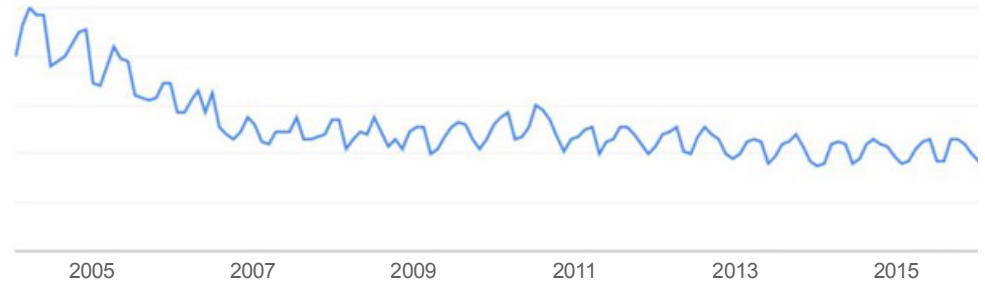


Figure: Regional interest for Google Search trends for **“Strategy Management”**



Figure: Google Search trends for **“Strategy Implementation”** for the period 2004-2014

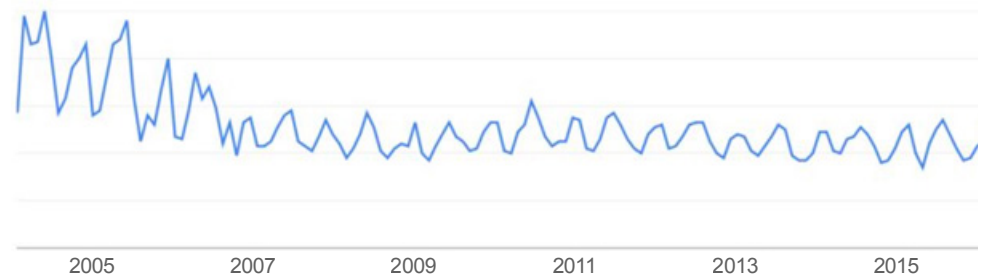


Figure: Regional interest for Google Search trends for **“Strategy Implementation”**



Figure: Google Search trends for “**Strategy Execution**” for the period 2004-2015

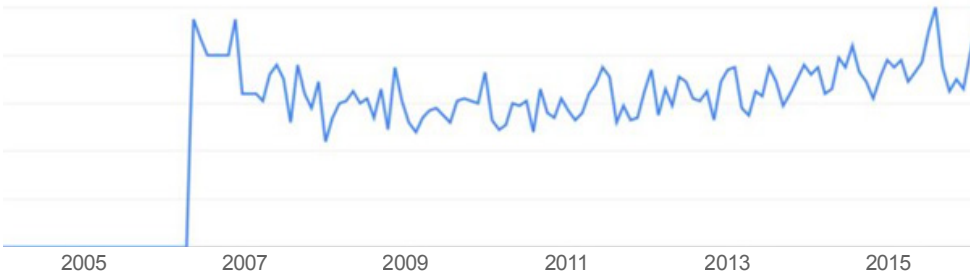


Figure: Regional interest for Google Search trends for “**Strategy Execution**”



Figure: Google Search trends for “**Strategic Performance Management**” for the period 2004-2015

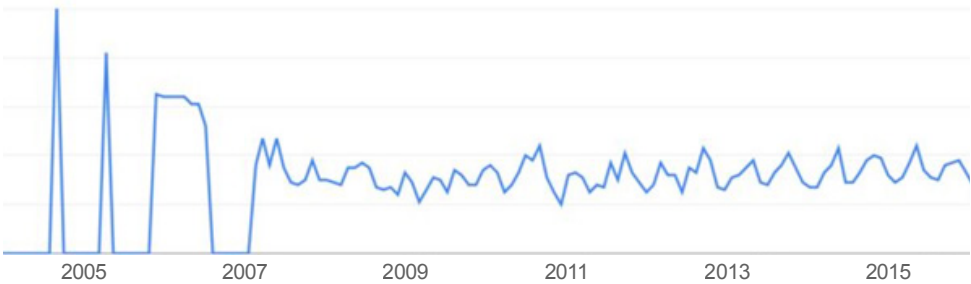


Figure: Regional interest for Google Search trends for “**Strategic Performance Management**”



Figure: Google Search trends for “Balanced Scorecard” for the period 2004-2015

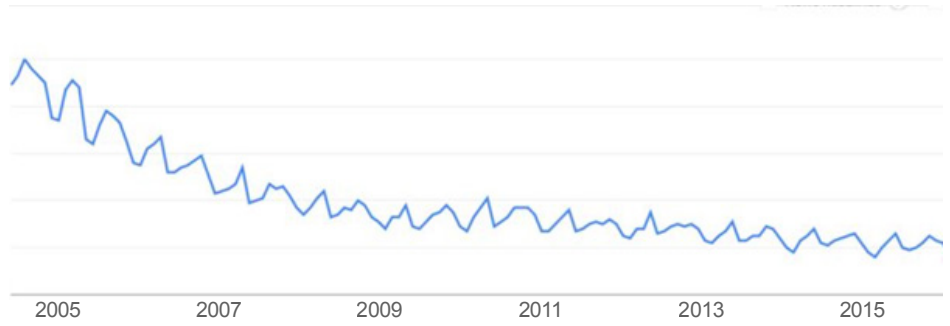


Figure: Regional interest for Google Search trends for “Balanced Scorecard”



Trends in Operational Performance Management

Figure: Google Search trends for “Analytics” for the period 2004-2015

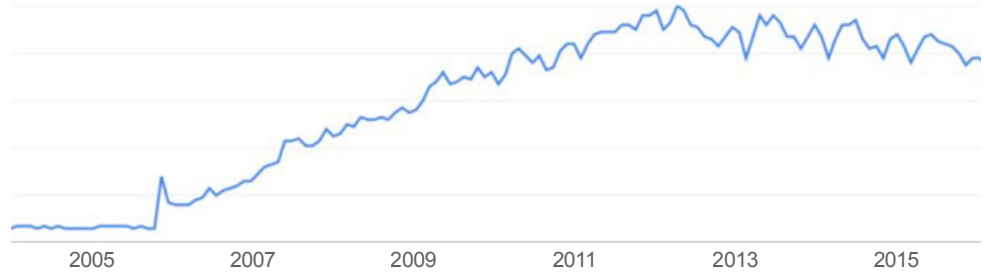


Figure: Regional interest for Google Search trends for “Analytics”



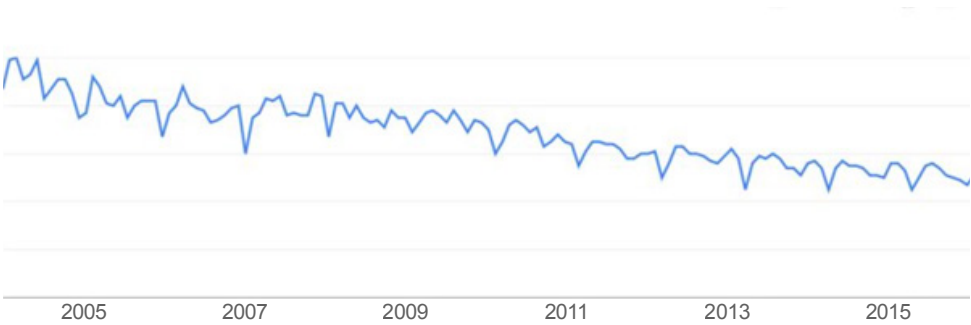


Figure: Google Search trends for “**Business Intelligence**” for the period 2004-2015



Figure: Regional interest for Google Search trends for “**Business Intelligence**”

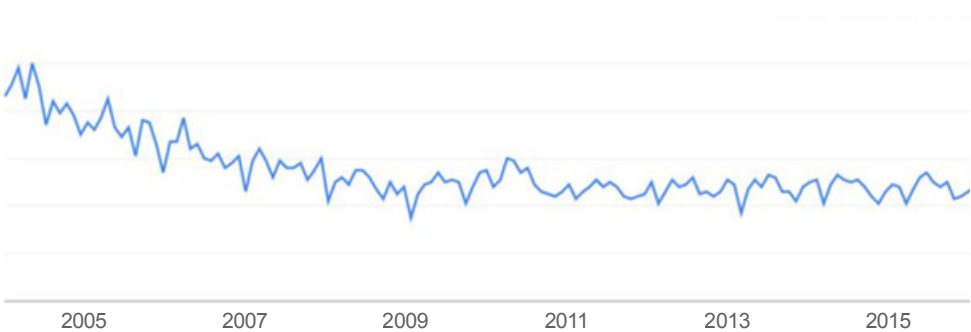


Figure: Google Search trends for “**Key Performance Indicators**” for the period 2004-2015



Figure: Regional interest for Google Search trends for “**Key Performance Indicators**”

Figure: Google Search trends for “KPI” for the period 2004-2015

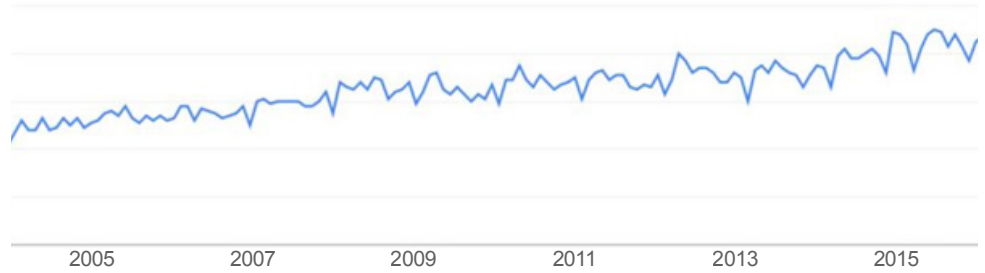


Figure: Regional interest for Google Search trends for “KPI”



Figure: Google Search trends for “Performance Measures” for the period 2004-2015

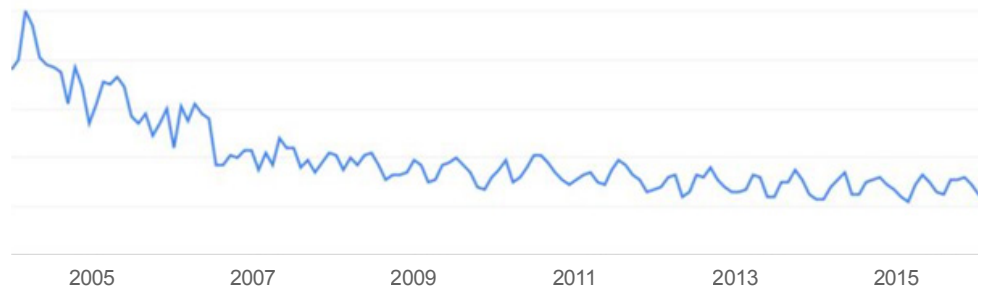


Figure: Regional interest for Google Search trends for “Performance Measures”



Figure: Google Search trends for “Operational Performance Management” for the period 2004-2015

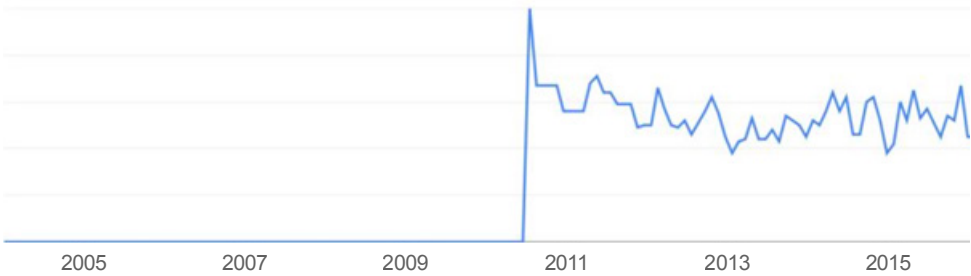


Figure: Regional interest for Google Search trends for “Operational Performance Management”
Not enough search volume to show results.

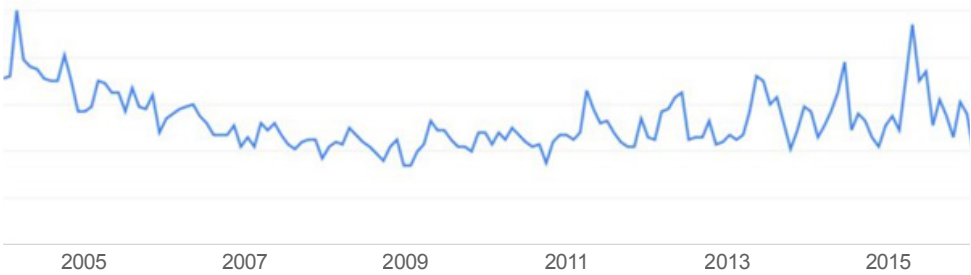


Figure: Google Search trends for “Scorecard” for the period 2004-2015

Figure: Regional interest for Google Search trends for “Scorecard”



Figure: Google Search trends for “Dashboard” for the period 2004-2015

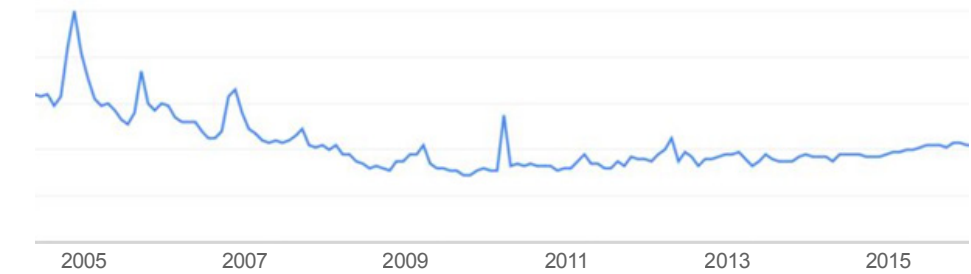


Figure: Regional interest for Google Search trends for “Dashboard”



Trends in Individual Performance Management

Figure: Google Search trends for “Individual Performance Management” for the period 2004-2015

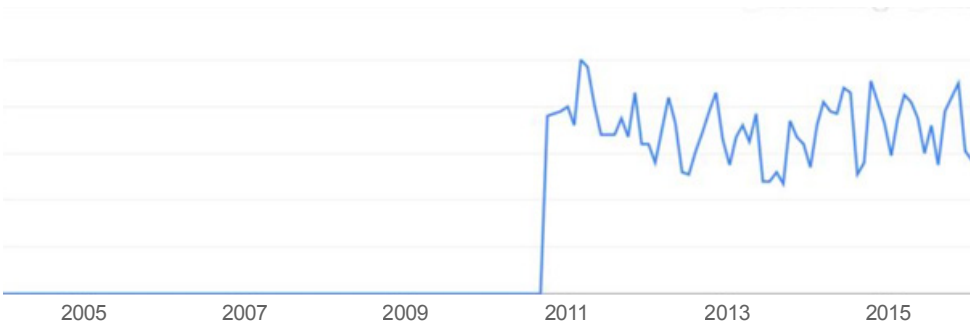


Figure: Regional interest for Google Search trends for “Individual Performance Management”



Figure: Google Search trends for “Individual Performance Plan” for the period 2004-2015

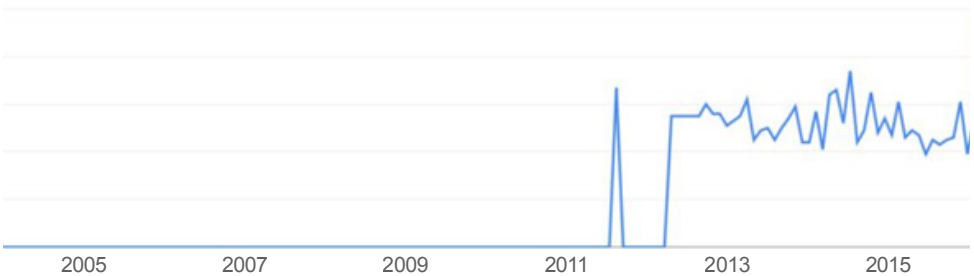


Figure: Regional interest for Google Search trends for “Individual Performance Plan”



Figure: Google Search trends for “Employee Performance Management” for the period 2004-2015

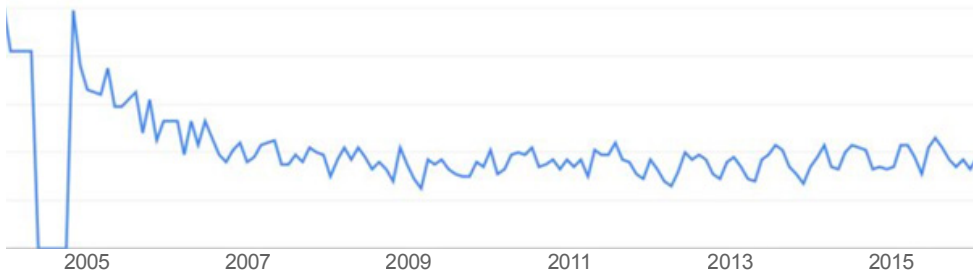


Figure: Regional interest for Google Search trends for “Employee Performance Management”



Figure: Google Search trends for “Employee Performance” for the period 2004-2015

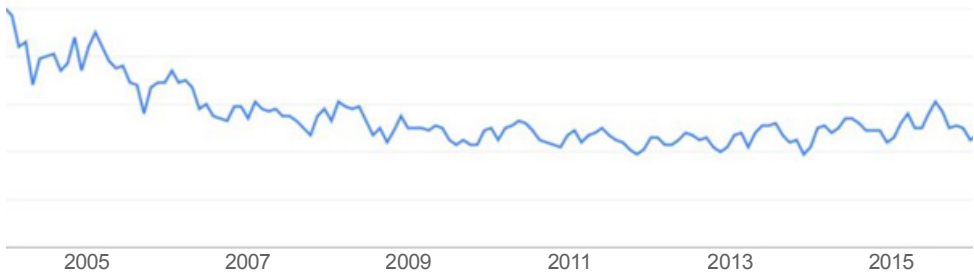


Figure: Regional interest for Google Search trends for “Employee Performance”



Figure: Google Search trends for “Employee Evaluation” for the period 2004-2015

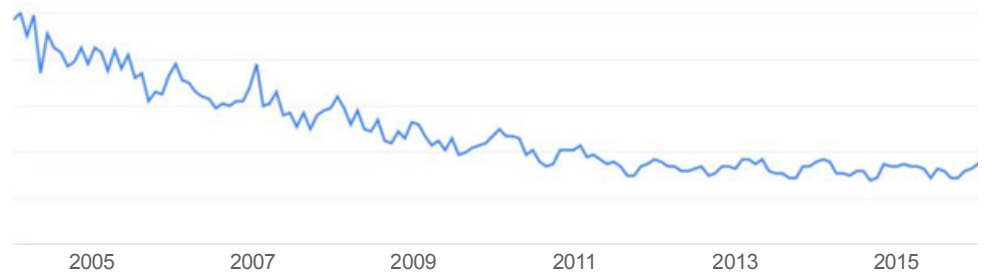


Figure: Regional interest for Google Search trends for “Employee Evaluation”



Figure: Google Search trends for “Performance Appraisal” for the period 2004-2015

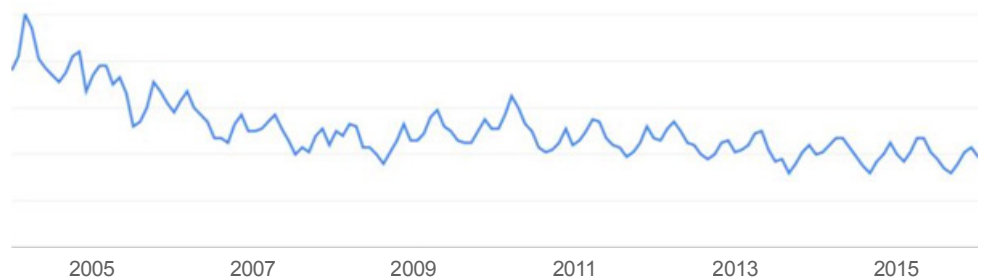


Figure: Regional interest for Google Search trends for “Performance Appraisal”



Figure: Google Search trends for “Performance Criteria” for the period 2004-2015

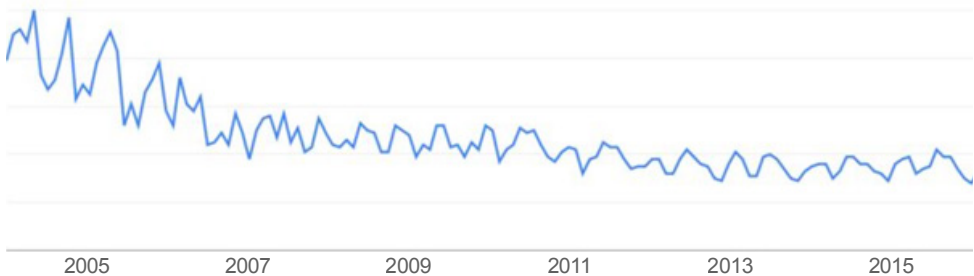


Figure: Regional interest for Google Search trends for “Performance Criteria”



Figure: Google Search trends for “Performance Evaluation” for the period 2004-2015

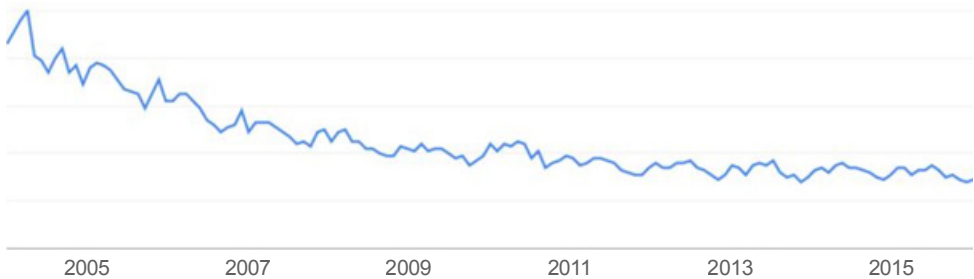


Figure: Regional interest for Google Search trends for **“Performance Evaluation”**



Figure: Google Search trends for **“Performance Review”** for the period 2004-2015

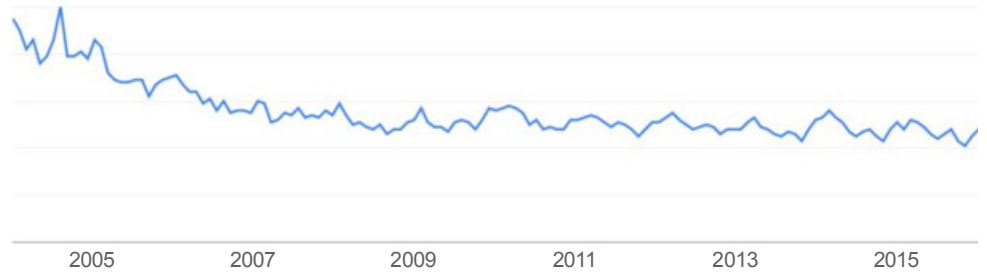


Figure: Regional interest for Google Search trends for **“Performance Review”**



Figure: Google Search trends for **“Performance Management Plan”** for the period 2004-2015

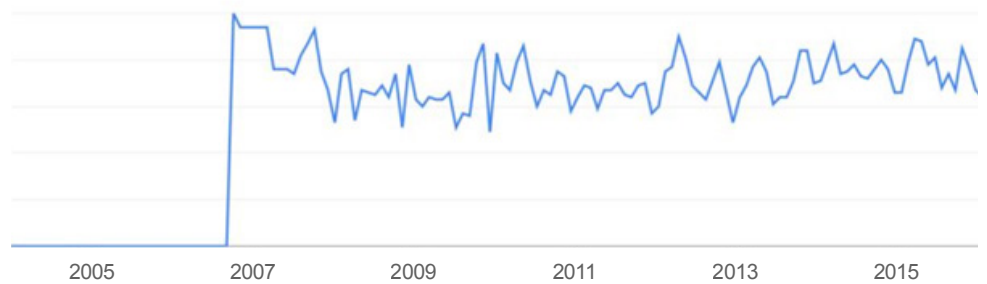


Figure: Regional interest for Google Search trends for **“Performance Management Plan”**



2015 STATISTICS

The popularity of Performance Management and its components in 2015 was also assessed by analyzing the Average Monthly Searches of performance related keywords, throughout the 2015-2016 period. This section was created by using Google Keyword Planner and it shows the months certain selected keywords in the field registered the highest number of searches. Because the statistics were compiled in January, 2016, the results provided are highly accurate.

Graphics were generated for all levels, from organizational, to operational and individual. The overall trend for searches, at all levels, revealed that the periods with the highest number of searches were the first and last months of 2015, while the summer months, namely July and August, registered the lowest level of searches.

Within each category, some of the keywords were more popular in searches than other. Thus, at the organizational level, “Balanced

Scorecard” was the highest searched term, with a monthly average of over 110,000 searches.

At the operational level, “BI” and “Analytics” both registered high number, the former close to 550,000 monthly searches while the latter 2,240,000 searches. In the Individual performance category, “Performance Appraisal” and “Performance Review” were the most searched for items, with an average of monthly searches between 40,500 and 12,100.

Average monthly searches for Organizational Performance Management

Keyword	Average Monthly Searches
Balanced Scorecard	110,000
Performance Management	40,500
Performance Management System	6,600
Strategy Implementation	2,900
Strategy Management	2,400
Enterprise Performance Management	1,600
Corporate Performance Management	1,600
Business Performance Management	1,000
Strategy Execution	1,000
Strategic Performance Management	390

Table: Search volumes for Performance Management – Organizational level keywords

Figure: Monthly searches in 2015 for “Balanced Scorecard”

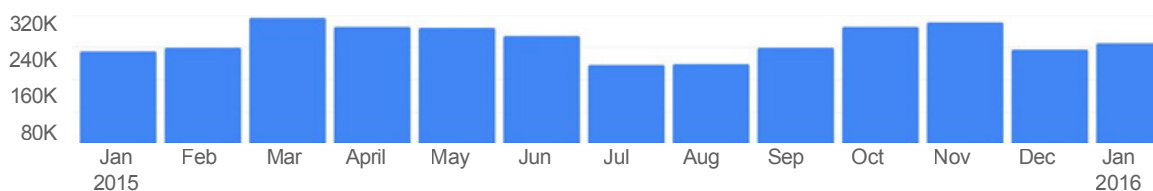


Figure: Monthly searches in 2015 for “Performance Management System”

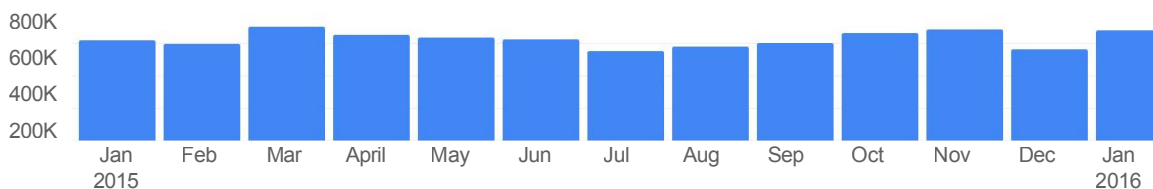


Figure: Monthly searches in 2015 for “Performance Management System”



Figure: Monthly searches in 2015 for “Strategy Implementation”

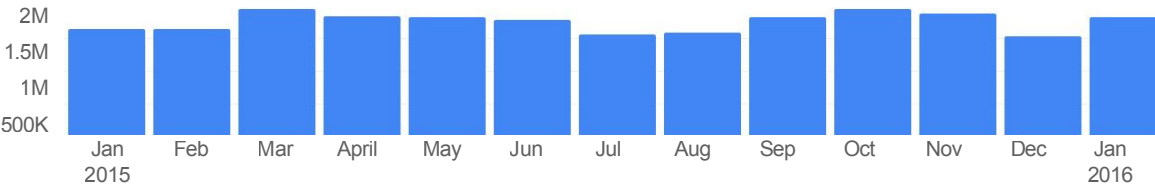


Figure: Monthly searches in 2015 for “Strategy Management”

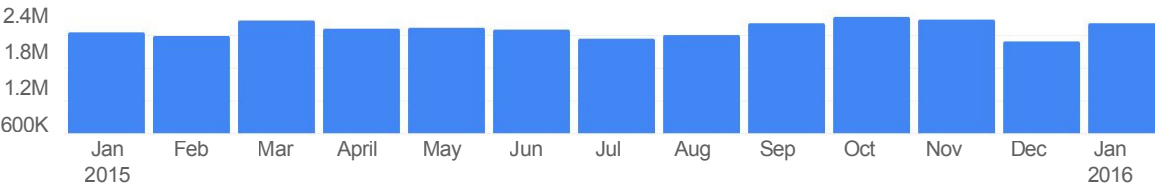


Figure: Monthly searches in 2015 for “Enterprise Performance Management”

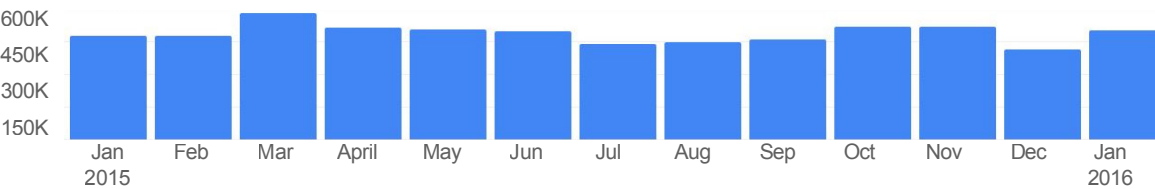


Figure: Monthly searches in 2015 for “Corporate Performance Management”

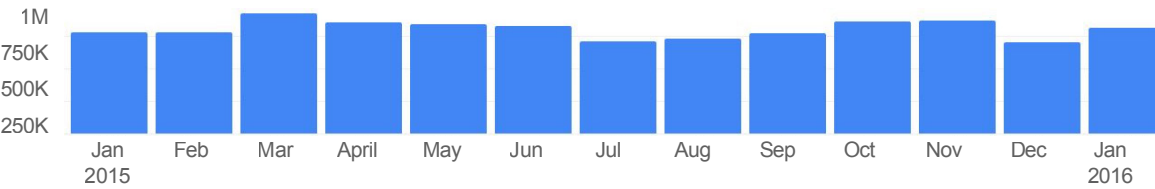


Figure: Monthly searches in 2015 for “Business Performance Management”

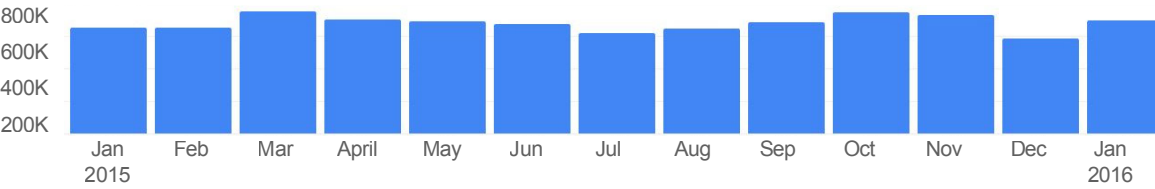


Figure: Monthly searches in 2015 for “Strategy Execution”

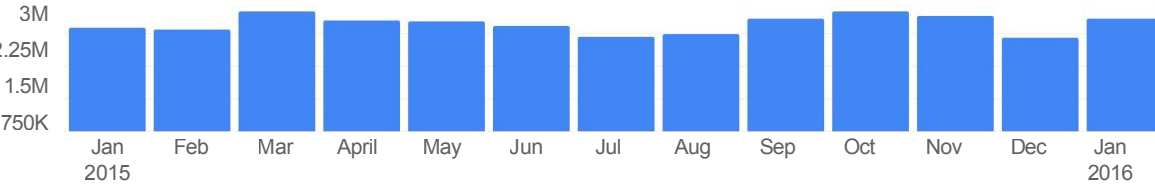


Figure: Monthly searches in 2015 for “Strategic Performance Management”



Average monthly searches for Operational Performance Management

Keyword	Average Monthly Searches
Analytics	2,240,000
BI	550,000
KPI	368,000
Dashboard	301,000
Business Intelligence	110,000
Scorecard	74,000
Metrics	33,100
Key Performance Indicators	27,100
Performance Measures	1,900
Operational Performance Management	110

Table: Search volumes for Performance Management – Operational level keywords

Figure: Monthly searches in 2015 for “Analytics”

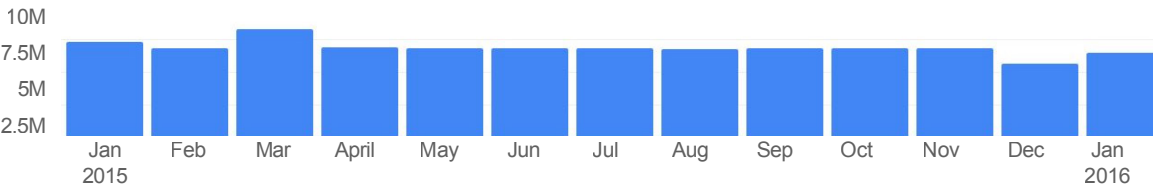


Figure: Monthly searches in 2015 for “BI”

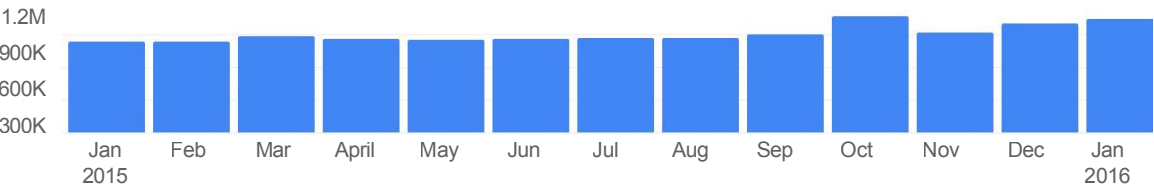


Figure: Monthly searches in 2015 for “KPI”

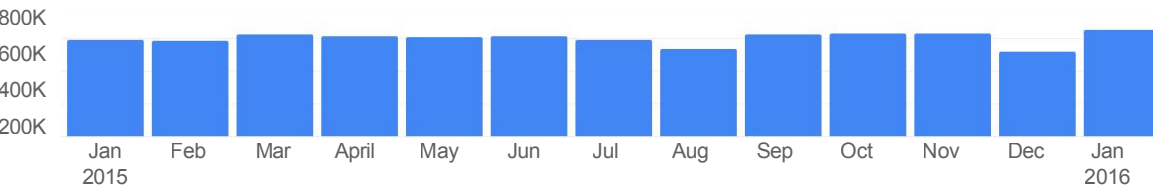


Figure: Monthly searches in 2015 for “Dashboard”

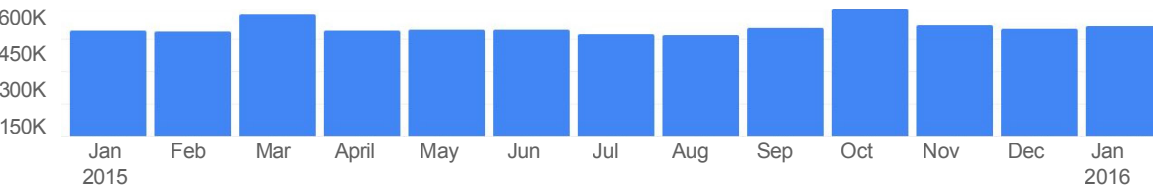


Figure: Monthly searches in 2015 for “Business Intelligence”

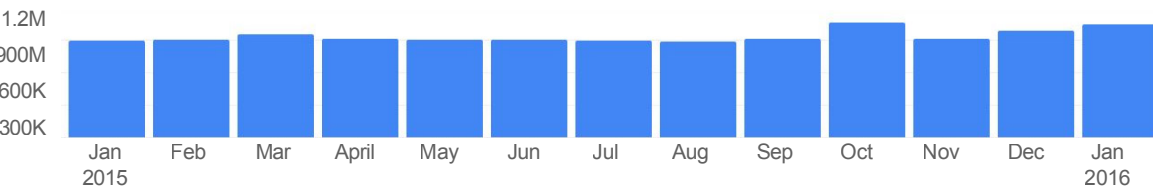


Figure: Monthly searches in 2015 for “Scorecard”



Figure: Monthly searches in 2015 for “Metrics”



Figure: Monthly searches in 2015 for “Key Performance Indicators”

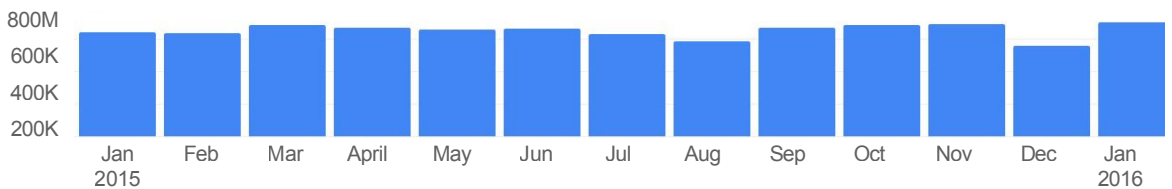


Figure: Monthly searches in 2015 for “Performance Measures”

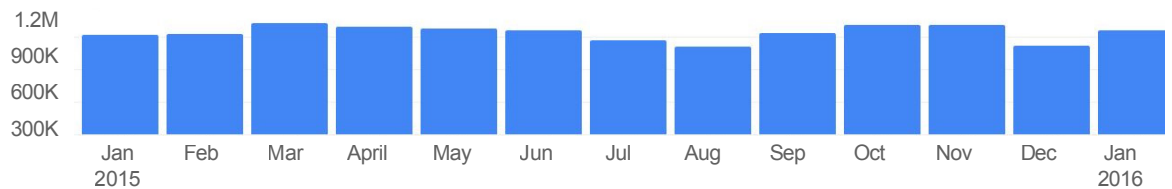
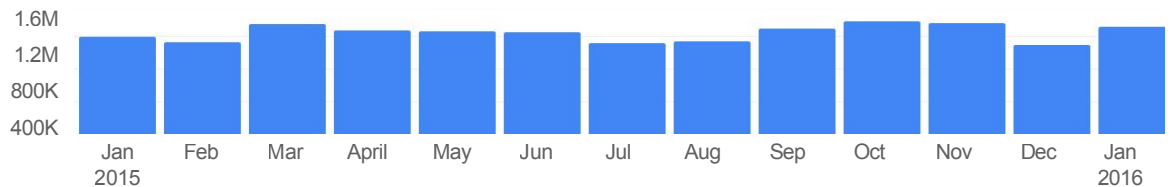


Figure: Monthly searches in 2015 for “Operational Performance Management”



“ Business, more than any other occupation, is a continual dealing with the future; it is a continual calculation, an instinctive exercise in foresight. ”

Henry R. Luce

Average monthly searches for Operational Performance Management

Keyword	Average Monthly Searches
Analytics	2,240,000
BI	550,000
KPI	368,000
Dashboard	301,000
Business Intelligence	110,000
Scorecard	74,000
Metrics	33,100
Key Performance Indicators	27,100
Performance Measures	1,900
Operational Performance Management	110

Table: Search volumes for Performance Management – Individual level keywords

Figure: Monthly searches in 2015 for “Performance Appraisal”



Figure: Monthly searches in 2015 for “Performance Review”

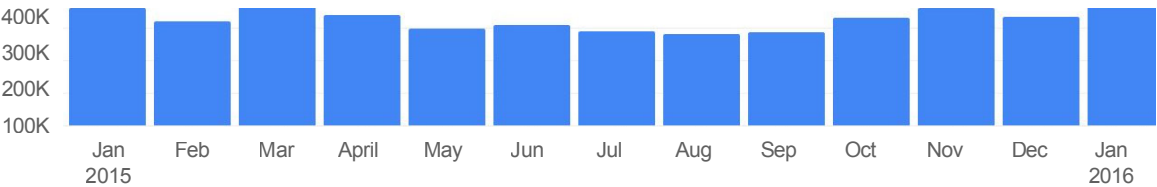


Figure: Monthly searches in 2015 for “Performance Evaluation”



Figure: Monthly searches in 2015 for “Employee Evaluation”



Figure: Monthly searches in 2015 for “Employee Performance”



Figure: Monthly searches in 2015 for “Performance Management Plan”

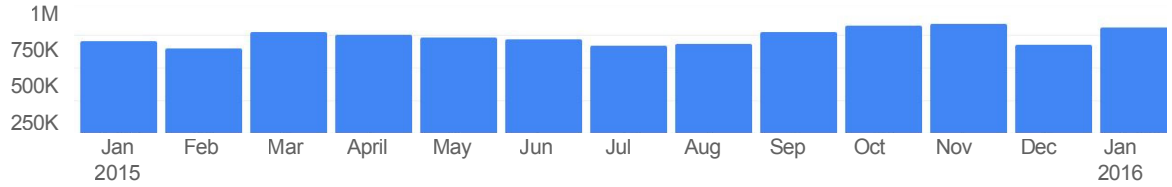


Figure: Monthly searches in 2015 for “Performance Criteria”



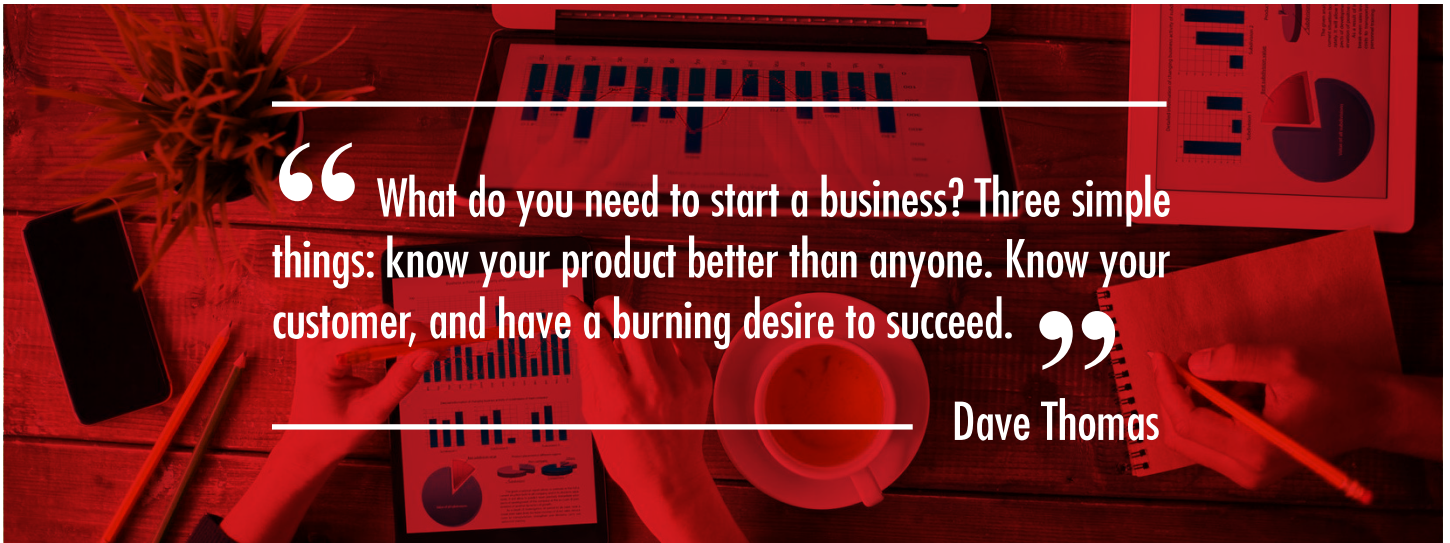
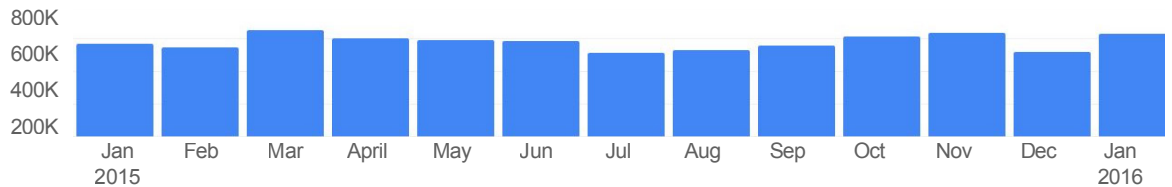
Figure: Monthly searches in 2015 for “Employee Performance Management”



Figure: Monthly searches in 2015 for “Individual Performance Plan”



Figure: Monthly searches in 2015 for “Individual Performance Management”



“ What do you need to start a business? Three simple things: know your product better than anyone. Know your customer, and have a burning desire to succeed. ”

Dave Thomas

SCHEDULED COURSES IN 2016

First Half of a Year-long Training Program		
United States	City	Date
Certified KPI Professional	Perth	18 - 20 May
	Washington D.C.	22 - 24 Jun
	Las Vegas	27 - 29 Jun
	Santiago	21 - 23 Sep
Africa	City	Date
Certified KPI Professional	Cape Town	17 - 19 Oct
Southeast Asia	City	Date
Certified Strategy and Business Planning	Singapore	12 - 14 Sep
Certified KPI Professional	Hong Kong	1 - 3 Jun
Certified KPI Professional and Practitioner	Kuala Lumpur	15 - 19 Aug
Certified Performance Improvement Professional	Bangkok, Thailand	6 - 8 Jun
Certified Employee Performance Management	Kuala Lumpur	23 - 25 May
	Singapore	21 - 23 Sep
KPI Masterclass	May	30 - 31 May
Europe	City	Date
Certified KPI Professional	London, U.K	11 - 13 Jul
	Geneva	29 Aug - 1 Sep
	Warsaw	12 - 14 Sep
Middle East	City	Date
Certified Strategy and Business Planning	Riyadh, K.S.A	1 - 3 May
Certified KPI Professional	Cairo, Egypt	8 - 10 May
	Dubai	22 - 24 May
	Dubai	18 - 20 Sep
Certified KPI Practitioner	Dubai	25 - 26 May
	Dubai	21 - 22 Sep
Certified KPI Professional and Practitioner	Jeddah, K.S.A	1 - 5 May
	Dubai	22 - 26 May
	Riyhad	14 - 18 Aug
	Dubai	18 - 22 Sep
Certified Performance Improvement Professional	Dubai	18 - 20 May
	Dubai	25 - 27 Sep
Certified Customer Service Performance Professional	Dubai	8 - 10 May
Certified Balanced Scorecard Professional	Riyadh, K.S.A	25 - 27 Sep
Certified Supplier Performance Professional	Dubai	8 - 10 May
KPI, Dashboard & Scorecard in Banking	Riyadh, K.S.A	8 - 9 May
KPI Masterclass	Teheran, Iran	24 - 25 May

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Certified Strategy and Business Planning Professional



The course will help improve the business planning process and long-term organizational performance, through the use of strategic planning tools that will ultimately lead to smarter and quicker strategic decisions.

Certified Data Analysis Professional



Attendants will understand through practical learning how to effectively collect, analyze and interpret data by enabling managers/ analysts to draw insights from both quantitative and qualitative data, based on historical statistics and trend analysis.

Certified KPI Professional and Practitioner



This program is meant to improve the practical skills in working with KPIs and developing instruments like scorecards and dashboards. Participants will acquire a sound framework to measure KPIs, starting from the moment they are selected, until results are collected in performance reports.

Certified Benchmarking Professional



Benchmarking methodological uniqueness is represented by the identification and analysis of the processes that lead to a superior performance of a company, offering the opportunity to compare an organization's performance against industry competitors.

Certified Performance Improvement Professional



This course offers insights and best practices for improving performance in different scenarios, from data analysis and reporting, decision making and initiative management, to building a performance culture.

Certified Supplier Performance Professional



Participants' skills in managing supplier performance and developing a strategic approach to procurement will be developed by enabling the identification of performance gaps and implementing action agreements with suppliers.

Certified Employee Performance Management Professional



Attendees will gain exposure to best practices and key concepts and will learn how to establish and use criteria for performance evaluations, from implementation to improvement and maintenance of the company's employee performance management system.

Certified Customer Service Performance Professional



Participants will not only understand the importance and implementation phases for the Customer Service Excellence standards, but they will be given the necessary tools to implement it internally and measure its impact externally.

Certified Personal Performance Professional



The two-day interactive program will help you understand personal performance, by explaining the benefits and clarifying the process of measuring it. It focuses on identifying ways to boost your performance outside working hours.

Certified Innovation Performance Professional



This course provides an interactive practice-based learning environment, focusing on best practices for developing and maintaining an innovation-oriented organizational culture within organizations.

Certified Data Visualization Professional



An exclusive framework that provides insights on effective visual communication, through a rigorous approach to creating visual representations of vast information, techniques of standardization and tailored data visualization tools.

Certified Balanced Scorecard Management System Professional



The course focuses on delivering all the information needed to fully comprehend the value of the Balanced Scorecard, as well as on developing the necessary skills for a successful implementation.

EDUCATIONAL PROGRAMS

The following section is dedicated to university degrees and specific courses on performance management and several other neighboring subjects. The selection encloses prestigious universities from all continents, together with the degrees they offer for specialized management courses and educational tuition fees.

Thus, the first table encompasses universities which offer degrees in Performance, Strategic Management, Business Information Management and others, alongside their relevant curriculums and program costs.

In Europe there is at least one university in every major country that offers both undergraduate and postgraduate studies in this field.

The HEC Management School, pertaining to Liege University of Belgium, has master's degree in Management and Business Engineering, France's Ecole Supérieure de Commerce has a Specialized Master in Management Control and Business Performance and the UK, through Aston University, has the Master of Operational Research & Performance Management degree.

North America has its Stern School of Business from New York University, which offers the Risk Management for Executives diploma. In the Middle East, the United Arab Emirates University has a detailed MBA which includes courses regarding Advanced Risk Management, Performance and Rewards Management and Organizational

Excellence Modelling. In Asia, the Peking University offers both an International and an Executive MBA. In Australia, the University of Adelaide has a Master of Commerce or Performance Management and, lastly, Africa offers MBA degrees from the University of Cape Town, Africa University and the North-West University.

The second table is focused not on university degrees but on Performance Management or Strategic Management courses. Once more, there is an extended number of universities worldwide which offer such courses, from UK's Cambridge University, to USA's Harvard, Australia's Adelaide University, the Chinese University of Hong Kong, the Qatar University in the Middle East or the University of Cape Town in Africa.

University name	Region	Country	Degree	Related subjects/topics	Duration	Cost (fee per year)
American University in Cairo	Africa	Egypt	Executive MBA	<ul style="list-style-type: none"> • Managerial Economics • Strategic Accounting • Financial Management • Corporate Financial Management • Talent Management, Coaching and Mentoring • Leadership and Management • Innovation and Creating The Best Practices of Tomorrow • Global Supply Chain Management and Operational Excellence • Negotiation and Conflict Management • Entrepreneurial Management 	15 months	USD \$ 45,000
Ghana Institute of Management and Public Administration	Africa	Ghana	Executive MBA	<ul style="list-style-type: none"> • Corporate Leadership • Environment of Business • Economics of Strategy • Ethics, Social Responsibility & Governance • Financial Management • Management Information Systems • Managerial Practice • Organisational Behaviour • Operations and Project Management • Strategic HRM • Strategic Management 	2 years	USD \$ 8,650

University name	Region	Country	Degree	Related subjects/topics	Duration	Cost (fee per year)
KNUST School of Business	Africa	Ghana	MBA & EMBA (Management & Organizational Development)	<ul style="list-style-type: none"> • Management Accounting • Quantitative Analysis • Business Economics • Leadership and Organizational Behaviour • Human Resource Management • Operations Management • Marketing Management • Corporate Finance • Research Methods • MIS & E-Business 	24 months	N/A
Graduate School of Business - University of KwaZulu-Nata	Africa	South Africa	Master of Commerce in Leadership Studies	<ul style="list-style-type: none"> • Leadership in Social Partnership Contexts • Leadership and Corporate Citizenship • Leadership, Local Government and Local Economic Development • Leadership and Learning in Organisations • Leadership and Strategic Development • Leadership and Whole Systems Change • Modelling and Managing Complex Social Systems • Leading and Managing Transformational Change • Comparative Philosophies and Traditions of Leadership • Leadership, Organisational Ecology and Sustainability • Leadership and Transformative Learning • Leadership, Group Intelligence and Creativity • Leadership, Value Systems and Change 	12 months (full-time)	N/A
					24 months (part-time)	
Graduate School of Business Leadership, University of South Africa	Africa	South Africa	Master of Business Leadership	<ul style="list-style-type: none"> • Human Resource Management and Employment Relations • Operations Management • Marketing Management • Financial and Management Accounting • Strategic Management • Economics and the Global Business Environment • Leadership and Organisational Dynamics • Strategic Financial Management • Strategy Dynamics and International Business • Information Resource Management • Business Research • Business Ethics 	3 years	USD \$ 2,973

University name	Region	Country	Degree	Related subjects/topics	Duration	Cost (fee per year)
University of Cape Town	Africa	South Africa	Masters in Business Administration	<ul style="list-style-type: none"> • Complexity, Organisation and Values • Evidence-Based Practice • Markets in Emerging Countries • Business, Government and Society • Leadership and Personal Development • Economics for Business • Organisational Behaviour and People Management • Operations Management • Strategy 	24 months	USD \$ 23,017
University of Johannesburg	Africa	South Africa	Master of Commerce Leadership in Performance and Change	<ul style="list-style-type: none"> • Management of human capital • Strategic organisational performance • People strategy • Systems thinking in change • Visionary leadership and change management 	1 year (full-time) Up to 3 years part time	N/A
University of Pretoria	Africa	South Africa	Programme for Management Development	<ul style="list-style-type: none"> • The Business Environment • People and Performance Management • Effective Execution • Value-Based Innovation • Operational Effectiveness • Business Strategy for Managers • Business Finance for Managers 	10 months	USD \$ 3,716
University of Stellenbosch	Africa	South Africa	Postgraduate Diploma in Leadership Development	<ul style="list-style-type: none"> • High-performance Personal Authentic Leadership • High-impact Leadership and Teaming • Creating and Leading High-performance Organisational Culture • Multiculturalism, Transformation and Competitiveness • Strategy as the Art of Execution • The Role of Business in Society • Growth and Application of Personal Authentic Leadership 	12 months	USD \$ 8,213
Africa University, Faculty of Management and Administration	Africa	Zimbabwe	Master of Public Sector Management (MPSM)	<ul style="list-style-type: none"> • Public Sector Management in Africa • Public Policy Formulation, Evaluation and Management • Governance and Leadership • Strategic Planning and Leadership • Programme and Public Management • Performance Management • Diplomacy and Negotiation • Conflict Management and Post Conflict Reconstruction 	12 months	N/A

University name	Region	Country	Degree	Related subjects/topics	Duration	Cost (fee per year)
Cheung Kong Graduate School of Business	Asia	China	MBA	<ul style="list-style-type: none"> • Mananagerial Economics • Leadership • Organisational Behaviour • Operations Management • Strategic Management • Business Ethics • Corporate Finance • Business Simulation • Operations Strategy 	14 months	USD \$ 61,446
China Europe International Business School	Asia	China	MBA	<ul style="list-style-type: none"> • Strategic Management • Entrepreneurial Management • Chinese Economic Reform • Statistics for Managerial Decision Making • Operations Management • Corporate Finance • Organisational Behaviour • Responsible Leadership and Governance 	18 months	USD \$ 59,902
Guanghua School of Management	Asia	China	Master in Business Administration	<ul style="list-style-type: none"> • Eastern versus Western Culture • Organizational Behavior • Decision Making and Operations Management • Strategy Management • Business Beyond Profits • Marketing Management • Managerial Economics 	2 years	USD \$ 15,900
The Hong Kong University of Science and Technology	Asia	Hong Kong	Master in Business Administration	<ul style="list-style-type: none"> • Preparing to Lead • Data Analysis • Information and Technology Management • Management of Organisations • Operations Management • Strategic Management 	12 months	USD \$ 69,900
Indian Institute of Management Bangalore	Asia	India	Post Graduate Programme in Enterprise Management	<ul style="list-style-type: none"> • Strategic Thinking and Decision Making • Strategic Management of Technology and Innovation • Creating High Performance Organisations • Leading Change and Organisational Renewal • Operations Strategy • Business Data Mining and Decision Models • Strategic Information Systems • Management Control Systems • Social Network Analysis for Managerial Leadership 	22 months	N/A

University name	Region	Country	Degree	Related subjects/topics	Duration	Cost (fee per year)
Binus University Business School	Asia	Indonesia	MM Executive in Strategic Management	<ul style="list-style-type: none"> • Corporate Finance • Marketing Management • Research Methods • Design Thinking for Leaders • Corporate and Business Strategy • Leadership and Organisational Behaviour • Innovation and Knowledge Economy • Managing Organisational Change • Strategies for Growth and Value Creation 	24 months	USD \$ 353/credit
Nagoya University of Commerce & Business	Asia	Japan	Global MBA	<ul style="list-style-type: none"> • Strategic Thinking • Business Presentation & Negotiation • Innovation of Learning Organization • Internal Control System & Risk Management • Strategic Change Management • Technology & Operations Management • Strategic Store & Channel Management • Organizational Behavior & Leadership • Designing Organizations • Corporate Governance • Strategic Business Planning • Corporate Mission & Strategy • Orchestrating Winning Performance 	24 months	USD \$ 19,879
Asian Institute of Management	Asia	Philippines	Master in Development Management	<ul style="list-style-type: none"> • Analyzing The Development Environment • Budgeting and Financial Tools for Development Managers • Bridging Leadership • Operations Management in Development • Systems Thinking • Strategic Management in Development • Performance Management System • Strategic Negotiation and Conflict Management 	11 months	USD \$ 13,260
National University of Singapore Business School	Asia	Singapore	MBA	<ul style="list-style-type: none"> • Analytics for Managers • Corporate Strategy • Managerial Economics • Management Practicum • Management Accounting • Managing Operations • Management and Organisations • Leadership in Organisations • Management Communication • Management and Organisation • Strategy and Policy 	17 months	USD \$ 45,601

University name	Region	Country	Degree	Related subjects/topics	Duration	Cost (fee per year)
Solvay Brussels School of Economics and Management	Asia	Vietnam	Master in Business Quality & Performance Management	<ul style="list-style-type: none"> • Strategy and business environment • Quality Management Systems • Total Quality and integrated systems Economic Intelligence and Knowledge Management • Sustainable development • Human Resource Management for quality and performance • Innovation Management 		USD \$ 44,83
Vienna University of Economics and Business	Europe	Austria	MBA Performance Management	<ul style="list-style-type: none"> • Strategic performance management • Corporate governance • Corporate planning and reporting • Profitability and cost management • Corporate and Business Strategies 	18 months	USD \$ 33,822
Aarhus University	Europe	Denmark	M.Sc. Economics and Business Administration - Strategy, Organisation and Leadership	<ul style="list-style-type: none"> • Organizational Change and Development • Strategy and Business Development • Leadership • Human Resource Management and Development • Organisational Theory: Structure and Behaviour 	24 months	Free (EEA) USD \$ 11,274 (Non-EEA)
EDHEC Business School	Europe	France	MSc in Strategy and Organization Consultancy	<ul style="list-style-type: none"> • Organizational Performance Assessment • Change Management • Ethics & Corporate Social Responsibility • Strategy & Business Modelling • Strategic Analysis • Operations Management • Risk Management 	12 months	USD \$ 20,293
ESCP Europe Business School	Europe	France	Master Sc. Business Performance Management	<ul style="list-style-type: none"> • Balanced Scorecard • Advanced management control • Supply chain • Management performance • Advanced management control • Cost control and analysis • Supply chain • Financial analysis • Negotiation • Management control in HR 	12 months	USD \$ 18,940

University name	Region	Country	Degree	Related subjects/topics	Duration	Cost (fee per year)
Berlin School of Economics and Law	Europe	Germany	Master in International Strategic Management	<ul style="list-style-type: none"> • International Project Management • Global Strategic Management • International Supply Chain Management • Strategic Performance Management • Innovation and Technology Management • International Strategy Project 	15 months (3 sem)	N/A
Università Bocconi	Europe	Italy	MSc in Economics and Management of Government and International Organizations	<ul style="list-style-type: none"> • Strategic public management • Policy analysis and evaluation • Public accounting and performance management • Politics and policy making 	24 months	USD \$ 13,529
Stockholm Business School	Europe	Sweden	Master in Operations Management and Control	<ul style="list-style-type: none"> • Production management and services delivery • Management control and financial analysis • Performance management • Project leadership and change management • Qualitative Research 	24 months (4 semesters)	Free (EEA) USD \$ 11,049 (Non-EEA)
Tilburg University	Europe	The Netherlands	Master of Management and Organization	<ul style="list-style-type: none"> • Business Research Methods and Techniques • Strategic Management • Business Performance Management • Organization Dynamics 	15 months	USD \$ 33,258
Aston University	Europe	UK	M.Sc. Operational Research and Performance Management	<ul style="list-style-type: none"> • Performance Measurement in Practice • Advanced Performance Measurement • Operational Research Methods • Effective Management Consultancy • Statistical & Econometric Analysis • Data Mining & Business Intelligence 	12 months	USD \$ 19,157 (Non-EEA) USD \$ 13,126 (EEA)
Heriot-Watt University	Europe	UK	International Business Management with Performance Management MSc	<ul style="list-style-type: none"> • International Business Context • Competitive Strategy • Measuring and Managing Performance • Business Economics • Research Philosophy and Practice • Systems Thinking and Analysis 	12 months (full-time) 24 months (part-time)	Depends on the country

University name	Region	Country	Degree	Related subjects/topics	Duration	Cost (fee per year)
London Business School	Europe	UK	Masters in Leadership and Strategy	<ul style="list-style-type: none"> • Management Accounting for Performance Measurement • Understanding Top Management • Corporate Finance • Corporate Governance • Executive Leadership • Managing People and Organisations • Strategy 	12 months	USD \$ 63,276
IAE Business School, Universidad Austral	Latin America	Argentina	Masters in Business Administration	<ul style="list-style-type: none"> • Human Behavior in Organizations • Decision Making • Self-Discovery and Leadership • Strategic Management • Managing Organizations in Contemporary Settings • Operations Analysis and Design • Management Systems • Organizations & Power • Operations Strategy and Management • Risk Management 	1 year	N/A
Brazilian School of Public Administration	Latin America	Brazil	Executive Master in Business Administration	<ul style="list-style-type: none"> • Behavior within Organizations • Corporate Strategies • Organizational Structures and Processes • Operations Management • Strategic People Management • Leadership and Strategy • Strategic Information Management • Decision Making Process • Organizational Culture • Project Management • Strategy, Society and Government • Innovation Management 	2 years	USD \$ 4,283
Business School Sao Paulo	Latin America	Brazil	Executive Master in Business Science	<ul style="list-style-type: none"> • Complexity Management • Leadership and Team Development • Strategic Human Resources Management • Cross Cultural Management • Adaptability and Leadership Styles • Strategic Negotiation • Change Management • Corporate and Competitive Strategy • Managerial Planning and Control • Entrepreneurship and Innovation • Corporate Risk Management 		N/A

University name	Region	Country	Degree	Related subjects/topics	Duration	Cost (fee per year)
FIA Business School - Fundação Instituto de Administração	Latin America	Brazil	International MBA	<ul style="list-style-type: none"> • Strategic Management • Quantitative methods and decision making • Economic analysis, scenarios and forecasting for businesses • Innovation, value creation and marketing management • Managing people and change • Technical communication and presentation skills • Achieving operational excellence in service and manufacturing • Strategic management of technology and information systems • Negotiating across cultures • International management • Ethics, Social Responsibility and Corporate Governance • The Challenge of Sustainability and Development 	1 year	USD \$ 3,431
Pontificia Universidad Catolica de Valparaiso	Latin America	Chile	Master of Public Administration	<ul style="list-style-type: none"> • Quantitative Methods for Decision Making • Organization Theory • Management of Human Resources • Leadership and Teamwork Workshop • Private and Social Project Evaluations • Strategic Planning and Management Measures • Organizational Modelling and Re-design 	2 year	N/A
Escuela de Administración de Negocios	Latin America	Columbia	Master in Organizational Management	<ul style="list-style-type: none"> • Strategic Thinking and Global Management • Business Initiative and Development • Organizational Strategies • Organizational Intervention • Organizational Environment 	2 years	USD \$ 227,00
INCAE Business School	Latin America	Costa Rica	Master in Business Administration	<ul style="list-style-type: none"> • Operations Management • Leadership • Management Communication • Sustainable Development • Business Strategy • Organizational Change and HHRR • Innovation • Negotiation • Management Control • Implementation of Marketing Plan • Leadership 	2 years	Depends on the country

University name	Region	Country	Degree	Related subjects/topics	Duration	Cost (fee per year)
EGADE Business School, Tecnológico de Monterrey	Latin America	Mexico	MBA in Global Business and Strategy	<ul style="list-style-type: none"> • Operations Management • Managerial Economics • Corporate Finance • Marketing Management • Leadership and Organizational Behavior • Competitive Strategy and Business Design • Entrepreneurship and Business Development • Negotiations and Decisions in Multicultural Environments • The 3S's of Success: Strategy, Systems, Sustainability 	1.5 to 2.5 years	N/A
CENTRUM Graduate Business School, Pontificia Universidad Católica del Perú	Latin America	Peru	International MBA	<ul style="list-style-type: none"> • Organizational Behavior • Leading the Change • Leadership and Managerial Skills • Strategic Management • Coaching and Teamwork • Operational Management • Tools for Management Decisions Making • Management of Cultural Diversity • Innovation and New Business 	2 years (part-time)	USD \$ 28,930
ESAN Graduate School of Business	Latin America	Peru	International MBA	<ul style="list-style-type: none"> • Critical Thinking • Managerial and Cost Accounting • Quantitative Analysis for Management • Leadership and Organizational Behavior • Managerial Economics • Managerial Decision-making • Business and Government • Strategic Management 	2 years	USD \$ 22,352
French Arabian Business School, Arabian Gulf University	Middle East	Kingdom of Bahrain	Master of Business Administration	<ul style="list-style-type: none"> • Leadership and Organizational Behavior • HR & Compensation Management • Managing People • Entrepreneurial Manager • Decision Making and Negotiation • Corporate & Competitive Strategy • Global Strategy & Managing the Global Corporation • Business sustainability & Society • Logistics & Supply Chain Management 	18 months	N/A

University name	Region	Country	Degree	Related subjects/topics	Duration	Cost (fee per year)
Faculty of Business, Sohar University	Middle East	Oman	Master of Business Administration	<ul style="list-style-type: none"> • Managerial Economics • Human Resource Management • Marketing Management • Operations Management • Organizational Behaviour • Managerial Accounting • Research Methods • Strategic Management • Management Information System 	2 years	USD \$ 14,025
Sohar University Faculty of Business	Middle East	Oman	Master of Business Administration	<ul style="list-style-type: none"> • Managerial Economics • Human Resource Management • Operations Management • Organisational Behaviour • Strategic Management • Management Information System 	2 years	USD \$ 14,025
Al Yamamah University	Middle East	Saudi Arabia	EMBA in International Management & Leadership	<ul style="list-style-type: none"> • Management Ethics & Law • Operations Management • Management Statistics • Financial Management • Organisational Behaviour & Leadership • Supply Chain Management • Strategic Management • International Management 	2 years	USD \$ 1,199/ credit hour
King Abdulaziz University	Middle East	Saudi Arabia	Master of Business Administration	<ul style="list-style-type: none"> • Leadership and Organisational Behavior • Strategic Operations Management • Advanced Strategic Management • Entrepreneurship • Strategic Marketing • Managerial Economics • Management Information Systems • Quality Management • Managing Culture Differences • Negotiation Skills 	N/A	N/A
King Saud University	Middle East	Saudi Arabia	Master of Public Administration	<ul style="list-style-type: none"> • Human Resources Management • Organizational Behavior • Quantitative Analysis in Public Administration • Data Management and Decision Support • Organizational Development • Performance Management • Strategic Management and Strategic Planning • Administrative Leadership 	2 years	N/A

University name	Region	Country	Degree	Related subjects/topics	Duration	Cost (fee per year)
Abu Dhabi University	Middle East	UAE	Master of Business Administration	<ul style="list-style-type: none"> • International Business Management • Leadership and Communication • Strategic Management • Operations and Supply Chain Management • Corporate Performance Management • Job Evaluation and Performance Appraisal 	2 years	USD \$ 734/ credit
Al Ain University of Science and Technology	Middle East	UAE	Master of Business Administration	<ul style="list-style-type: none"> • Organizational Behavior • Strategic Management • Quality and Operations Management • Entrepreneurship Strategies • Business Strategy and Global Competitiveness • Innovation and Change Management Strategies • Leadership • Database Management Systems 	2 years	USD \$ 598/ credit
Amity University	Middle East	UAE	Master of Business Administration	<ul style="list-style-type: none"> • Behavioural Science • Organisational Behaviour • Management Information Systems • Human Resource Management • Organisational Development and Change • Operations Management • Performance Management Systems • Business Environment and Strategic Management • Talent Management 	2 years	USD \$ 9,590
United Arab Emirates University	Middle East	UAE	Master of Business Administration	<ul style="list-style-type: none"> • Statistical and Quantitative Analysis • Accounting for Senior Managers • Information Systems in Business • Financial management • Global Operations Management in the Service Environment • Strategic Human Resources Management • Strategic Management in a Dynamic Environment • Entrepreneurship and Innovation 	2 years	USD \$ 24,427 (Al Ain) USD \$ 34,023 (Dubai) USD \$ 36,294 (Abu Dhabi)
Telfer School of Management, University of Ottawa	North America	Canada	MBA High Performance	<ul style="list-style-type: none"> • Corporate governance and ethics • Leadership and management • Change management • Managing corporate performance • Operations management • Data analysis • Strategy formulation and implementation 	12 months (full-time) 24 months (part-time)	USD \$ 41,950

University name	Region	Country	Degree	Related subjects/topics	Duration	Cost (fee per year)
Bellevue University	North America	USA	Master of Science in Organizational Performance	<ul style="list-style-type: none"> • Performance Management • Coaching and Mentoring for High Performance • Leading for Innovation • Stimulating Creativity in Organizations • Talent Management 	12 months	USD \$ 525/credit hour
Broad College of Business, Michigan State University	North America	USA	Master of Science in Management, Strategy and Leadership (online)	<ul style="list-style-type: none"> • Competitive and Business Strategy • Strategic Decision Making • Managing the Learning Organization • Negotiations • Leadership and Team Management • Leading the Strategic Change Process • Corporate Strategy • Talent Management and Development • Developing Reward and Compensation Systems • Strategic Analysis 	20 months	USD \$ 1,040/credit
Kellogg School of Business, Northwestern University	North America	USA	MS in Management Studies	<ul style="list-style-type: none"> • Accounting for Decision Making • Business Analytics • Leadership in Organizations • Management Communications • Operations Management • Marketing Management • Business Strategy • Global Initiatives in Management 	12 months	USD \$ 48,000
McDonough School of Business, Georgetown University	North America	USA	Strategy and Performance Management	<ul style="list-style-type: none"> • Elements of Organizational Performance • Strategic Alignment: The Balanced Scorecard Model • Performance Measurement & Evaluation • Communicating Organizational Results • Measuring Human & Intellectual Capital 		
McDonough School of Business, Georgetown University	North America	USA	Executive Master's in Leadership	<ul style="list-style-type: none"> • Models of Leadership • Leading Teams • Leading Change • Creating and Changing Cultures • Tools for Leadership • Negotiations • Decision-Making 	13 months	USD \$ 70,112
Regis University	North America	USA	MBA in Organizational Performance Management	<ul style="list-style-type: none"> • Sustainability and the Context of Business • The Economics of Management • Ethical and Legal Environment of Business • Developing Effective Organizations • Effective Decision Making in Performance • Organizational Performance Measurement Systems 	12 months	USD \$ 31, 709

University name	Region	Country	Degree	Related subjects/topics	Duration	Cost (fee per year)
Sawyer Business School, Suffolk University	North America	USA	Executive Master in Business Administration	<ul style="list-style-type: none"> • Organizational Behavior • Conflict and Negotiation • Operations and Data Analysis • Challenge of Managing Value • Information Management for Competitive Advantage • Strategic Management 	2 years	USD \$ 20,061/ semester
School of Business Administration, University of Miami	North America	USA	Master of Science in Leadership	<ul style="list-style-type: none"> • Managing Through People • High Performance Leadership • Business Analytics and Operational Excellence • High Performance Teams • Individual Assess. & Coaching in Leadership Skills • Negotiation Strategies • Business Plan Fundamentals & Communications • Leading Across Cultures 		USD \$ 1,850/ credit
Stern School of Business, New York University	North America	USA	MBA (Leadership and Change Management)	<ul style="list-style-type: none"> • Collaboration, Conflict and Negotiation • Developing Managerial Skills • Negotiating Complex Transactions • Managing Change • Managing High Performing Teams • Power and Politics in Organizations • Managing the Growing Company • Leadership Models 	24 months	USD \$ 63,720
Webster University	North America	USA	MA in Management and Leadership	<ul style="list-style-type: none"> • Organizational Behavior • Managing Human Resources • Basic Finance for Managers • Management and Strategy • Managerial Leadership • Organization Development and Change • Integrated Studies in Management 	12 months	USD \$ 685/credit
Curtin University	Oceania	Australia	Master of Business Leadership	<ul style="list-style-type: none"> • Organisational Behaviour • Leadership Development • Critical Thinking • Managerial Effectiveness • Leading and Facilitating Teams • Sustainable Leadership Practice • Strategic Leadership • Organisational Change and Development 	1.5 years (full-time)	USD \$ 43,800

University name	Region	Country	Degree	Related subjects/topics	Duration	Cost (fee per year)
Melbourne Business School	Oceania	Australia	Master of Management	<ul style="list-style-type: none"> • Management competencies • Business analysis and decision making • Managing for value creation • People and change • Operations and process management • Performance management and reward systems • Leadership and dynamics • Management and business communication • Sustainable business practices • Managing organizational change • Strategic management 	2 years (full-time)	USD \$ 61,175
Newcastle Business School, University of Newcastle	Oceania	Australia	Master of Business Administration	<ul style="list-style-type: none"> • Operational Behaviour and Design • Cross-Cultural Management • Entrepreneurship and Innovation • Human Resource Management • Strategic Management • Corporate Governance and Social Responsibility 	1.5 years (full-time)	USD \$ 15,483
RMIT University	Oceania	Australia	Master of Business Administration	<ul style="list-style-type: none"> • Managing people • Design thinking for business • Leadership and management • Marketing for managers • Financial analytics for managerial decisions • Management of technology and innovation • Business operations management • Strategy 	1.5 years (full-time)	USD \$ 26,662
University of Canberra	Oceania	Australia	Bachelor of Public Administration	<ul style="list-style-type: none"> • Organisational performance • Public sector management • Global challenges in governance • Organisational behaviour 	3 years (full-time)	USD \$ 25,320
University of Canberra	Oceania	Australia	Master of Management	<ul style="list-style-type: none"> • Organisational behavior • Strategic management • Leadership in contemporary organisations • Managing change and innovation • Management project • Organisational performance 	1.5 years (full-time)	USD \$ 27,520
University of New England	Oceania	Australia	Bachelor of Organisational Leadership	<ul style="list-style-type: none"> • Advanced Academic Skills in Critical Contexts • Managing People and Organisations • Integrated Marketing Communications • Organisational Development and Change • Business Ethics, Globalisation and Sustainability • Organisational Leadership and Performance • Human Resource Planning and Development • Strategic Planning and Management 	1 year (full-time) up to 4 years part time	USD \$ 17,336

University name	Region	Country	Degree	Related subjects/topics	Duration	Cost (fee per year)
University of Southern Queensland	Oceania	Australia	Bachelor of Business (Management and Leadership)	<ul style="list-style-type: none"> • Information Systems Concepts • Organisational behaviour • Data analysis • Business ethics and governance • Managing organisations • Leadership • Managing knowledge • Leading organisational change • Enhancing performance 	3 years (full-time)	USD \$ 15,130
University of Sydney	Oceania	Australia	Executive Master of Business Administration	<ul style="list-style-type: none"> • Leadership • Integrated Management • Creating and developing new opportunities • Managing growth • Turning around mature businesses 	1.5 years (full-time)	USD \$ 40,000
University of Otago	Oceania	New Zealand	Master in Business Administration	<ul style="list-style-type: none"> • Organisational Leadership • Statistics and Decision Tools • Human Resource Management • Strategic Planning for International Markets • Leading Sustainable Enterprises • Operational Excellence • Strategy Implementation • Advanced Organisation Theory 	15 months	USD \$ 27,656 (International Students) USD \$ 22,124 (Domestic Students)



MAIN EVENTS

The following section presents an overview of the main conferences, trainings and seminars that have taken place worldwide during 2015, together with scheduled events for 2016. All the events presented have, as a central topic, performance management.

From New York, to Dubai and Mumbai, performance management conferences and other events have been providing both practitioners and academics with new knowledge and techniques in this specific field.

Among the more renowned events, the Ascent Congress on Human Resources stands out, with this year's theme: World Human Resources Development Congress: Measuring the Impact of HR for Performance and Bottom-line Improvement. The International Society for Performance Improvement also held its International Performance Improvement Conference. In the academic sector, The University of

Auckland from the New Zealand organized The 2015 Performance Measurement Association of Australasia Conference, while the University of York and the National Library of Scotland in the United Kingdom held the 11th Northumbria International Conference on Performance Measurement in Libraries and Information Services.

Scanning through the main themes of the 2015 events, several key trends, related to current interests in the performance management field, can be identified. For example, there is an increased attention directed towards benchmarking. The International Quality and Productivity Center, for example, organizes a conference dedicated to such topics: Government Performance & Benchmarking Summit - Achieving world-class standards in government excellence through successful performance improvement strategies. Performance-related events are also

organized for specific professional areas, thus highlighting the need to apply these systems in those particular fields of activity, such as health, governmental performance or economics. The Excellence in Research and Innovation for Humanity Organization held a 2015 conference which focused on three intertwining aspects: Business, Economics and Management.

2015 promises to be an eventful year for performance management-related events. Important events, such as the Government Performance & Benchmarking Summit - Driving Omani government excellence, from Oman, have already been announced. This year, topics appear to revolve around benchmarking, setting KPIs & objectives and performance improvement. The information has been gathered using the official websites of the events or the organizers and the data was correct at the time of the research (February, 2015).

Table: Performance Management events in 2015

Date	Title	Type	Location	Duration	Organizer	Fees
28-29 January	Corporate Performance Management Summit	Practitioners	New York, USA	2 days	CFO Publishing	N/A
2-4 February	The 2015 Performance Measurement Association of Australasia Conference	Academics	Auckland, New Zealand	3 days	The University of Auckland	USD \$ 276 - USD \$ 657
12-13 February	The 2015 Open Minds Performance Management Institute	Practitioners	Florida, USA	2 days	Open Minds	USD \$ 595
15-17 February	World Human Resources Development Congress: Measuring the Impact of HR for Performance and Bottom-line Improvement	Practitioners	Mumbai, India	2 days	Ascent	N/A
20-21 April	Government Performance & Benchmarking Summit - Achieving world-class standards in government excellence through successful performance improvement strategies	Practitioners	Dubai, UAE	2 days	International Quality & Productivity Center	USD \$ 1,500 - USD \$ 4,999
24-29 April	53rd International Performance Improvement (ISPI) Conference	Academics	Texas, USA	2 days	International Society for Performance Improvement	USD \$ 1,225 - USD \$ 1,350

Date	Title	Type	Location	Duration	Organizer	Fees
10-14 May	Performance Management: Setting Objectives and KPI's	Practitioners	Dubai, UAE	5 days	Oxford Management Centre	USD \$ 4,250
20-22 July	11th Northumbria International Conference on Performance Measurement in Libraries and Information Services	Academics	Edinburgh, UK	3 days	University of York and the National Library of Scotland	USD \$ 887 - USD \$ 958
16 September	The Fundamentals of Performance Measurement and Attribution	Academics	San Diego, California, USA	1 day	CFA Institute	N/A
N/A	4th Annual Performance Conference	Practitioners	Auckland, New Zealand	N/A	UITP Australia & New Zealand	N/A
19-21 January	15th International Conference: Delivering GCC 2030 Vision through Excellent Project Management	Practitioners	Manama, Kingdom of Bahrain	3 days	Project Management Institute	USD \$ 1,250 - USD \$ 1,350
22-25 March	Learning & Talent Development Forum	Practitioners	Dubai, UAE	4 days	Informa & Talent Enterprise	USD \$ 1,595 - USD \$ 4,395
20-21 April	Government Performance & Benchmarking Summit - Achieving world-class standards in government excellence through successful performance improvement strategies	Practitioners	Dubai, UAE	2 days	International Quality & Productivity Center	USD \$ 1,500 - USD \$ 4,999
27-28 April	Government Performance & Benchmarking Summit - Driving Omani government excellence through improved performance management and e-transformation strategies	Practitioners	Muscat, Oman	2 days	Centre for Organizational Excellence Research	USD \$ 2,899 - USD \$ 4,999
10-14 May	Performance Management: Setting Objectives and KPI's	Practitioners	Dubai, UAE	5 days	Oxford Management Centre	USD \$ 4,250
25-26 May	The Smart Data Summit 2015: Driving Customer Insight & Business Performance Through Big Data Solutions	Practitioners	Dubai, UAE	2 days	Expotrade Global	N/A
9-20 August	Integrating Strategic, Operational & Tactical Leadership for Outstanding Performance	Practitioners	Dubai, UAE	10 days	AZTech	USD \$ 8,300
17-18 October	XIII International Conference on Business, Economics and Management	Academics	Dubai, UAE	2 days	Excellence in Research and Innovation for Humanity	USD \$ 395 - USD \$ 507

EVENTS

Date	Title	Type	Location	Duration	Organizer	Fees
15-19 November	Improving Operation Performance & Productivity	Practitioners	Dubai, UAE	5 days	Oxford Management Centre	USD \$ 4,250
23-25 November	CSR Saudi Arabia 2015	Practitioners	Jeddah, Saudi Arabia	3 days	Informa Middle East	USD \$ 3,599
29 Nov-3 Dec	Performance Management: Setting Objectives and KPI's	Practitioners	Dubai, UAE	5 days	Oxford Management Centre	USD \$ 4,250

Table: Performance Management events in 2016

Date	Title	Type	Location	Duration	Organizer	Fees
29 February-2 March	15th HR Metrics & Analytics Summit	Practitioners & Professionals	Orlando, Florida, USA	3 days	International Quality and Productivity Center	USD \$ 549 - USD \$ 5,299
14-17 March	HR Leaders Egypt	Practitioners	Cairo, Egypt	4 days	Informa Middle East	USD \$ 499 - USD \$ 1,049
14-15 April	Chief Strategy Officer Summit	Practitioners	Hong Kong	2 days	The Innovation Enterprise	USD \$ 600 - USD \$ 1,295
9-11 May	PMI Global Congress 2016 – EMEA	Practitioners & Professionals	Barcelona, Spain	3 days	Project Management Institute	PMI Member USD \$ 550 - USD \$ 2,317 PMI Non-Member USD \$ 975 - USD \$ 2,631
18-19 May	Strategic Planning Innovation Summit	Practitioners	San Francisco, USA	2 days	The Innovation Enterprise	USD \$ 600 - USD \$ 2,095
23-24 May	3rd Annual Smart Data Summit 2016	Practitioners	Dubai, UAE	2 days	Expotrade Global	N/A
8-9 June	Corporate Performance Management Summit	Practitioners	San Diego, USA	2 days	The Innovation Enterprise	USD \$ 600 - USD \$ 1,695
18-22 July	Good to Great: Managing and Improving Business Performance	Practitioners & Professionals	Budapest, Hungary	5 days	Oxford Management Centre	USD \$ 5,500
6-7 September	4th Annual Customer Experience Management Asia Summit	Practitioners	Marina Bay Sands, Singapore	2 days	International Quality and Productivity Center	USD \$ 1,693 + 7% GST - USD \$ 4,414 + 7% GST
10-14 October	Business Improvement & Quality Techniques	Practitioners & Professionals	London, United Kingdom	5 days	Oxford Management Centre	USD \$ 5,500

The number of available positions related to Performance Management is an important indicator, as it shows the concept's importance, growth rate and market penetration. Research was conducted for all six continents and two major job markets (China and Middle East), using some of their most popular job websites in order to find out the number of jobs offered in this domain. The following tables contain data obtained from these websites when searching for three different roles and keywords: "Performance Manager", "Strategy Manager" and "Performance Management", as well as the proportion of positions available per continent and website. The job positions were manually

selected according to their relevance to the keyword and field. The data was correct at the time of the research (February 2016). It can be easily noticed that the total number of positions for "Performance Management" is larger than the ones for "Performance Manager" and "Strategy Manager", as a wider range of roles are included in this keyword and the search was not limited to specific job profiles.

For "Performance Manager", the leading market seems to be Australia, with "Strategy Manager" being most prevalent in Asia, while the largest number of jobs when it comes to "Performance Management" was found in

North America. It has to be noted that the jobs for China were searched using both English and Chinese keywords, so there might be double counted positions, due to the language barrier. Taking into consideration that most job openings posted on different websites expire after a month, we can infer that this is a monthly situation for the presented job markets. Overall, the research offers an overview on the openings for performance-related roles around the world in a random month of 2016 and, considering the increasing interest in Performance Management at all levels, it seems reasonable to extrapolate this situation to other periods of the year as well.

Performance Manager

Nr. of Available Positions	Website	Region
30	Monster.com	North America
17	Europejobs.org	Europe
37	Jobstreet.com	Asia
44	Seek.com.au	Australia
3	Sou.zhaopin.com	China
2	Findjobinafrica.com	Africa
13	Southamericajobs77.com	South America
6	Bayt.com	Middle East

Strategy Manager

Nr. of Available Positions	Website	Region
32	Monster.com	North America
42	Europejobs.org	Europe
35	Jobstreet.com	Asia
21	Seek.com.au	Australia
10	Sou.zhaopin.com	China
3	Findjobinafrica.com	Africa
17	Southamericajobs77.com	South America
9	Bayt.com	Middle East

Performance Management

Nr. of Available Positions	Website	Region
500+	Monster.com	North America
127	Europejobs.org	Europe
200+	Jobstreet.com	Asia
38	Seek.com.au	Australia
83	Sou.zhaopin.com	China
12	Findjobinafrica.com	Africa
22	Southamericajobs77.com	South America
132	Bayt.com	Middle East

SALARIES

Ages are an important factor in determining both the attractiveness and profitability of a domain.

The data below, made public by the free jobs and career community PayScale, delivers an outlook over the pay range correspondent to Performance Managers and Strategy Managers, as well as the differences registered in strategic industries, presented in alphabetical order.

The highest and the lowest salaries are based on the available positions found on the job website listed before, so it might reflect especially the reality on the Western markets. The salary ranges are estimated and, therefore, the accuracy might be affected.

Differences also come from the different positions required: some industries are looking for Senior Performance Managers and, therefore, they will have a higher average salary than the other ones.

Gross Salary Per Annum

Job Description	Min	Max
Strategy Manager	\$52.656	\$189.761
Performance Manager	\$42.357	\$142.664

Performance Management positions within various industries

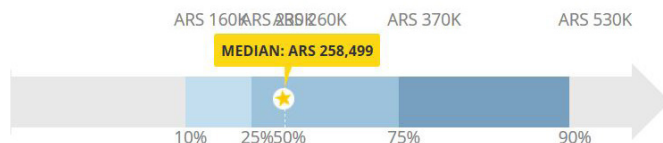
Gross Salary of Performance Management positions within various industries

Job Description	Min	Max
Accounting	\$36.297	\$87.671
Biotech & Pharmaceuticals	\$49.542	\$117.800
Business Services	\$37.500	\$96.562
Constructions	\$44.523	\$119.877
Customer Services	\$32.780	\$100.796
Education	\$35.198	\$90.916
Finance	\$40.627	\$110.013
Government	\$38.631	\$81.092
Health Care	\$53.751	\$91.223
Information Technology	\$61.279	\$97.823
Insurance	\$35.417	\$66.343
Legal	\$38.543	\$78.145
Manufacturing	\$46.442	\$81.704
Media	\$44.385	\$101.289
Mining & Metals	\$43.982	\$125.000
Non-Profits	\$34.900	\$80.900
Oil, Gas, Energy & Utilities	\$52.377	\$100.255
Real Estate	\$35.390	\$80.000
Retail	\$41.231	\$71.740
Telecommunications	\$52.930	\$101.685
Transportation & Logistics	\$40.825	\$71.473
Travel & Tourism	\$38.096	\$79.116

Human Resources Manager Salary

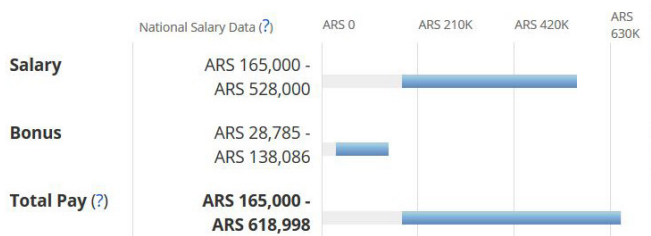
Argentina

The average salary for a Human Resources (HR) Manager is ARS 258,500 per year.



Add this chart to your site: [640px](#) [300px](#)

[Personalized Salary Report »](#)

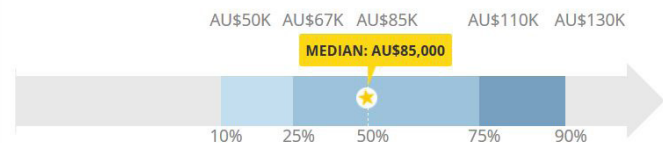


Country: Argentina | Currency: ARS | Updated: 19 Sep 2015 | Individuals Reporting: 14

Performance Manager Salary

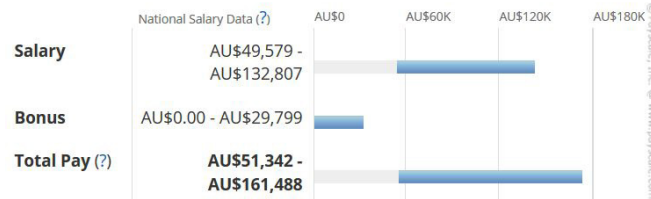
Australia

A Performance Manager earns an average salary of AU\$85,000 per year. Most people move on to other jobs if they have more than 10 years' experience in this field.



Add this chart to your site: [640px](#) [300px](#)

[Personalized Salary Report »](#)



Country: Australia | Currency: AUD | Updated: 19 Sep 2015 | Individuals Reporting: 29

Human Resources Manager Salary

Austria

A Human Resources (HR) Manager earns an average salary of €47,166 per year.



Average Salary for Skill: Performance Management

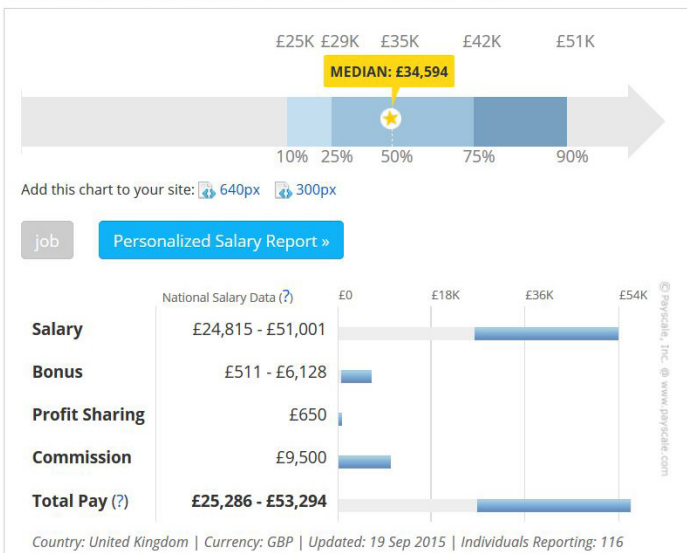
Saudi Arabia



Performance Manager Salary

United Kingdom

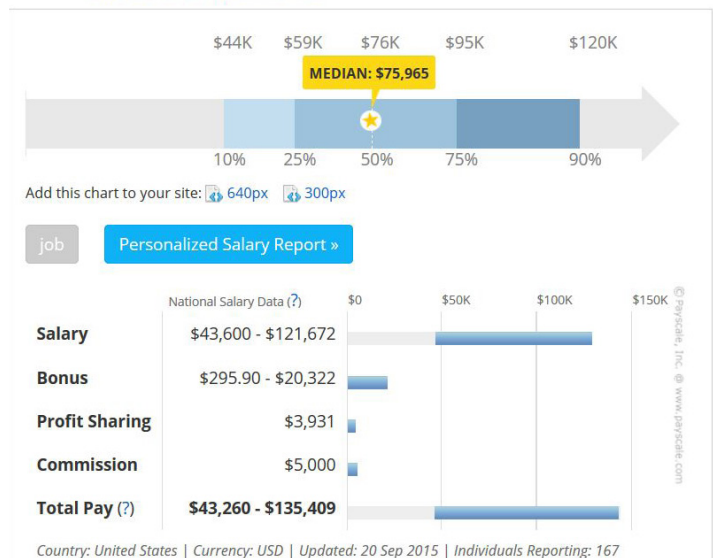
A Performance Manager earns an average salary of £34,594 per year. Most people move on to other jobs if they have more than 20 years' experience in this career.



Performance Manager Salary

United States

Performance Managers in the United States pull down an average of \$76K per year. Career duration and the particular city each impact pay for this group, with the former having the largest influence. Performance Managers who participated in the survey are largely men, dominating at 62 percent. For the most part, Performance Managers enjoy their work and report high levels of job satisfaction. A large number receive medical and dental insurance and a fair number get vision insurance. The figures in this rundown are based on the results of PayScale's salary questionnaire.



BESTSELLING BOOKS

The following section of the report is dedicated to bestselling books which have either Performance Management, or a closely-related subject, as the main theme. The selection was made according to the top ten books on sold Amazon.com, the world's biggest online retailer. The large number of results shown for each of the selected keywords highlight an increase in the

number of experts offering their expertise in this domain, as well as a higher maturity when it comes to performance related research and publishing.

The rankings below were generated in December, 2015 and, since then, changes might have occurred.

Table: Top 10 books on "Performance Management" (December 2015)

Performance Management

No	Title	Author	Published
1	Triggers: Creating Behavior That Lasts—Becoming the Person You Want to Be	Marshall Goldsmith, Mark Reiter	2015
2	The Truth About Employee Engagement: A Fable About Addressing the Three Root Causes of Job Misery	Patrick M. Lencioni	2015
3	Work Rules!: Insights from Inside Google That Will Transform How You Live and Lead	Laszlo Bock	2015
4	The Disciplined Leader: Keeping the Focus on What Really Matters	John Manning, Katie Roberts	2015
5	Creating Innovators: The Making of Young People Who Will Change the World	Tony Wagner	2015
6	Blue Ocean Strategy, Expanded Edition: How to Create Uncontested Market Space and Make the Competition Irrelevant	W. Chan Kim, Renée Mauborgne	2014
7	Leadership: Elevate Yourself and Those Around You – Influence, Business Skills, Coaching & Communication	Ross Elkins	2015
8	Under the Hood: Fire Up and Fine-Tune Your Employee Culture	Stan Slap	2015
9	Performing Under Pressure: The Science of Doing Your Best When It Matters Most	Hendrie Weisinger, J.P. Pawliw-Fry	2015
10	Management: Golden Nugget Methods to Manage Effectively – Teams, Personnel Management, Management Skills, and Conflict Resolution	Ross Elkins	2015

Table: Top 10 books on "Corporate Performance Management" (December 2015)

Corporate Performance Management

No	Title	Author	Published
1	The Best Place to Work: The Art and Science of Creating an Extraordinary Workplace	Ron Friedman PhD	2015
2	Key Performance Indicators: Developing, Implementing, and Using Winning KPIs	David Parmenter	2015
3	Business Valuation For Dummies	Lisa Holton	2015
4	Key Performance Indicators For Dummies	Bernand Marr	2015
5	Data Driven: How Performance Analytics Delivers Extraordinary Sales Results	Jenny Dearborn	2015
6	Performance and Progress: Essays on Capitalism, Business, and Society	Subramanian Rangan	2015
7	The Leadership Capital Index: Realizing the Market Value of Leadership	Dave Ulrich	2015
8	Corporate Value Creation: An Operations Framework for Nonfinancial Managers (Wiley Corporate F&A)	Lawrence C. Karlson	2015
9	The 2016-2021 Outlook for Corporate Performance Management (CPM) Software in the United States	Icon Group International	2015
10	Corporate Project Management: Planning, Scheduling & Tracking Performance	Dr. Lionel Smalley	2015

Table: Top 10 books on “Business Performance Management” (December 2015)

Business Performance Management

No	Title	Author	Published
1	Work Smarter Not Harder: 18 Productivity Tips That Boost Your Work Day Performance	Timo Kiander	2015
2	Performance Reviews (HBR 20-Minute Manager Series)	Harvard Business Review	2015
3	Mastering Leadership: An Integrated Framework for Breakthrough Performance and Extraordinary Business Results	Robert J. Anderson, William A. Adams	2015
4	The Open Organization: Igniting Passion and Performance	Jim Whitehurst	2015
5	Information Technology for Management: Digital Strategies for Insight Action, and Sustainable Performance	Efraim Turban, Linda Volonino	2015
6	Performance Management: Learn the system of different processes that combine to create an effective workforce within your company that an effectively reach your business goals	Farooq Soofi	2015
7	How to design and install industry sales incentive compensation plans: A practical guide to installing business and industry performance-based incentive bonus plans	Dale Arahood	2015
8	Business Intelligence and Performance Management	Peter Rausch	2015
9	Transforming Business with Program Management: Integrating Strategy, People, Process, Technology, Structure, and Measurement (Best Practices and Advances in Program Management)	Satish P. Subramanian	2015
10	Bridging Organization Design and Performance: Five Ways to Activate a Global Operation Model	Gregory Kesler, Amy Kates	2015

Table: Top 10 books on “Enterprise Performance Management” (December 2015)

Enterprise Performance Management

No	Title	Author	Published
1	Lean Enterprise: How High Performance Organizations Innovate at Scale (Lean(O'Reilly)	Jez Humble, Joanne Molesky	2015
2	Agile Metrics in Action: Measuring and Enhancing the Performance of Agile Teams	Christopher W.H. Davis	2015
3	The Wisdom of Teams: Creating the High-Performance Organization	Jon R. Hatzenbach, Douglas K. Smith	2015
4	Enterprise Search: Enhancing Business Performance	Martin White	2015
5	Directing the ERP Implementation: A Best Practice Guide to Avoiding Program Failure Traps While Tuning System Performance (Resource Management)	Michael W. Pelphrey	2015
6	PHR/SPHR Professional in Human Resources Certification Deluxe Study Guide	Sandra M. Reed, Anne M. Bogardius	2015
7	Primed to Perform: How to Build the Highest Performing Cultures Through the Science of Total Motivation	Neel Doshi, Lindsay McGregor	2015
8	Enterprise Information Management in Practice: Managing Data and Leveraging Profits in Today's Complex Business Environment	Saumya Chaki	2015
9	Trust and Betrayal in the Workplace: Building Effective Relationships in Your Organization	Dennis Reina PhD	2015
10	Integrated Enterprise Excellence, Vol 1: The Basics: Golfing Buddies Go Beyond Lean Six Sigma and the Balanced Scorecard	Forrest Breyfogle III	2015

Table: Top 10 books on “Operational Performance Management” (December 2015)

Operational Performance Management

No	Title	Author	Published
1	Quality Management Systems: Building and Sustaining Performance Excellence (Operational Excellence Series Book 5)	Krasimir Kirov	2015
2	Practical Lean Six Sigma for Offices (New! Revised with Links to over 30 Excel Worksheets): Using the A3 and Lean Thinking to Improve Operational Performance in ALL Types of Office Environments!	Rob Ptacek	2015
3	Operational Excellence: Journey to Creating Sustainable Value	John S. Mitchell	2015
4	Quantitative Models for Performance Evaluation and Benchmarking: Data Envelopment Analysis with Spreadsheets (International Series in Operations Research & Management Science)	Joe Zhu	2015
5	Big Data: Using SMART Big Data, Analytics and Metrics To Make Better Decisions and Improve Performance	Bernard Marr	2015
6	The End of the Job Description: Shifting From a Job-Focus To a Performance-Focus	Tim Baker	2015
7	Benchmarking for Performance Evaluation: A Production Frontier Approach	Subhash C. Ray, Subal C. Kumbhakar	2015
8	Star Performance: Uniting Planning and Doing for a High Performance Leadership Model	Justin Thompson	2015
9	Supply Chain Optimization under Uncertainty. Supply Chain Design for Optimum Performance	Barrie Michael Cole	2015
10	Achieving Excellence in Deal/Distributor Performance: How to Increase Profitability, Cash Flow, Market Share and Customer Retention (Excellence in...Industrial Equipment Distribution)	Walter J. McDonald, Tim Hilton	2015

Table: Top 10 books on “Individual Performance Management” (December 2015)

Individual Performance Management

No	Title	Author	Published
1	Step by Step in Developing BSC – Based Individual Performance Management (Indonesian Edition)	Suwardi Luis	2015
2	Performance Management	Ganeshbhai C. Narbhavar	2015
3	Performance Management Essentials	Lynette Lyons	2015
4	Performance Magazine: Printed Edition – 2/2015 (Performance Management: Printed Edition) (Volume 1)	The KPI Institute and Aurel Brudan	2015
5	Human Performance Consulting (Improving Human Performance)	James S. Pepitone	2015
6	N=1: How the Uniqueness of Each Individual Is Transforming Healthcare	John Koster and Gary Bisbee	2015
7	Dive into Performance Management	Leslie Macfarlane	2015
8	Performance Management – Simple Steps to Win, Insights and Opportunities for Maxing Out Success	Gerard Blokdijk	2015
9	Achieving the Perfect Fit (Improving Human Performance)	Nick Boulter, Murray Dalziel PhD, Jackie Hill	2015
10	Managing People: A Practical Guide for Front-line Managers	Rosemary Thomson, Eileen Arney	2015

Table: Top 10 books on “Employee Performance Management” (December 2015)

Employee Performance Management

No	Title	Author	Published
1	Dealing with Problem Employees: How to Manage Performance & Personal Issues in the Workplace	Amy Delpo JD, Lisa Guerin JD	2015
2	Mastering Employee Engagement: Easy Performance Management Tools by David Zinger	David Zinger, Melany Gallant	2015
3	Anytime Coaching: Unleashing Employee Performance, Second Edition	Teresa Wedding Kloster, Wendy Sherwin Swire	2015
4	Managing Employee Performance and Reward: Concepts, Practices, Strategies	John Shields	2015
5	Strategic Reward and Recognition: Improving Employee Performance Through Non-monetary Incentives	John G. Fisher	2015
6	7 Best Practices for Effective Human Resource Management: Hire the Right People and Create the Rules to Get the Best Results From Your Employees	Bill Gottlin	2015
7	Why They Follow: How to Lead with Positive Influence	Scott Love	2015
8	What Does It Mean To Be A Manager?: Five Phases of Employee Performance and Eighteen Tasks of Management	Gil Herman	2015
9	The Ultimate Manager’s Guide To Managing Employees	Roy Spieckerman	2015
10	StandOut 2.0: Assess Your Strengths, Find Your Edge, Win at Work	Marcus Buckingham	2015

Table: Top 10 books on “Personal Performance” (December 2015)

Personal Performance

No	Title	Author	Published
1	Who Knew? And Why Didn’t They Tell Us??? : Your Pocket Personal Performance Coach	Gene Robinson	2015
2	Instant Motivation: The surprising truth behind what really drives performance	Chantal Burns	2015
3	Organize Tomorrow Today: 8 Ways to Retrain Your Mind to Optimize Performance at Work and in Life	Jason Selk, Tom Bartow, Matthew Rudy	2015
4	Time Management: learn the 6 vital steps to boost productivity, increase daily performance, and create action ((productivity, self help, personal transformation)	Johnathan Emile	2015
5	Conquering Life’s Stage Fright: Three Steps to Top Performance	Mark Schulman	2015
6	Future Brain: The 12 Keys to Create Your High-Performance Brain	Jenny Brockis	2015
7	The Pressure Paradox: Your Path to Maximum Productivity, Performance & Peace of Mind	Martin Grunburg	2015
8	The Energized Executive: How to Get Focused, Strong and Calm. 25 Easy Tools for Peak Performance in Business and Beyond. (Executive Sutra Leadership Series Book 1)	Jessica Schmidt, Jennifer Colen, Nicole Goddard	2015
9	Brain Hacks, Unlock Your Intelligence	T.J. Robinson	2015
10	The 21 Laws of High Performance	Mario Scian	2015

Table: Top 10 books on “Strategy Execution” (December 2015)

Strategy Execution

No	Title	Author	Published
1	The Future of Technology Management and the Business Environment: Lessons on Innovation, Disruption, and Strategy Execution	Alfred A. Marcus	2015
2	Strategic Analytics: Advancing Strategy Execution and Organizational Effectiveness	Alec Levenson	2015
3	Your Strategy Needs a Strategy: How to Choose and Execute the Right Approach	Martin Reeves, Knut Haanaes, Janmejaya Sinha	2015
4	Leading with Strategic Thinking: Four Ways Effective Leaders Gain Insight, Drive Change, and Get Results	Aaron K. Olson, B. Keith Simerson	2015
5	Strategy Rules: Five Timeless Lessons from Bill Gates, Andy Grove, and Steve Jobs	David B. Yoffie, Michael A. Cusumano	2015
6	Foundations of Strategy	Robert M. Grant, Judith J. Jordan	2015
7	The Execution Pipeline: A Step-By-Step Guide To Moving Your Business Idea From Dream To Reality	Anthony M. Flynn	2015
8	Remix Strategy: The Three Laws of Business Combinations (Harvard Business School Press)	Benjamin-Gomes-Casseres	2015
9	Business Strategy: A guide to effective decision-making (Economist Books)	The Economist, Jeremy Kourdi	2015
10	Enterprise IoT: Strategies and Best Practices for Connected Products and Services	Dirk Slama, Frank Puhlmann, Jim Morrish, Rishi M. Bhatnagar	2015

Table: Top 10 books on “Strategic Management” (December 2015)

Strategy Management

No	Title	Author	Published
1	Strategic Management: Text and Cases	Gregory Dess, Gerry McNamara	2015
2	Strategic Management: A Critical Introduction	Richard Godfrey	2015
3	Strategic Management for Tourism, Hospitality and Events	Nigel Evans	2015
4	Strategic Management in Public Services Organizations: Concepts, Schools and Contemporary Issues	Ewan Ferlie, Edoardo Ongaro	2015
5	Research Methods for Strategic Management	Giovanni Battista Dagnino, Maria Cristina Cinici	2015
6	Everything in Its Place: Entrepreneurship and the Strategic Management of Cities, Regions, and States	David B. Audretsch	2015
7	Strategic Brand Management	Richard Rosenbaum-Elliott, Larry Percy	2015
8	Strategic Sourcing and Category Management: Lessons Learned at IKEA	Magnus Carlsson	2015
9	Strategic Management: Concepts and Cases	Jeffrey H. Dyer, Paul Godfrey	2015
10	Strategic Planning: As Simple as A,B,C	David R. Mcclean	2015

LATEST PUBLISHED BOOKS

The following list was compiled by using the same methodology employed for Bestselling Books, only with the focus being placed on the publication date. The content of this section reflects the most recent areas of interest in the Performance Management field, as

seen by experts. Since the list containing the latest published books in this domain was created in January, 2016, changes might have occurred in the time lapsed. However, the information presented was accurate at that time.

Table: The latest published books on "Performance Management" (January 2016)

Performance Management

No	Title	Author	Published
1	Hiring Greatness: How to Recruit Your Dream Team and Crush the Competition	David E. Perry, Mark J. Haluska	December 30th, 2015
2	How To Lead A Quest: A Handbook for pioneering executives	Jason Fox	December 29th, 2015
3	Performance Management in Higher Education: Theoretical Foundations and Empirical Investigations	Elsa Serpico	December 29th, 2015
4	Building a Culture of Innovation: A Practical Framework for Placing Innovation at the Core of Your Business	Cris Beswick, Jo Geraghty	December 28th, 2015
5	Performance Reviews and Coaching: The Performance Management Collection	Dick Grote	December 22nd, 2015
6	Managerial Strategies and Practice in the Asian Business Sector	U Zeyar Myo Aung, Patricia Ordoñez de Pablos	December 22nd, 2015
7	Strategic Management and Business Analysis	Wyn Jenkins, Dave Williamson	December 18th, 2015
8	Eliminating Project Waste: The massive business performance opportunity 'hiding in plain sight'	Jed Simms, Alexandra Chapman	December 17th, 2015
9	An Introduction to Operations Management: The Joy of Operations	Ajay Das	December 16th, 2015
10	Partnering with the Frenemy: A Framework for Managing Business Relationships, Minimizing Conflict, and Achieving Partnership Success	Sandy Jap	December 10th, 2015

Table: The latest published books on "Corporate Performance Management" (January 2016)

Corporate Performance Management

No	Title	Author	Published
1	Decide: How to Manage the Risk in Your Decision Making	Bryan Whitefield	December 21st, 2015
2	Performance Magazine: Printed Edition – 2/2015 (Performance Management Printed Edition) (Volume 1)	The KPI Institute and Aurel Brudan	December 15th, 2015
3	Financial Intelligence for Supply Chain Managers: Understand the Link between Operations and Corporate Financial Performance	Steven M. Leon	November 27th, 2015
4	Managing Big Data Integration in the Public Sector (Advances in Public Policy and Administration)	Anil Aggarwal	November 4th, 2015
5	Corporate Project Management, Planning, Scheduling & Tracking Performance	Dr. Lionel Smalley	October 30th, 2015
6	Managing the Corporate University Watershed (Optimising Demand-led Learning)	Richard Dealtry	October 19th, 2015
7	Selling, General, and Administrative (SG&A) Expenses Performance Management	Ron Dimon	October 18th, 2015
8	The 2016-2021 Outlook for Corporate Performance Management (CPM) Software in the United States	Icon Group International	September 30th, 2015
9	Does Corporate Performance Improve After Mergers?	Paul M. Healy	September 27th, 2015
10	Corporate Special Forces: A perpetual competitive edge in 5 steps	Frank Koehler, John Sell, Cris Noel	September 4th, 2015

Table: The latest published books on “Business Performance Management” (January 2016)

Business Performance Management

No	Title	Author	Published
1	How to Assess the Health of Your Business Regularly: Basics for Beginners	Joan Mullally, Jim Franklin	December 27th, 2015
2	Analytics in Operations/Supply Chain Management	Muthu Mathirajan, Chandrasekharan Rajendran	December 24th, 2015
3	The Handbook for Integrity in Business: Do You Operate Your Business with Integrity Principles	Dennis AuBuchon	December 23rd, 2015
4	Evaluating Performance for Business	Megan Savage	December 20th, 2015
5	Customer Experience Management: How to Improve on Performance and Results & Increase Customer Loyalty	Brooke R. Envick PhD	December 17th, 2015
6	On Business Management: Doubting a Nobel Laureate	Cameron Best	November 25th, 2015
7	The link between human resource practice and business performance	Eby Gold	November 25th, 2015
8	Worlds Collide: How Business Can Be Enriching For All!: Be the leader who knows how to make it happen	The McArdle Burkhardt Center for Leadership and Business Development	November 6th, 2015
9	Enterprise Search: Enhancing Business Performance	Martin White	October 25th, 2015
10	Brilliant Productivity (Brilliant Business)	Grace Marshall	January 8th, 2015

Table: The latest published books on “Enterprise Performance Management” (January 2016)

Enterprise Performance Management

No	Title	Author	Published
1	Enterprise Information Management in Practice: Managing Data and Leveraging Profits in Today's Complex Business Environment	Saumya Chaki	December 17th, 2015
2	Integrated Enterprise Excellence, Vol II: Business Deployment: A Leader's Guide for Going Beyond Lean Six Sigma and the Balanced Scorecard	Forrest Breyfogle III	December 19th, 2015
3	Internal Auditing and Enterprise Risk Management: A Research Approach on the Evolution, Roles of Internal Auditors, Implementation, Challenges and the Impact of the Erm on Organisational Performance	Mohd Ariff Bin Kasim, Siti Rosmaini Binti Mohd Hanafi	November 5th, 2015
4	Energized Enterprise: Leading Your Workforce to New Peaks of Performance in the Public Sector and Beyond	Marta Wilson	September 15th, 2015
5	Challenges, Performances and Tendencies in Organisation Management	Ovidiu Nicolescu, Lester Lloyd-Reason	July 29th, 2015
6	Understanding the Lean Enterprise: Strategies, Methodologies, and Principles for a More Responsive Organization	Andrea Chiarini, Pauline Found, Nicholas Rich	Juy 10th, 2015
7	Innovation Spaces in Asia: Entrepreneurs, Multinational Enterprises and Policy	Maureen McKelvey, Sharmistha Bagchi-Sen	May 27th, 2015
8	The Importance of Operating Figures in Enterprise Controlling. Analysis of the Different Performance Measurement Systems	Julia Teigeler	May 11th, 2015
9	Measuring and Communicating Security's Value: A Compendium of Metrics for Enterprise Protection	George Campbell	April 15th, 2015
10	Enterprise Relationship Management: A Paradigm for Alliance Success	Andrew Humphries, Richard Gibbs	March 3rd, 2015

Table: The latest published books on “Operational Performance Management” (January 2016)

Operational Performance Management

No	Title	Author	Published
1	ERP as a Strategic Tool to Drive Business Performance Improvement	Gene Caiola, Dr. Jill A. O'Sullivan	December 14th, 2015
2	Bridging Organization Design and Performance: Five Ways to Activate a Global Operation Model	Gregory Kesler, Amu Kates	November 23rd, 2015
3	Organisational Performance Management in Sport (Routledge Research in Sport Business and Management)	Ian O'Boyle	November 23rd, 2015
4	The Supply Chain Game Changers: Applications and Best Practices that are Shaping the Future of Supply Chain Management	Theodore Stank, J. Paul Dittmann, Michael Burnette, Chad W. Autry	October 22nd, 2015
5	Effective Strategy Execution: Improving Performance with Business Intelligence (Management for Professionals)	Bernd Heesen	September 9th, 2015
6	Operations Management: Practical Guide To Operations Management	Eng. Yaser Ibrahim Kashgari	May 17th, 2015
7	Quality Management Systems: Building And Sustaining Performance Excellence (Operational Excellence Series Book 5)	Krasimir Kirov	April 29th, 2015
8	The Practical Lean Six Sigma Pocket Guide XL - Using the A3 and Lean Thinking to Improvement Operational Performance in ANY Industry, ANY Time!	Rob Ptacek, Todd Sperl, Jayant Trewn PhD, Joe Eubanks, Jody Alexander	March 23rd, 2015
9	Big Data analysis: data-driven enterprise performance optimization. process management and operational decisions	Mei Da Wen Bo Te, Wu Jun Shen Yi	March 1st, 2015
10	Supply Chain Optimization under Uncertainty. Supply Chain Design for Optimum Performance	Barrie Michael Cole	January 15th, 2015

Table: The latest published books on “Individual Performance Management” (January 2016)

Individual Performance Management

No	Title	Author	Published
1	Performance Management In a Day	Charles Nilsson	December 23rd, 2015
2	Practical Management Strategies: A simple guide to leadership and management	Dr. Karel de Laat PhD	October 22nd, 2015
3	Career Planning and Succession Management: Developing Your Organization's Talent for Today and Tomorrow, 2nd Edition	William J. Rothwell, Robert D. Jackson, Cami L. Ressler, Maureen Connelly Jones, Meg Brower	June 30th, 2015
4	Human Performance Consulting (Improving Human Performance)	James S. Pepitone	June 29th, 2015
5	Evidence of Leadership: A Review of the Science of Leadership	Dr. Mark T. Green	June 17th, 2015
6	Authentic Personal Brand Coaching: Entrepreneurial Leadership Brand Coaching for Sustainable High Performance	Hubert K. Rampersad	June 1st, 2015
7	Step by Step in Developing BSC - Based Individual Performance Management	Suwardi Luis	May 18th, 2015
8	The CEO's Guide from Good to Great: How to Focus the Power of Your People and Move to the Next Level	Stephen Hawley Martin	May 10th, 2015
9	Managing People: A Practical Guide for Front-line Managers	Rosemary Thomson, Eileen Arney, Andrew Thomson	February 27th, 2015
10	Managing People in Sport Organizations: A Strategic Human Resource Management Perspective	Tracy Taylor, Alison Doherty, Peter McGraw	January 15th, 2015

Table: The latest published books on “Employee Performance Management” (January 2016)

Employee Performance Management

No	Title	Author	Published
1	Dream Job in 90 Days: Practical Steps for Career Success	Anurag Mehra, Abhijeet Virmani	December 30th, 2015
2	Human Resource Management	Mir Asfand Yar Bakht Ali	December 29th, 2015
3	Building a Culture of Innovation: A Practical Framework for Placing Innovation at the Core of Your Business	Cris Beswick, Jo Geraghty, Derek Bishop	December 28th, 2015
4	Think One Team: The Revolutionary 90 Day Plan that Engages Employees, Connects Silos and Transforms Organisations	Graham Winter	December 21st, 2015
5	Analysis of different rewards at ABC House to improve employee’s performance	Muhammad Naeem	November 25th, 2015
6	Employee Commitment - Simple Steps to Win, Insights and Opportunities for Maxing Out Success	Gerard Blokdijk	November 17th, 2015
7	Performance Management: Learn the system of different processes that combine to create an effective workforce within your company that can effectively reach your business goals	Farooq Soofi	November 12th, 2015
8	Employee Engagement and its Relation to Hospital Performance	Srinivas Goud Bulkapuram	November 10th, 2015
9	Latent Output: Realizing Hidden Potential	Karuna Shankar Pande	November 7th, 2015
10	Work Progress Feedback and Employees Performance in Organizations	Beauttah Mwangi Waweru, Alice Simiyu, Kellen Kiambati	October 30th, 2015

Table: The latest published books on “Personal Performance” (January 2016)

Personal Performance

No	Title	Author	Published
1	The Aha! Moment: The Guide to Creating a Game Changer	Cory The Author	December 31st, 2015
2	Maximum Performance and Productivity	George Carroll	December 30th, 2015
3	Design Your Life from the Inside Out: Create a Blueprint for Living an Outstanding Life	Tina Murray	December 28th, 2015
4	Managing The Mental Game: How To Think More Effectively, Navigate Uncertainty, & Build Mental Fortitude	Jeff Boss	December 26th, 2015
5	The Entrepreneurial Self: Fabricating a New Type of Subject	Ulrich Bröckling	December 25th, 2015
6	Organize Tomorrow Today: 8 Ways to Retrain Your Mind to Optimize Performance at Work and in Life	Jason Selk, Tom Bartow, Matthew Rudy	December 22nd, 2015
7	Think Like an Entrepreneur, Act Like a CEO: 50 Indispensable Tips to Help You Stay Afloat, Bounce Back, and Get Ahead at Work	Beverly E. Jones	December 21st, 2015
8	HealthWealth: Feel Like A Billion Dollars Every Day Of The Week	Daniel Grant	December 21st, 2015
9	Time Management: learn the 6 vital steps to boost productivity, increase daily performance, and create action ((productivity, self help, personal transformation))	Johnathan Emile	December 20th, 2015
10	Future Brain: The 12 Keys to Create Your High-Performance Brain	Jenny Brockis	November 2nd, 2015

Table: The latest published books on “Strategy Execution” (January 2016)

Strategy Execution

No	Title	Author	Published
1	The Future of Technology Management and the Business Environment: Lessons on Innovation, Disruption, and Strategy Execution	Alfred A. Marcus	December 24th, 2015
2	Organizational Change and Strategy: An Interlevel Dynamics Approach	João Neiva de Figueiredo, Nicholas S. Rashford, David Coghlan	December 24th, 2015
3	The TOP 5%	Jed Simms, Alexandra Chapman	December 16th, 2015
4	Strategic Sustainable Business (Leading Innovative Organizations)	Jonathan H. Westover PhD	December 10th, 2015
5	Social Media for Writers: Marketing Strategies for Building Your Audience and Selling Books	Tee Morris, Pip Ballantine, Chuck Wendig	December 1st, 2015
6	Growing Pains: Building Sustainably Successful Organizations	Eric G. Flamholtz, Yvonne Randle	November 23rd, 2015
7	Strategic Focus: The Art of Strategic Thinking	Cecilia Lynch	November 3rd, 2015
8	Strategic Analytics: Advancing Strategy Execution and Organizational Effectiveness	Alec Levenson	November 2nd, 2015
9	Making Strategy Works	ManageMentor	July 10th, 2015
10	Your Strategy Needs a Strategy: How to Choose and Execute the Right Approach	Martin Reeves, Knut Haanaes, Janmejaya Sinha	June 9th, 2015

Table: The latest published books on “Strategic Management” (January 2016)

Strategic Management

No	Title	Author	Published
1	Edge Strategy: A New Mindset for Profitable Growth	Alan Lewis, Dan McKone	December 29th, 2015
2	Strategic Foresight for Public Institutions	Witter Tobias	December 29th, 2015
3	Strategic Management and Business Analysis	Wyri Jenkins, Dave Williamson	December 22nd, 2015
4	Business Strategic Plan: Ultimate Guide for Strategic Plan	Benard Volt, Charity W. K.	December 16th, 2015
5	Strategic Brand Management	Alexander Chernev	December 15th, 2015
6	Advanced Strategic Management: A Multi-Perspective Approach	Véronique Ambrosini, Mark Jenkins, Nardine Mowbray	December 11th, 2015
7	Strategic Management	Richard Lynch	December 4th, 2015
8	Strategic Talent Management: Contemporary Issues in International Context	Paul Sparrow, Hugh Scullion, Ibraiz Tarique	December 3rd, 2015
9	Strategic Alliances for Sme Development (Research in Strategic Alliances)	T. K. Das	November 1st, 2015
10	Cognition and Strategy (Advances in Strategic Management)	Giovanni Gavetti, William Ocasio	August 28th, 2015

ACADEMIC JOURNAL ARTICLES

There are two stages in the process of improving a certain field of activity or subject. The first takes place on the theoretical scene and the second employs the gained knowledge in a real-life situation. Because the two are inseparable, education plays a role that is just as important as its practical applications. As such, the following section is an extension of the educational side of performance management, by presenting a list of academic articles written in 2015.

The selection has been made based on the following key words: performance management, organizational performance, performance measurement, operational performance, employee performance and, finally, personal performance.

The information has been gathered by using the following sources: Google Scholar Search, sciencedirect.com and anelis.ro.

Performance Management (Table: The Latest Published Articles)

No.	Title	Author	Publication date	Journal
1	Management innovation and firm performance: An integration of research findings	Richard M. Walker, Jiyeao Chen, Deepa Aravind	Oct, 2015	European Management Journal
2	Selected Components Affecting Quality of Performance Management Systems	Lucie Jelinkova, Michaela Striteska	Dec, 2015	Procedia – Social Behavioral Sciences
3	The interaction of chief executive officer and top management team on organization performance	Fang-Yi Lo, Pao-Hung Fu	Dec, 2015	Journal of Business Research
4	Product portfolio management – Targets and key performance indicators for product portfolio renewal over life cycle	Arto Tolonen, Marzieh Shahmarichatghieh, Janne Harkonen, Harri Haapasalo	Dec, 2015	International Journal of Production Economics
5	Renewal of Performance Management System in Family Company	Agatha Rinta Suhardi	Nov, 2015	Procedia – Social and Behavioral Sciences
6	Strategic Performance Management with Focus on the Customer	Michaela Striteska, Lucie Jelinkova	Dec, 2015	Procedia – Social Behavioral Sciences
7	Benchmarking construction waste management performance using big data	Weisheng Lu, Xi Chen, Yi Peng, Liyin Shen	Dec, 2015	Resources, Conversation and Recycling
8	Environmental operations management and its links with proactivity and performance: A study of the UK food industry	Stephanie Graham, Antony Potter	Dec, 2015	International Journal of Production Economics
9	Green supply chain management and firms' performance: Understanding potential relationships and the role of green sourcing and some other green practices	Ana Beatriz Lopes de Sousa Jabbour, Fernanda Cortegoso de Oliveira Frascareli, Charbel Jose Chappetta Jabbour	Nov, 2015	Resources, Conversation and Recycling
10	The effects of forecast type and performance-based incentives on the quality of management forecasts	Clara Xiaoling Chen, Kristina M. Rennekamp, Flora H. Zhou	Oct, 2015	Accounting, Organizations and Society
11	Evaluation of knowledge management performance: An organic approach	Le Chen, Patrick S.W. Fong	Jun, 2015	Information & Management
12	The Experimental Research Regarding the Promotion of High Performance Management within Arad University Sport Club	Serban Ovidiu Gheorghe, Mihailescu Nicolae	May, 2015	Procedia – Social and Behavioral Sciences

Performance Management (Table: The Latest Published Articles)

No.	Title	Author	Publication date	Journal
13	Developing a performance management framework for a national sport organization	Ian O'Boyle	May, 2015	Sport Management Review
14	Strategic Business Performance Management on the Base of Controlling and Managerial Information Support	Roman Zamecnik, Rastislav Rajnoha	Oct, 2015	Procedia Economics and Finance
15	Supplier Performance Management at Higher Education Institutes	Sallaudin Hassan, Siti Hajar Ramli, Rahmat Roslan, Jimisiah Jaafar	Nov, 2015	Procedia Economics and Finance
16	Performance Management in Horizontal Business Networks: A systematic review	Franciele Bonatto, Luis Mauricio Martins de Resende, Leozenir Mendes Betim, Rafael da Silva Pereira, Thompson von Agner	Aug, 2015	IFAC-PaperOnLine
17	Management and performance of strategic multipartner SME networks	Lara Agostini, Roberto Filippini, Anna Nosella	Nov, 2015	International Journal of Production Economics
18	Strategic cost management and performance: The case of environmental costs	Jean-François Henri, Olivier Boiral, Marie-Josée Roy	Mar, 2015	The British Accounting Review
19	Performance Management as a Process of Promoting Innovation in Software Industry	Athanasios Giannopoulos	Feb, 2015	Procedia – Social and Behavioral Sciences
20	Changing Routine: Reframing Performance Management within a Multinational	Philip Stiles, Jonathan Trevor, Elaine Farndale, Shad S. Morris, Jaap Paauwe, Günter K. Stahl, Patrick Wright	Jan, 2015	Journal of Management Studies
21	Does Training Matter? Evidence from Performance Management Reforms	Alexander Kroll, Donald P. Moynihan	Feb, 2015	Public Administration Review
22	Unpacking the black box: A realist evaluation of performance management for social services	Hwee Tend Robyn Tan, Gill Harvey	Nov, 2015	Public Administration Review
23	Towards an autonomic performance management approach for a cloud broker environment using a decomposition-coordination based methodology	Rajat Mehrotra, Srishti Srivastava, Ioana Banicescu, Sherif Abdelwahed	Apr, 2015	Future Generation Computer Systems
24	Exploring staffs' work performance of M food chain: From human resources management perspective	Pao-Cheng Lin, Hui-Ling Hu, Shao-Yu Li, Pei-Kuan Lin	Jun, 2015	Service Systems and Service Management
25	Hybridity, coping mechanisms, and academic performance management: comparing three countries	Christine Teelken	Jan, 2015	Public Administration Review
26	Public Sector Size and Performance Management: A Case-Study of Post-Revolution Tunisia	Anne Brockmeyer, Maha Khatrouch, Gaël Raballand	Jan, 2015	Social Science Research Network
27	The Role of Organizational Social Capital in Performance Management	Michele Tantardini, Alexander Kroll	Oct, 2015	Public Performance & Management Review
28	Performance Measurement and Management in the Public Sector: Some Lessons from Research Evidence	Jie Gao	Jun, 2015	Public Administration and Development

Performance Measurement (Table: The Latest Published Articles)

No.	Title	Author	Publication date	Journal
1	The Significance of SOEs Performance Measurement as Policy Instrument in Baltic Countries	Ruta Kloviene, Edita Gimzauskiene, Dalius Misiunas	Dec, 2015	Procedia – Social and Behavioral Sciences
2	The Aspects of Performance Measurement in Public Sector Organization	Ingrida Balaboniene, Giedre Vecerskiene	Dec, 2015	Procedia – Social and Behavioral Sciences
3	Is Performance Measurement System Going Towards Sustainability in SMEs?	Lina Kloviene, Maria-Teresa Speziale	Dec, 2015	Procedia – Social and Behavioral Sciences
4	The use of Web analytics for digital marketing performance measurement	Joel Järvinen, Heikki Karjaluo	Oct, 2015	Industrial Marketing Management
5	Future proofing PPPs: Life-cycle performance measurement and Building Information Modelling	Peter E.D. Love, Junxiao Liu, Jane Matthews, Chun-Pong Sing, Jim Smith	Aug, 2015	Automation in Construction
6	The ‘logic of escalation’ in performance measurement: An analysis of the dynamics of a research evaluation system	Peter Woelert	Mar, 2015	Policy and Society
7	Evolution of the performance measurement system in the Logistics Department of a broadcasting company: An action research	Debora M. Gutierrez, Luiz F. Scavarda, Luiza Fiorencio, Roberto A. Martins	Feb, 2015	International Journal of Production Economics
8	Measuring health system performance: A new approach to accountability and quality improvement in New Zealand	Toni Ashton	Aug, 2015	Health Policy
9	The Concept of Management Control System and Its Relation to Performance Measurement	Ladislav Siska	May, 2015	Procedia Economics and Finance
10	Incorporating destination quality into the measurement of tourism performance: A Bayesian approach	A. George Assaf, Efthymios G. Tsionas	Aug, 2015	Tourism Management
11	Use of wearable technology for performance assessment: A validation study	Enrica Papi, Denise Osei-Kuffour, Yen-Ming A. Chen, Alison H. McGregor	Jul, 2015	Medical Engineering & Physics

Organizational Performance (Table: The Latest Published Articles)

No.	Title	Author	Publication date	Journal
1	Effect of Intellectual Capital on Organizational Performance	Maryam Jameelah Hashim, Idris Osman, Syed Musa Alhabshi	Nov, 2015	Procedia – Social and Behavioral Sciences
2	Structural equation modelling on knowledge creation in Six Sigma DMAIC project and its impact on organizational performance	Ang Boon Sin, Sihaiza Zailani, Mohammad Iranmanesh, T. Ramayah	Oct, 2015	International Journal of Production Economics
3	Impacts of Implementation of the Effective Maritime Security Management Model (EMSMM) on Organizational Performance of Shipping Companies	Elena Sadovaya, Vinh V. Thai	Jun, 2015	The Asian Journal of Shipping and Logistics

Organizational Performance (Table: The Latest Published Articles)

No.	Title	Author	Publication date	Journal
4	Structural equation modelling on knowledge creation in Six Sigma DMAIC project and its impact on organizational performance	Ang Boon Sin, Sihaiza Zailani, Mohammad Iranmanesh, T. Ramayah	Oct, 2015	International Journal of Production Economics
5	Cleaner production, environmental sustainability and organizational performance: an empirical study in the Brazilian Metal-Mechanic industry	Eliana Andréa Severo, Julio Cesar Ferro de Guimarães, Eric Charles Henri Dorion, Cristine Hermann Nodari	Jun, 2015	Journal of Cleaner Production
6	The Interdependence Between Human Capital and Organizational Performance in Higher Education	Stefania Zlate, Cerasela Enache	Apr, 2015	International Journal of Production Economics
7	Effect of investments in manufacturing practices on process efficiency and organizational performance	DonHee Lee, Boo-Ho Rho, Seong No Yoon	Apr, 2015	International Journal of Production Economics
8	The moderating effect of organizational life cycle stages on the association between the interactive and diagnostic approaches to using controls with organizational performance	Sophia Su, Kevin Baird, Herb Schoch	Mar, 2015	Management Accounting Research
9	Effect of diversity on human resource management and organizational performance	Chia-Mei Lu, Shyh-Jer Chen, Pei-Chi Huang, Jui-Ching Chien	Apr, 2015	Journal of Business Research
10	Corporate Cultures Integration and Organizational Performance: A Conceptual Model on the Performance of Acquiring Companies	Syazliana Astrah Mohd Idris, Rabiah Abdul Wahab, Aini Jaapar	Jan, 2015	Procedia – Social and Behavioral Sciences
11	The impact of media relations on certain organizational and business performances: Serbian case	Edit Terek, Milan Nikolic, Jelena Vukonjanski, Bojana Gligorovic, Branka Jankovic	Sep, 2015	Public Relations Review
12	Innovation and technology creation effects on organizational performance	Kuo-En Huang, Jih-Hwa Wu, Shiau-Yun Lu, Yi-Chia Lin	Dec, 2015	Journal of Business Research
13	An analysis of the direct and mediated effects of employee commitment and supply chain integration on organizational performance	Rafaela Alfalla-Luque, Juan A. Marin-Garcia, Carmen Medina-Lopez	Apr, 2015	International Journal of Production Economics

Operational Performance (Table: The Latest Published Articles)

No.	Title	Author	Publication date	Journal
1	The impact of customer-based brand equity on the operational performance of FMCG companies in India	Bijuna C. Mohan, A. H. Sequeira	Dec, 2015	IIMB Management Review
2	Inter-firm dependence, inter-firm trust and operational performance: The mediating effect of e-business integration	Xinping Shi, Ziqi Liao	Dec, 2015	Information & Management
3	Customer integration and operational performance: The mediating role of information quality	Roberto Chavez, Wantao Yu, Cristina Gimenez, Brian Fynes, Frank Wiengarten	Dec, 2015	Decision Support Systems

Operational Performance (Table: The Latest Published Articles)

No.	Title	Author	Publication date	Journal
4	A semi-empirical ship operational performance prediction model for voyage optimization towards energy efficient shipping	Ruihua Lua, Osman Turan, Evangelos Boulougouris, Charlotte Banks, Atilla Incecik	Dec, 2015	Ocean Engineering
5	Strategic agility of Korean small and medium enterprises and its influence on operational and firm performance	Hojung Shin, Jae-Nam Lee, DaeSoo Kim, Hosun Rhim	Oct, 2015	International Journal of Production Economics
6	Measuring operational performance of OSH management system – A demonstration of AHP-based selection of leading key performance indicators	Daniel Podgórski	Mar, 2015	Safety Science
7	Firm performance in dynamic environments: The role of operational slack and operational scope	Jeremy J. Kovach, Manpreet Hora, Andrew Manikas, Pankaj C. Patel	Jul, 2015	Journal of Operations Management
8	Carbon emission reduction: the impact on the financial and operational performance of international companies	Isabel Gallego-Álvarez, Liliane Segura, Jennifer Martinez-Ferrero	Sep, 2015	Journal of Cleaner Production
9	Ergonomics Climate Assessment: A measure of operational performance and employee well-being	Krista Hoffmeister, Alyssa Gibbons, Natalie Schwatka, Jogn Rosecrance	Sep, 2015	Applied Ergonomics
9	The Relationships of Human Success Factor, Information Technology, and Procurement Process Coordination on Operational Performance in Building Construction Industry – A Proposed Conceptual Framework	Abdul Razif Abdul Razak, Akmal Aini Othman, Veera Pandiyan Kaliani Sundram	Nov, 2015	Procedia Economics and Finance
10	Operational Excellence for Sustainability of Nepalese Industries	Dr. Sateesh Kumar Ojha	May, 2015	Procedia – Social and Behavioral Sciences
11	Operational improvement competence and service recovery performance: The moderating effects of role stress and job resources	Yefei Yang, Peter K.C. Lee, T.C.E. Cheng	Jun, 2015	International Journal of Production Economics

Employee Performance (Table: The Latest Published Articles)

No.	Title	Author	Publication date	Journal
1	The Relationship Between Emotional Intelligence of Managers, Innovative Corporate Culture and Employee Performance	Erkut Altındag, Yeliz Kösedagı	Dec, 2015	Procedia – Social and Behavioral Sciences
2	Employee Satisfaction and Performance as Intervening Variables of Learning Organization on Financial Performance	Saarec Elsy Hatane	Nov, 2015	Procedia – Social and Behavioral Sciences
3	Effect of Training, Competence and Discipline on Employee Performance in Company (Case Study in PT. Asuransi Bangun Askrida)	Anwar Prabu Mangkunegara dan Abdul Waris	Nov, 2015	Procedia – Social and Behavioral Sciences
4	Family firms, employee satisfaction, and corporate performance	Minjie Huang, Pingshu Li, Felix Meschke, James P. Guthrie	Oct, 2015	Journal of Corporate Finance

Employee Performance (Table: The Latest Published Articles)

No.	Title	Author	Publication date	Journal
5	Workplace health promotion and labour market performance of employees	Martin Huber, Michael Lechner, Conny Wunsch	Sep, 2015	Journal of Health Economics
6	The relationship between hotel employees' cross-cultural competency and team performance in multi-national hotel companies	Worarak Sucher, Cathering Cheung	Aug, 2015	International Journal of Hospitality Management
7	Managing High-Potential Employees	Marek Rebeták, Viera Farkašová	Jul, 2015	Procedia Economics and Finance
8	Intermediate Manager Behaviors Leading to Employee Job Performance and Well-being: A Conceptual Framework	Julianna Marcotte, Olivier Doucet, Michel Cossette	Jul, 2015	Procedia Economics and Finance
9	Transformational leadership dimensions and employee creativity in China: A cross-level analysis	Chaoping Li, Hao Zhao, Thomas M. Begley	Jun, 2015	Journal of Business Research
10	Smart Health Care Monitoring Technologies to Improve Employee Performance in Manufacturing	Kati Kõrbe Kaare, Tauno Otto	Feb, 2015	Procedia Engineering
11	Motivational drivers that fuel employees to champion hospitality brand	Lina Xiong, Ceridwyn King	Jan, 2015	International Journal of Hospitality Management

Personal Performance (Table: The Latest Published Articles)

No.	Title	Author	Publication date	Journal
1	Performance, performativity and second language identities: How can we know the actor from the act?	Ruth M. Harman, Xiaodong Zhang	Dec, 2015	Linguistics and Education
2	Managing personal networks: An examination of how high-self monitors achieve better job performance	Song Wang, Qiongjing Hu, Bowen Dong	Dec, 2015	Journal of Vocational Behavior
3	The effect of experiential learning on subsidiary knowledge and performance	Waheed Akbar Bhatti, Jorma Larimo, Dafnis N. Coudounaris	Oct, 2015	Journal of Business Research
4	Personal Competences of Succession Pool for Management Positions within University Competitiveness Increase: Meaning and Identifications	Alexander Grudzinskiy, Ludmila Zakharova, Natalia Bureeva, Irina Leonova, Andrey Mahalin	Dec, 2015	Procedia – Social and Behavioral Sciences
5	Does personal social media usage affect efficiency and well-being?	Stoney Brooks	May, 2015	Computers in Human Behavior
6	Coping Efficacy and Project Involvement Effects on Personal and Professional Expectations	Orazio Licciardello, Claudia Castiglione, Alberto Rampullo	Oct, 2015	Procedia – Social and Behavioral Sciences
7	Managing Mass Sport Participation: Adding a Personal Performance Perspective to Remodel Antecedents and Consequences of Participant Sport Event Satisfaction	Du James, Jordan Jeremy S., Funk Daniel C.	Nov, 2015	Journal of Sport Management
8	Training perceptions, engagement, and performance: comparing work engagement and personal role engagement	Luke Fletcher	Jul, 2015	Human Resource Development International
9	When Performance Gets Personal: Towards a Theory of Performance-Based Identity and Identification	Benjamin W. Walker	Jan, 2015	Academy of Management Proceedings

PORTALS

It comes as no surprise that today's world relies mostly on online content as a prime source of information and knowledge. The following section was born with the intention of providing necessary guidelines for online orientation in the Performance Management field.

Thus, the tables below provide a ranking of the ten most accessed Performance Management related websites, based on their online traffic statistics. The ranking in the first table is provided by Alexa.com, while the second table was provided by Ranking.com, both of which are considered the web statistics authorities.

The order of the selected websites differs for Alexa.com and Ranking.com. While the first one presents KPILibrary.com, businessintelligence.com and kpiinstitute.com as the first three portals, the latter, Ranking.com, shows enterprise-dashboard.com, dashboardinsight.com and smartKPIs.com as the most visited Performance Management websites.

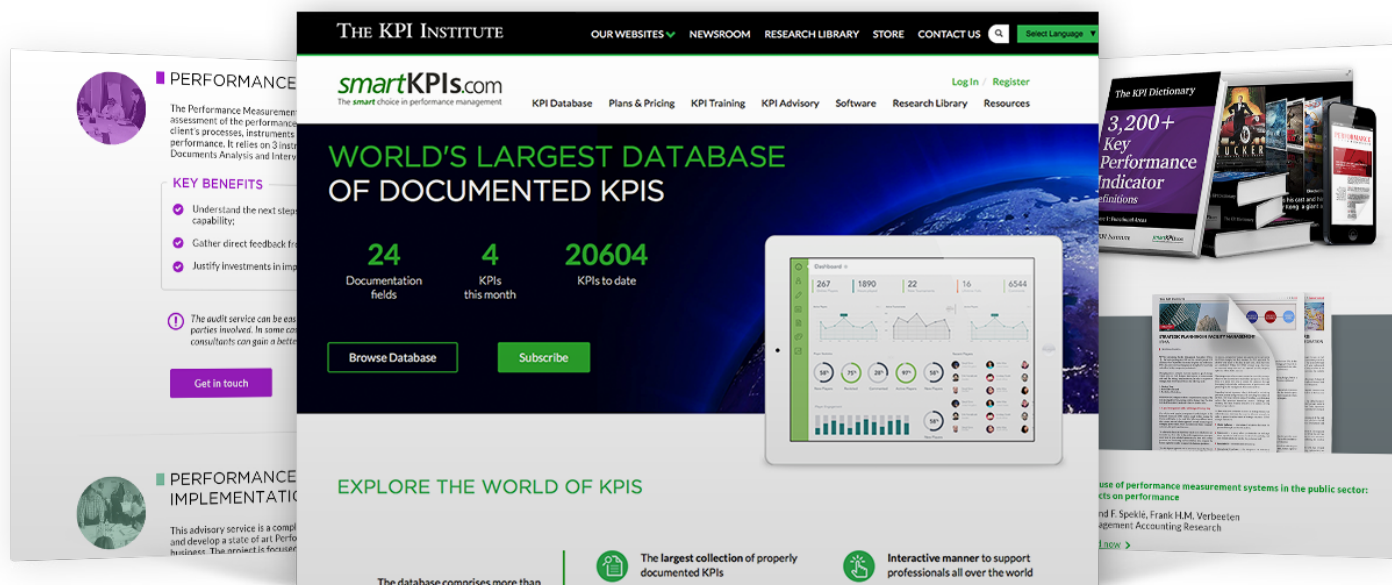
However, the overall trend is centered on performance related tools, such as Dashboards, Scorecards and KPIs.

Table: The most visited portals according to Alexa.com (March 2016)

No.	Name	Rank on Alexa.com
1	www.KPILibrary.com	236,800
2	www.businessintelligence.com	360,753
3	www.kpiinstitute.com	427,770
4	www.b-eye-network.com	539,442
5	www.dashboardinsight.com	643,659
6	www.enterprise-dashboard.com	1,049,777
7	www.dashboardspy.com	1,125,290
8	www.smartKPIs.com	2,196,954
9	www.dashboardzone.com	2,312,988
10	www.performanceportal.org	7,526,321

Table: The most visited portals according to Ranking.com (March 2016)

No.	Name	Rank on Ranking.com
1	www.enterprise-dashboard.com	175,403
2	www.dashboardinsight.com	176,817
3	www.smartKPIs.com	377,547
4	www.KPILibrary.com	402,918
5	www.b-eye-network.com	830,498
6	www.dashboardspy.com	1,389,344
7	www.businessintelligence.com	1,509,939
8	www.kpiinstitute.org	Not Ranked
9	www.dashboardzone.com	Not Ranked
10	www.performanceportal.org	Not Ranked



COMMUNITIES

For today's business environment and the fast-paced corporate world, even e-mail connections may seem too slow and unresponsive. Since 2012, social media has been encompassed in a booming ascension trajectory. While everyday connections are being delivered by platforms such as Facebook, business to business interactions migrated towards specialized social networks, such as LinkedIn. It offers the proper environment to share, exchange and analyze current trends, news and expertise related to various fields of business.

Thus, when it comes to Performance Management, five different categories of groups have been identified, namely Performance Management, Balanced Scorecard, Business Intelligence, Key Performance Indicators and Employee Performance Management.

The highly dynamic nature of the field becomes obvious when comparing the number of members from the 2014 to the 2015

analysis. If in 2014, the Business Intelligence Professionals (BI, Big Data, Analytics, IoT) had 90,549 members, in 2015 it has grown up to 174,250 members. The Human Resources (HR) & Talent Management Executive group had, in 2014, 352,139 members but, in 2015, it numbered 416,797 members. Also, the group PERFORMANCE: Measurement, Management, KPI, Balanced Scorecard, Business Intelligence, Analytics grew from 15,710 to 19,014 members.

Overall, every group experienced an increase in the number of members, thus reflecting the increasing interest given to specific domains related to performance management.

Each group's member base is represented below. The number of members was correct at the time of the research (March, 2016). However, given the high dynamism of social media, the number of members for the presented groups might have increased ever since.

Table: Performance Management communities

Performance Management	
Business Improvement, Change Management and Performance	59,782
PERFORMANCE: Measurement, Management, KPI, Balanced Scorecard, Business Intelligence, Analytics	19,014
Performance Management Professional Group	18,391

Table: Balanced Scorecard communities

Balanced Scorecard	
Balanced Scorecard Practitioners Global Network	12,211
PERFORMANCE: Measurement, Management, KPI, Balanced Scorecard, Business Intelligence, Analytics	19,014
Balanced Scorecard Group	5,303

Table: Business Intelligence communities

Business Intelligence	
Business Intelligence Professionals (BI, Big Data, Analytics, IoT)	174,250
Business Analytics, Big Data and Artificial Intelligence	97,693
Business Intelligence & Analytics Goup	12,737

Table: Key Performance Indicators communities

Key Performance Indicators	
PERFORMANCE: Measurement, Management, KPI, Balanced Scorecard, Business Intelligence, Analytics	19,014
Performance Measurement	5,221
Key Performance Indicator (KPI) Users Group	4,592

Table: Employee Performance Management communities

Employee Performance Management	
Human Resources (HR) & Talent Management Executive	416,797
Human Resource Management (HR, SPHR, SHRM, Recruiter, Resources Manager, Talent Strategy & Staffing)	131,538
Employee Performance Management (HR)	3,300

SOFTWARE NEWS

As the entire report proves, one of the biggest trends in 2015 was the emergence of huge amounts of data that organizations have to deal with, at all levels. In order to ease both the access and the understanding, performance related systems need different enablers, and technology always comes in hand.

This edition presents the results of two studies conducted by different entities and in different manner, but having the same purpose, namely to rank software solutions providers. Details about their results can be found below on roughly the same levels, specifically chosen for consistency. February of 2016 marked the release of a year-long expected report, the Magic Quadrant for Business Intelligence and Analytics Platforms published by Gartner. (<https://goo.gl/F4cVVC>)

Their overall perspective on the BI and analytics world of 2015 sums up to the following: “The BI and analytics platform market’s multiyear shift from IT-led enterprise reporting to business-led self-service analytics has passed the tipping point. Most new buying is of modern, business-user-centric platforms forcing a new market perspective, significantly reordering the vendor landscape.”

As prime specialists in this area of expertise, the Gartner team concluded that the BI and analytics platform market has definitely shifted in 2016 to a new, more modern, user-centric business perspective, compared to the older IT-defined enterprises.

Platform leaders:

Leaders in the Gartner Quadrant are Microsoft, Qlik and, the best of them all, Tableau, which holds onto its number one position for the fourth year in a row. The quadrant ranks the BI and analytics platforms based on their ability to execute, correlated with their completeness of vision, among others.

Ranking indicators:

Other important ranking vectors are the so-called “use-cases.” These assess how the platform reacts in 5 scenarios: agile-centralized BI provisioning (which allows for an agile workflow), decentralized analytics (which also supports the workflow from registered data to self-service analytics), governed data discovery (highlights the governance, reusability and promotability of the content), embedded BI and extranet deployment (same as the embedded BI scenarios, only with an external end-user).

Future trends:

Finally, the Gartner report isolated the BI and analytics platforms trends for the near future. According to them, by 2018, users and analysts will gain access to self-service tools in order to prepare data. Also, this self-service data preparation will be either integrated in an end-to-end analytical platform or become one of the features of an existing platform. Also by 2018, next-gen data discovery will comprise “smart, governed, Hadoop-based, search-based and visual-based data discovery” into one single form.



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Key Performance Indicators. KPI. Metrics. Operational Performance Management. Performance Appraisal. Performance Criteria. Performance Evaluation. Performance Management. Performance Management Plan. Performance Management System. Performance Measures. Performance Review. Scorecard. Strategic Performance Management. Strategy Execution. Strategy Implementation. Strategy Management. | **Educational Degree Institutions.** Aston University. University College Dublin. Erasmus University Rotterdam. HEC Paris. Heriot-Watt University Edinburgh Business School. University of Leicester. London School of Economics and Political Science. MIP Politecnico di Milano. University of Liege HEC Management School. École Supérieure de Commerce Paris Europe. Università degli Studi di Palermo. Franklin University. New York University Stern School of Business. University of Pennsylvania Wharton Business School. Regis University. Weber State University. Bellevue University. Georgetown University. University of Sydney. The University of Adelaide. Monash University. King Abdulaiz University, Faculty of Economics and Administration. Beirut Arab University, Faculty of Business Administration. United Arab Emirates University. Zayed University College of Business. Peking University Guanghua School of Management. The Chinese University of Hong Kong. University of Delhi, Faculty of Management Studies. Africa University, Faculty of Business Administration. University of Cape Town, Graduate School of Business. North-West University, Faculty of Economic and Management Sciences. | **Performance Management Events. 2015.** Bahrain: Manama; Egypt: Cairo; Hungary: Budapest; Hong Kong; India: Mumbai; New Zealand: Auckland; Oman: Muscat; Saudi Arabia: Jeddah; Scotland: Edinburgh; Singapore: Singapore; Spain: Barcelona; United Arab Emirates: Dubai; United Kingdom: London; United States: Florida, New York, San Diego, San Francisco, Texas. | **Career.** Jobs. Salaries. | **Book Categories.** Business Performance Management. Corporate Performance Management. Employee Performance Management. Enterprise Performance Management. Individual Performance Management. Operational Performance Management. Performance Management. Personal Performance. Strategic Management. Strategy Execution. | **Peer Reviewed Journals.** Top 18. | **Portals.** Top 10 Most Visited. | **Communities Analyzed.** Balanced Scorecard. Business Intelligence. Corporate Performance Management. Employee Performance Management. Key Performance Indicators. | **Software.** Gartner: Magic Quadrant for Business Intelligence and Software Solutions. | **232 countries reviewed.** 87 with performance management legislation in place. Abkhazia. Afghanistan. Åland Islands. Albania. Algeria. American Samoa. Angola. Anguilla. Antarctica. Antigua and Barbuda. Argentina. Armenia. Aruba. Australia. Austria. Azerbaijan. Bahamas. Bahrain. Bangladesh. Barbados. Belarus. Belgium. Belize. Benin. Bermuda. Bhutan. Bolivia. Bosnia and Herzegovina. Botswana. Brazil. British Virgin Islands. Brunei. Bulgaria. Burkina Faso. Burma. Burundi. Cambodia. Cameroon. Canada. Cape Verde. Caribbean Netherlands. Cayman Islands. Central African Republic. Chad. Chile. China. Christmas Islands. Cocos (Keeling) Islands. Colombia. Comoros. Congo, Democratic Republic of the. Cook Islands. Costa Rica. Cote d'Ivoire. Croatia. Cuba. Curacao. Cyprus. Czech Republic. Denmark. Djibouti. Dominica. Dominican Republic. Ecuador. Egypt. El Salvador. Eritrea. Equatorial Guinea. Estonia. Ethiopia. Falkland Islands (Islas Malvinas). Faroe Islands. Fiji. Finland. France. French Guiana. Gabon. Gambia, The. Georgia. Germany. Ghana. Greece. Grenada. Guadeloupe. Guam. Guernsey. Guyana. Honduras. Hong Kong. Hungary. Iceland. India. Indonesia. Iran. Iraq. Ireland. Isle of Man. Israel. Italy. Jamaica. Japan. Jersey and Saint Pierre and Miquelon. Jordan. Kazakhstan. Kenya. Kiribati. Korea, North. Korea, South. Kosovo. Kuwait. Kyrgyzstan. Laos. Latvia. Lebanon. Lesotho. Liberia. Libya. Liechtenstein. Lithuania. Luxembourg. Macau. Macedonia. Madagascar. Malawi. Malaysia. Maldives. Mali. Malta. Marshall Islands. Mauritania. Mauritius. Mayotte. Mexico. Micronesia, Federated States of. Moldova. Monaco. Mongolia. Montserrat. Montenegro. Morocco. Mozambique. Namibia. Nauru. Nepal. Netherlands. New Caledonia. New Zealand. Nicaragua. Niger. Nigeria. Niue. Norfolk Islands. Norway. Oman, Sultanate of. Pakistan. Palau. Palestine. Panama. Papua New Guinea. Paraguay. Peru. Philippines. Pitcairn Islands. Poland. Portugal. Puerto Rico. Qatar. Réunion. Romania. Russia. Rwanda. Saint Barthelemy. Saint Helena, Ascension and Tristan da Cunha. Saint Kitts and Nevis. Saint Lucia. Saint Vincent and the Grenadines. Samoa. Sao Tome and Principe. Saudi Arabia. Senegal. Serbia. Seychelles. Sierra Leone. Singapore. Sint Maarten. San Marino. Slovakia. Slovenia. Solomon Islands. Somalia. South Africa. South Ossetia. Spain. Sri Lanka. Sudan (South). Suriname. Svalbard and Jan Mayen Islands. Swaziland. Sweden. Switzerland. Syria. Taiwan. Tajikistan. Tanzania. Thailand. Timor-Leste. Togo. Tokelau. Tonga. Transnistria. Trinidad and Tobago. Tunisia. Turkey. Turkmenistan. Turks and Caicos Islands. Tuvalu. Uganda. Ukraine. United Arab Emirates. United Kingdom. United States. Uruguay. Vatican City. Uzbekistan. Vanuatu. Vietnam. Virgin Islands. Wallis and Futuna. West Bank. Western Sahara. Zambia. Zimbabwe.

