

UNIT 5: PERFORMANCE MANAGEMENT

Introduction

- Welcome to Unit 5 of Module 2 on Transforming Education Management.
- In this unit, we will learn about performance management.
- First we look at the concept and key dimensions of performance management.
- Next we shall focus on Result Based Management (RBM) tools.
- In addition, we shall examine strategic planning and management tools with specific reference to the Balanced Score Card (BSC).
- We will end the unit by examining the continuous improvement approaches.



Unit Objectives

Upon completion of this unit you will be able to:

- i. Explain the concept of performance management.
- ii. Describe the key dimensions of performance management
- iii. Discuss Results Based Management (RBM) tools.
- iv. Discuss strategic planning and management system tools with particular reference to the Balance Score Card (BSC)
- v. Discuss continuous improvement management such as Gemba Kaizen and process re-engineering

The Concept of Performance Management

- Performance management is a systematic process of improving organizational performance by developing individual performance targets and those of the team.
- Performance management can also be defined as a strategic and integrated approach for delivering sustained success of an organization.



Purpose of performance management

Performance management is considered to be a means of getting better results by understanding and managing performance (achievement) within an agreed framework of planned goals.



The Purpose of Performance Management



**Reward
Performance**



**See
Performance**



**Fuel
Performance**



Performance management helps an institution to:

- To align individual and organizational objectives
- To improve organizational performance
- To improve individual performance
- develop a performance culture
- Inform /contribution to performance pay decisions



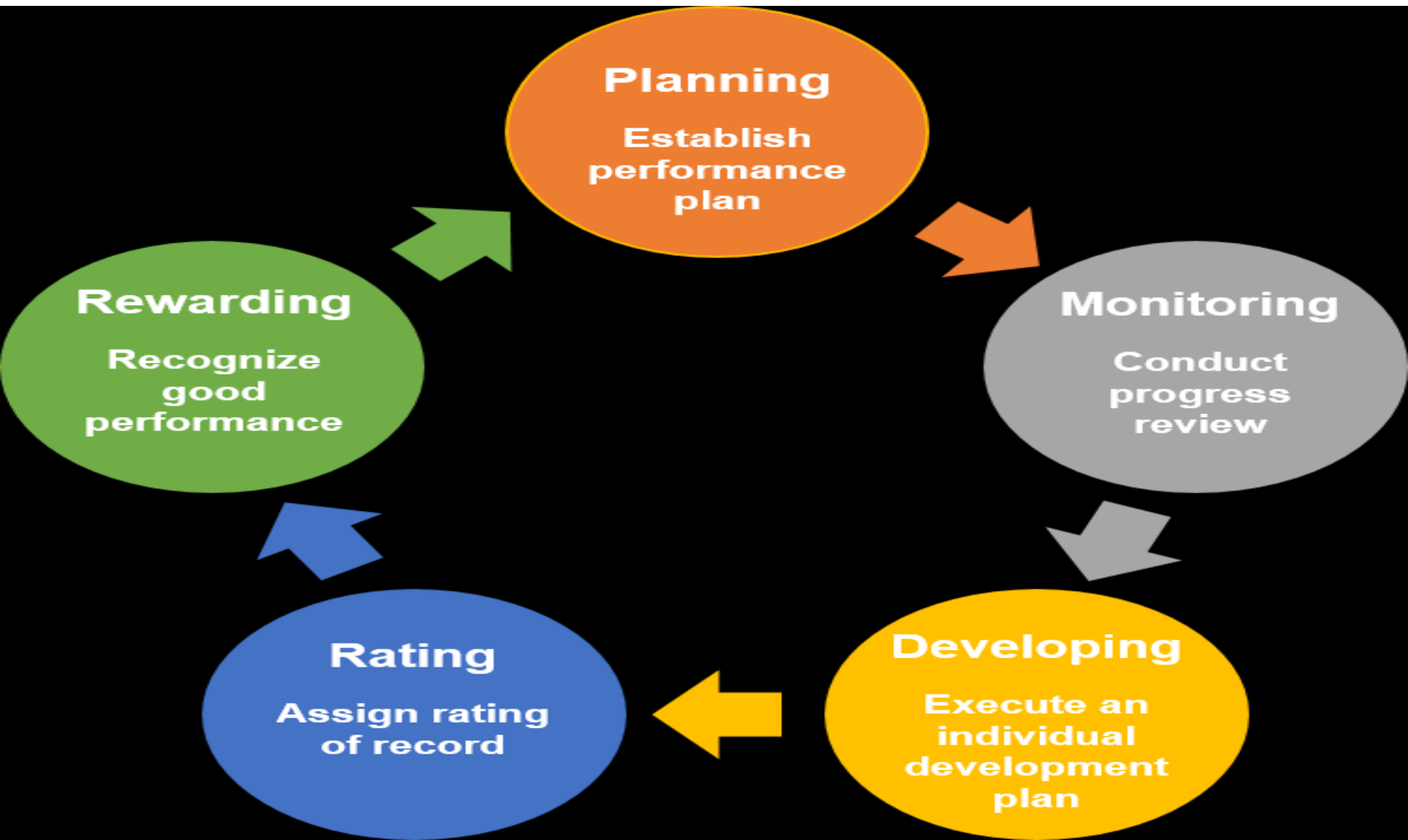
Activity

Study the following statements and answer the question that follows:

- If you don't measure results, you can't tell success from failure
- If you can't see success, you can't reward it
- If you can't reward success, you're probably rewarding failure
- If you can't see success, you can't learn from it
- If you can't recognize failure, you can't correct it
- If you can demonstrate results, you can win public support

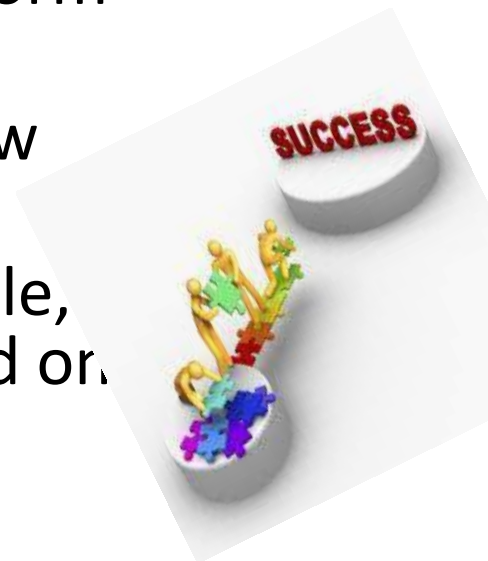
What are the implications of these statements on performance management?

Key elements of performance management



Key elements of performance management

- **Planning for Performance:** review of key performance objectives, developing and agreeing on performance targets and setting key performance indicators as measures of performance.
- **Monitoring of Performance:** measuring and monitoring how well you are delivering on the performance objectives.
- **Analyzing Performance:** use their performance data to analyze performance. creating evidence to inform decision making.
- **Reviewing Performance:** data is used to review processes towards increasing performance.
- **Aligning People and Culture:** Ensure the people, culture and leadership approaches are focused on performance improvement.



Results Based Management tools

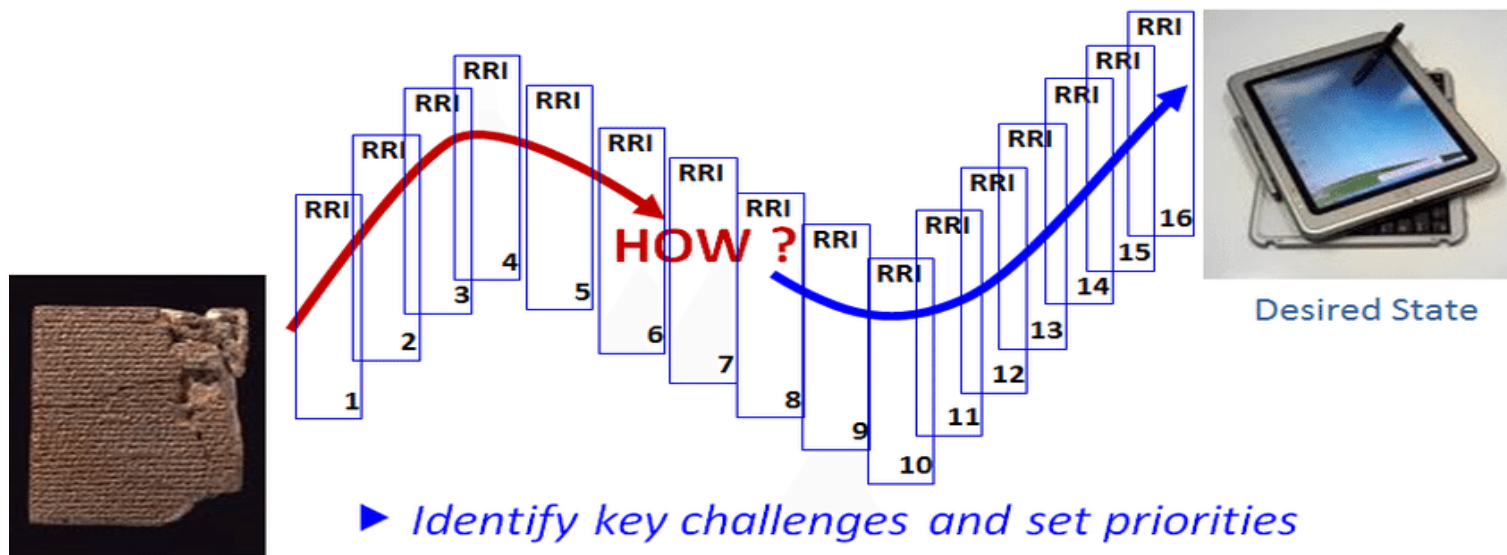
- Results-Based Management (RBM) is a management strategy by which everyone in the institution contributes directly or indirectly to achieving a set of performance results.
- All the processes, products and services of the institution contribute to the achievement of desired results (goals, outputs and outcomes).





- The Rapid Results Initiative (RRI) is a results–focused learning process/methodology aimed at **jumpstarting major** organizational change efforts and **enhancing implementation capacity**.
- RRI tackles **large-scale change** efforts through a series of **small-scale**, results-producing and momentum-building initiatives implemented within a 100 days.
- The RRI **translates a challenge into action** to achieve results within 100 days or less.

- The 100 days initiative forms the building block for the achievement of the long term goals.
- RRI is an important tool to implement RBM which needs clearly **defined goals, targets and indicators of success**, preferably expressed in quantitative terms justified on the basis of greater accountability in the use of resources.



Status Quo

Desired State

- ▶ Identify key challenges and set priorities
- ▶ Define RRIs to achieve results in 100 days or less
- ▶ Innovate + Measure results
- ▶ Learning by doing + Adjustment cycles

RAPID RESULTS INITIATIVE

Breakthrough Goals

- Challenging “stretch” goal, yet achievable
- Using existing resources and capacities
- Urgent and compelling – 100 days or less
- Sharply defined and measurable and visible

Result in



Change in

Organizational Behavior

- People Collaborate
- People Experiment and Ignore Red Tape
- People Tap their Full potential of energy and creativity

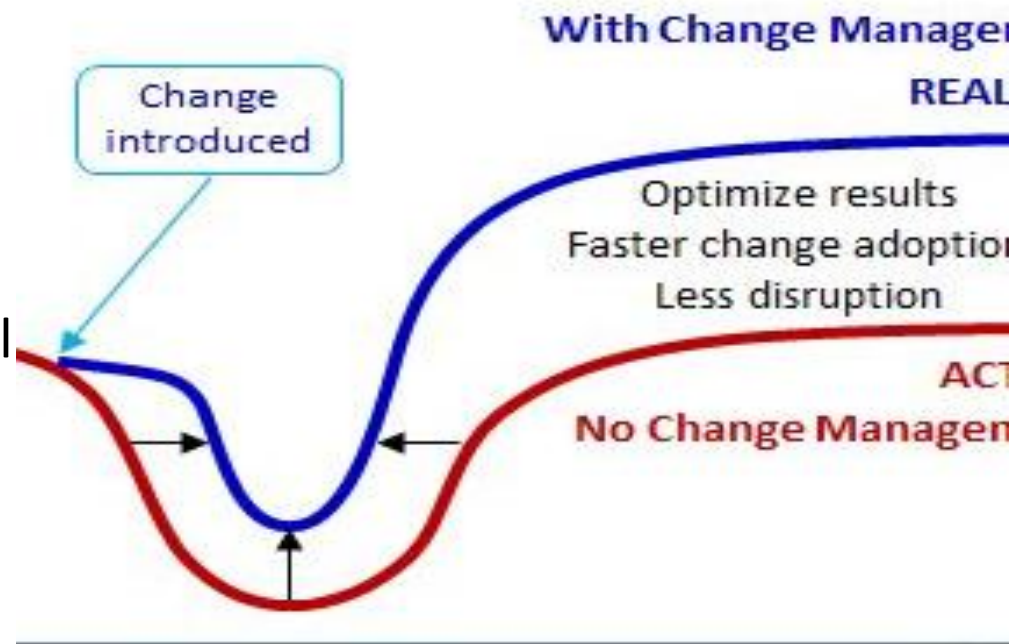


Activity

- Identify school activities/projects that can benefit from RRI

Benefits of RRI

- i. RRI focuses more on outputs rather than inputs which was the traditional approach.
- ii. RRI has facilitated completion of many projects without delays.
- iii. It generates progress and creates momentum in a critical area of overall strategic objective.
- iv. It stimulates new insights on implementation challenges and risks.
- v. Projects are achieved within 100-days or less.
- vi. It is challenging but achievable.



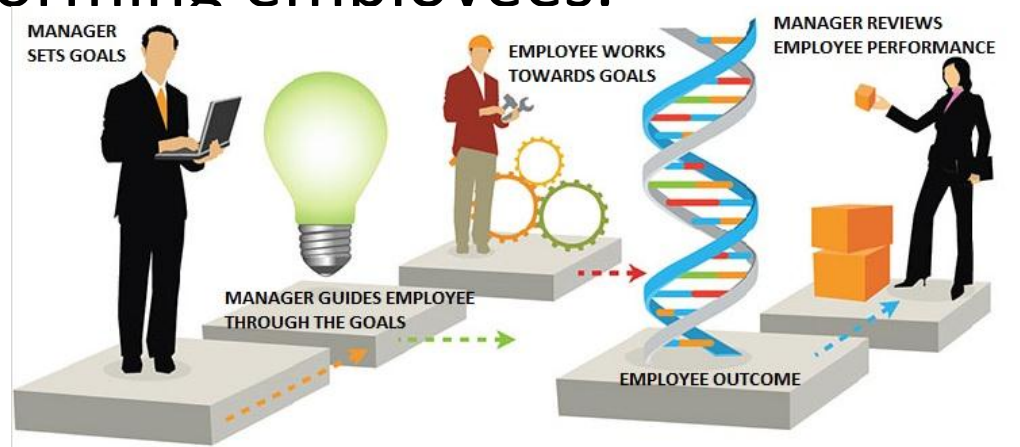
Performance Appraisal System (PAS)



- Performance Management System (PAS) is a method of monitoring and evaluating the performance of employees in the work place.
- The use of PAS involves the periodic assessment and grading of an employee's overall performance, future potential, organizational commitment and the resulting promotions and rewards.
- This enables an employee's performance to be placed under scrutiny over a defined period.



- The employee can be appraised on various issues such as teamwork ethics, consistency in job performance, individual performance, professional attitude, goal orientation and targets achieved.
- Performance appraisals and reviews keep employees competitive and committed about their defined roles and responsibilities.
- They also keep track of the regular performers and nonperforming employees.



- The PAS involves setting realistic standards and measures of performance in the institution.
- Employees are then informed about the standards and targets that are expected of them and how their performance will be measured against these standards and targets.
- Next comes planning for the realization of the set the standards and targets.
- Monitoring is then used to help remove obstacles to performance.
- The performance is documented in various ways during the appraisal stage and thereafter feedback is given.

- On the basis of appraisal and feedback, evaluation decisions have to be made, which include rewards or punishments.

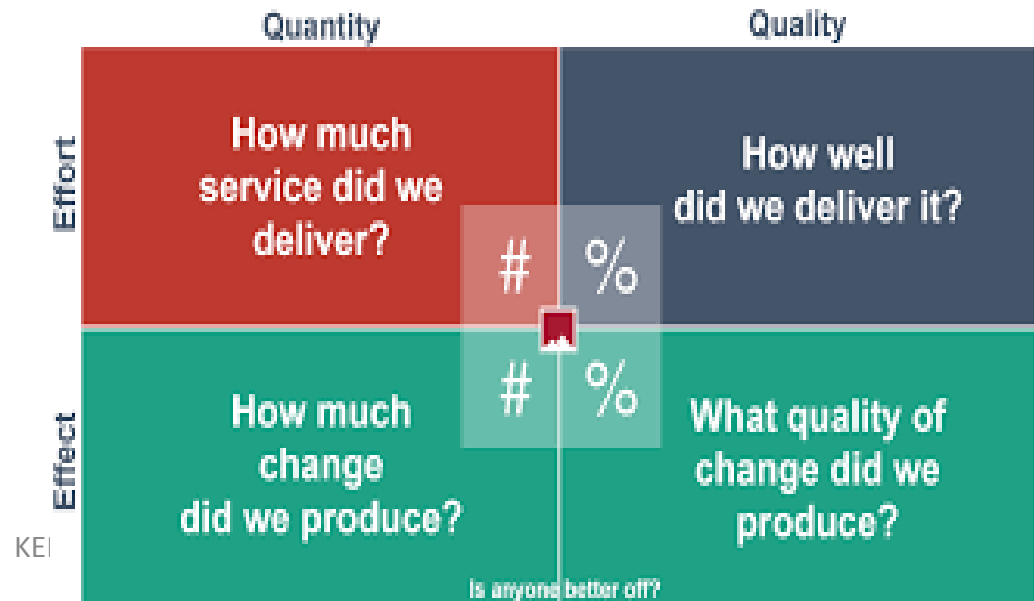


Performance Contracting (PC)

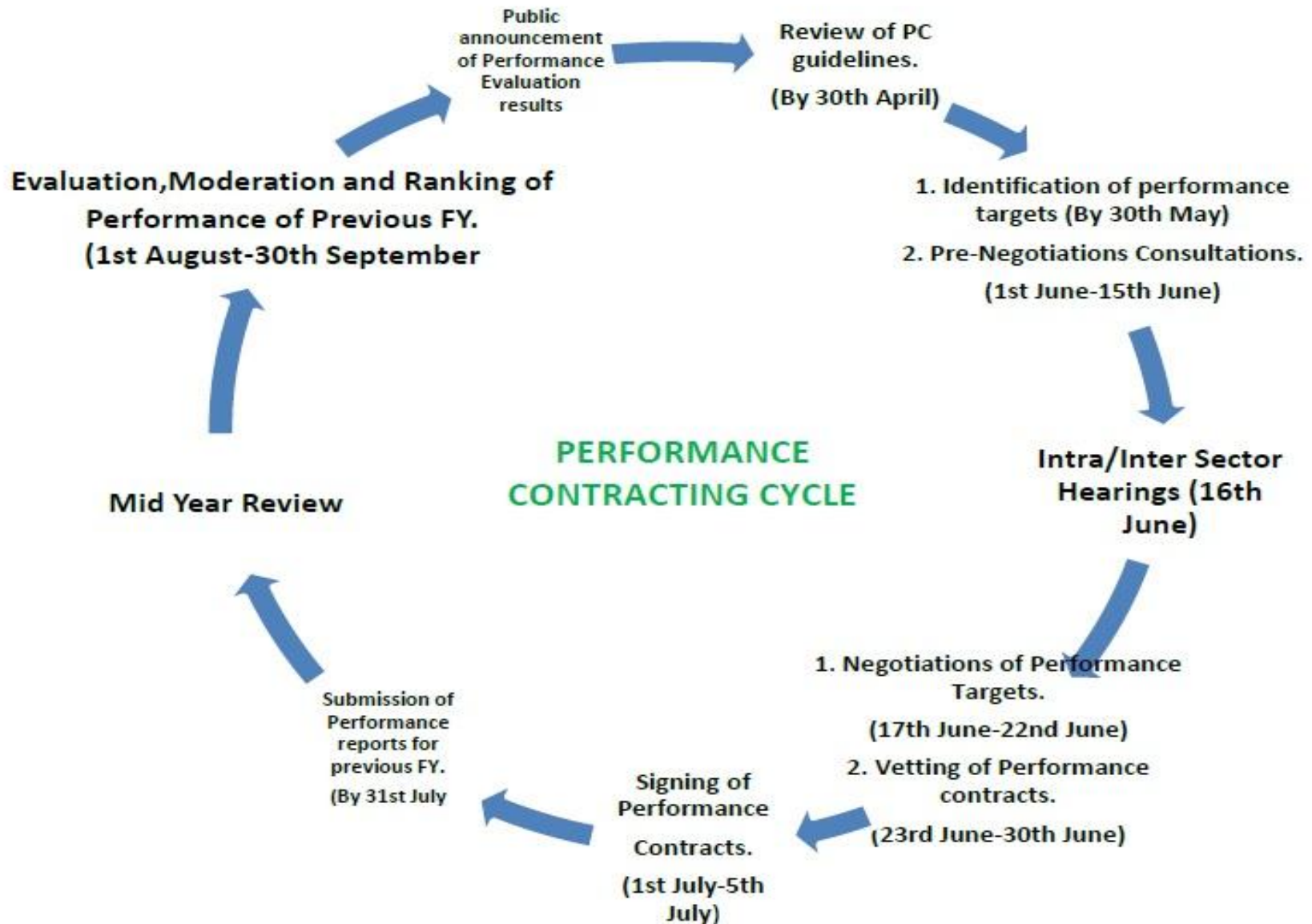
- It is a contract that is agreed upon by two parties with the subordinate party committing to delivering on clearly defined targets within a specified period.
- It facilitates the selection of the priority objectives against which performance it is measured.
- Evaluation of the performance is carried out through specified and agreed criterion value.
- Performance is based on the belief that what gets measured gets done



- Performance targets for public service
 - financial indicators: debt/equity ratio; appropriation-in-aid; utilization of allocated funds, asset register etc
 - Dynamic indicators: gender mainstreaming; environment; alcohol and drug abuse; HIV/AIDS prevention etc.
 - Operational indicators: the core business of the schools
 - Corruption eradication
 - Projects:



The Performance contracting cycle



Balance Score Card (BSC)

- This is a tool that you can use to improve the performance of your institution in achieving the goals of your strategic plan.
- The BSC is a management tool that provides stakeholders with a comprehensive measure of how the organization is progressing towards the achievement of its strategic goals.
- It provides performance measures for various aspects of the strategic plan.

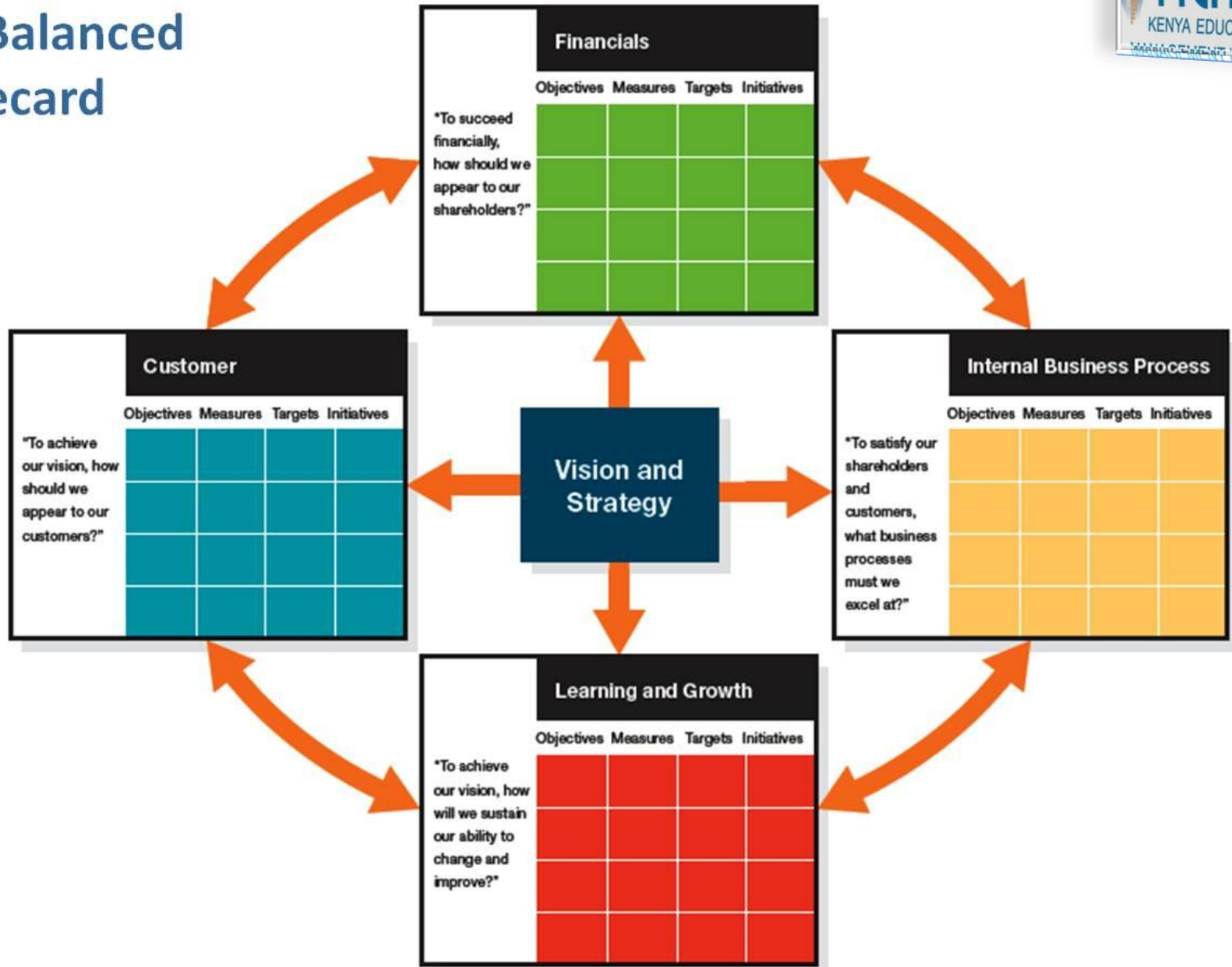


Themes of the Balance Score Card

- **Financial** — The BSC evaluates the profitability of a strategy.
- **Customer** — The BSC identifies the targeted customers and measures the organisations success in meeting the needs of these customers.
- **Internal business process** — The BSC evaluates the effectiveness and efficiency of managing the internal operations that create value for customers and improve the financial status of the organization.
- **Learning and growth** — The BSC identifies the capabilities in which the organization must excel in order to achieve superior internal processes that create value for customers and shareholders.



The Balanced Scorecard

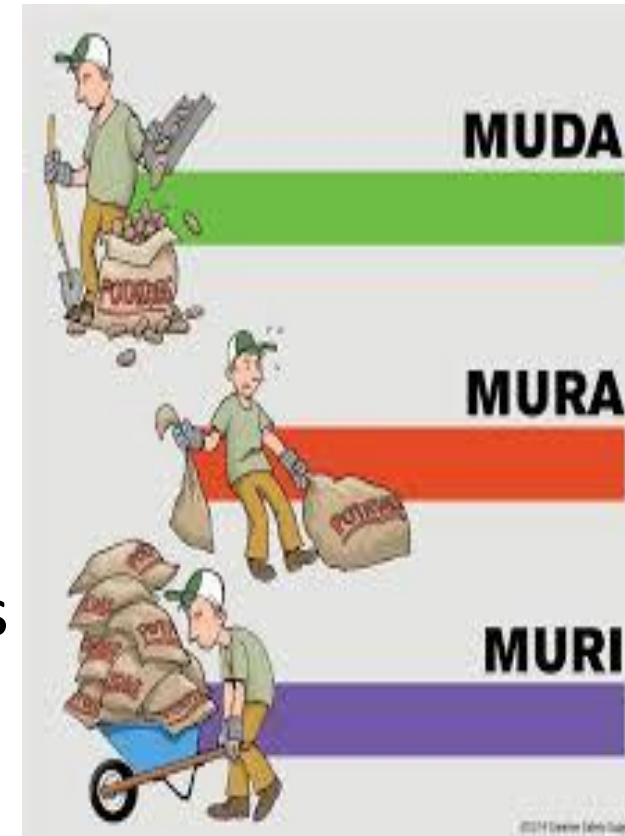




Gemba Kaizen

- The term *Gemba Kaizen* is a Japanese term that means:
 - **Gemba** means real place or workplace
 - **Kai** means to modify or to change
 - **Zen** means to make good or make better
 - **Kaizen** means making changes for the better on a continual, never-ending basis.
- Gemba Kaizen means making the workplace better by modifying or changing on continual basis the ways things are done
- An organization that focuses on implementing Kaizen is interested in incremental, continuous improvement.

- *Gemba Kaizen* is based on the three Ms necessary for continued improvement in the workplace: *Muda, Mura and Muri*.
 - *Muda* refers to wastage in work processes and spaces
 - *Mura* refers to inconsistency in the way we deliver
 - *Muri* refers to physical strain occasioned by bending over to recover things; sitting on bad chairs leading to strain.



The 5 S' s of Gemba Kaizen



Sort

When in
doubt,
move it
out –
Red Tag
technique



Set in Order

A place
for
everything
and
everything
in its
place



Shine

Clean and
inspect
or
inspect
through
cleaning



Standardize

Make up
the rules,
follow and
enforce
them



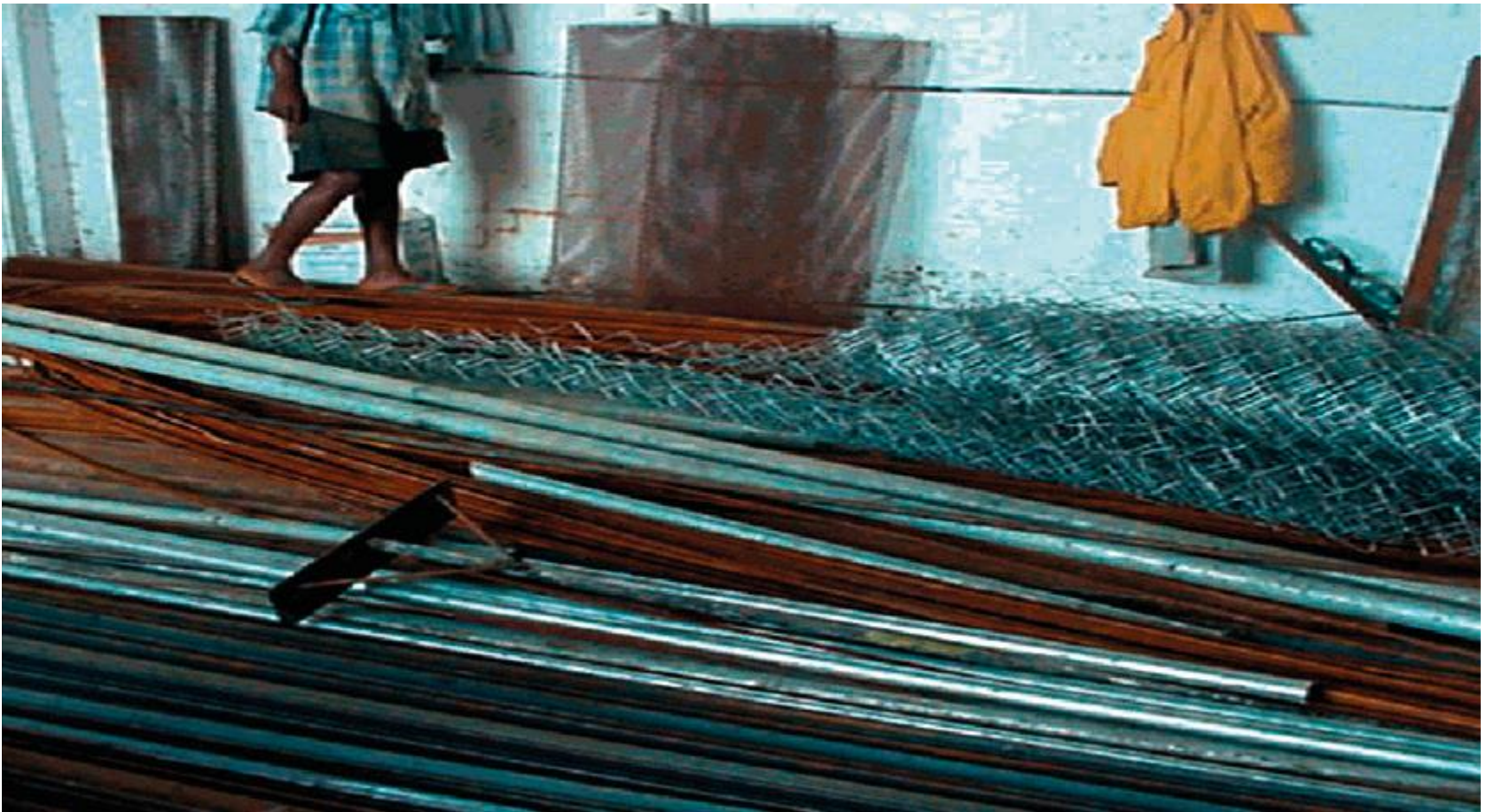
Sustain

Part of
daily work
and it
becomes
a habit

- **Sort:** Sort out and separate that which is needed and not needed in the area. Separate everything unnecessary and get rid of it.
- **Straighten:** Arrange items that are needed so that they are ready and easy to use. Clearly identify locations for all items so that anyone can find them and return them once the task is completed.
- **Scrub:** Clean the workplace and equipment on a regular basis in order to maintain standards and identify defects.
- **Standardise:** Maintain the standard and continue to improve every day
- **Sustain:** Revisit the 5S's on a frequent basis and confirm the condition of the Gemba using standard procedures.



Before Kaizen



After kaizen





Basic tips for Kaizen activities

- Discard conventional fixed ideas.
- Think of how to do it, not why it cannot be done.
- Do not make excuses. Start by questioning current practices.
- Do not seek perfection. Do it right away even if for only 50% of target.
- Correct it right away, if you make a mistake.
- Do not spend money for KAIZEN, use your wisdom. Wisdom is brought out when faced with hardship.
- Ask 'WHY?' five times and seek root causes.



Activity

Identify areas in our schools that can benefit from Gemba Keizen

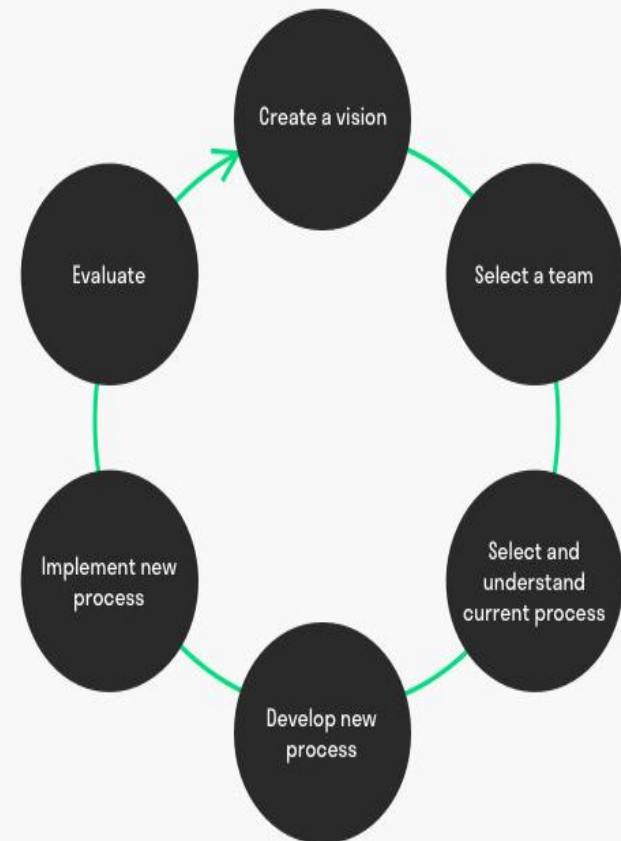
Process Re – engineering

- Refers to the radical redesign of institutions processes to achieve dramatic improvements in productivity and performance.
- It focuses on two key concepts:
 - **Radical** redesign means getting rid of existing processes and procedures and inventing new ways.
 - **Dramatic** improvement means a quantum leap in performance



Steps for re – engineering

- **Visioning:** Define the vision and organizational goal.
- **Identifying:** Identify the processes to be reengineered.
- **Analyzing:** Analyze and measure existing process.
- **Redesigning:** Identify and generate alternative process redesigns.
- **Evaluating:** Evaluate and select a process redesign.
- **Implementing:** Implement the re - engineered process.
- **Improving:** Continuous improvement of the process.





- We have come to the end of this presentation on performance management.
- In this unit, we have learnt about the importance of performance management in the achievement of organizational results. We said “what gets measured gets done”.
- we have looked at the various results based management tools such as Rapid results initiative, performance appraisal systems and performance contracting.
- we have also looked at how the balanced score card can be used to monitor the implementation of the strategic plan.
- We have concluded the unit by looking at continuous improvement approaches such as Gemba Keizen and process re-engineering.

Remember to attempt the three case studies that follow and record your responses in your personal journal and share with your group members during discussions.