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Integrated Performance Management system (IPMS)

OVERVIEW

*“ONE ACCURATE MEASUREMENT IS WORTH MORE THAN A THOUSAND EXPERT’S
OPINIONS”*

Admiral Grace Hopper

WHAT IS PERFORMANCE MANAGEMENT?

There are a wide range of definitions for performance objective, performance goal, performance measure, performance measurement, and performance management. To frame the dialog and to move forward with a common baseline, certain key concepts need to be clearly defined and understood, such as:

PERFORMANCE OBJECTIVE

This is a critical success factor in achieving the organization’s mission, vision, and strategy, which if not achieved would likely result in a significant decrease in customer satisfaction, system performance, employee satisfaction or retention, or effective financial management.

PERFORMANCE GOAL

A target level of activity expressed as a tangible measure, against which actual achievement can be compared.

PERFORMANCE MEASURE

A quantitative or qualitative characterization of performance.

PERFORMANCE MEASUREMENT

A process of assessing progress toward achieving predetermined goals, including information on the efficiency with which resources are transformed into goods and services (outputs), the quality of those outputs (how well they are delivered to clients and the extent to which clients are satisfied) and outcomes (the results of a program activity compared to its intended purpose), and the effectiveness of government operations in terms of their specific contributions to program objectives.

PERFORMANCE MANAGEMENT

The use of performance measurement information to effect positive change in organizational culture, systems and processes, by helping to set agreed-upon performance goals, allocating and prioritizing resources, informing managers to either confirm or change current policy or program directions to meet those goals, and sharing results of performance in pursuing those goals.

OUTPUT MEASURE

A calculation or recording of activity or effort that can be expressed in a quantitative or qualitative manner.

OUTCOME MEASURE

An assessment of the results of a program compared to its intended purpose.

PERFORMANCE MANAGEMENT SYSTEM GOALS

A leading-edge organization seeks to create an efficient and effective performance management system to:

- Translate organization's vision into clear measurable outcomes that define success, and that are shared throughout the organization and with customers and stakeholders;
- Provide a tool for assessing, managing, and improving the overall health and success of business systems;
- Continue to shift from prescriptive, audit- and compliance-based oversight to an ongoing, forward-looking strategic partnership.
- Include measures of quality, cost, speed, customer service, and employee alignment, motivation, and skills to provide an in-depth, predictive performance management system; and
- Replace existing assessment models (which is predominantly behavioral) with a consistent approach to performance management.

The Balanced Scorecard Methodology

Organizations agree on the need for a structured methodology for using performance measurement information to help set agreed-upon performance goals, allocate and prioritize resources, inform managers to either confirm or change current policy or program direction to meet those goals, and report on the success in meeting those goals.

