



Does Your Performance Management System Perform?

There is growing demand for organisations, particularly in the public sector, to demonstrate effective organisation performance management. This usually means moving on from desktop tools, such as Excel, to a product such as Ten that delivers an organisation wide performance management system.

The questions posed below outline what an up-to-date performance management system delivers. These help you benchmark your existing system against what is available through a system, such as Ten.

1. Does your system go beyond the display of performance indicators?

Many applications are available for the display of performance indicators, ranging from desktop applications, such as Excel, to more extensive business intelligence applications. These often result in data collection and reporting through a single person, a lack of consistency, difficulty in communicating performance, and a barrier to embedding a performance culture.

2. Does it support the delivery of your corporate plan?

The majority of performance management systems we help implement also support the delivery of the annual corporate plan, and other organisation plans. A performance management system should take the core parts of these plans - Strategic Aims, Objectives, Actions and Performance Indicators - include them in the system and support their on-going management. The delivery of these plans becomes an on-going process, rather than a one-off event at the start of the year that is not followed up. In the words of one of our customers; 'the corporate plan is now a call to action and a delivery mechanism, rather than a wish list'.

3. Does it provide a joined up and aligned view?

One of the drawbacks of managing performance through a number of individual documents is that while the information exists, it is not joined up or aligned, and quickly becomes out of date and inconsistent because making changes is too onerous. Once an integrated performance system is implemented, all aspects are aligned and the impact of changes visible. When changes are made they ripple through the system automatically.

4. Does it encourage pro-active management?

Simply presenting performance indicator data is not pro-active performance management. The reasons behind current performance levels and what is being done to make improvements, or correct shortfalls through remedial actions, must be visible and managed. This includes regular updating and review, along with a clear statement of responsibilities.



5. Do you have instant access to up-to-date information from your desktop?

In order to manage performance effectively, access to performance information, for viewing or updating, should be available to the appropriate people, ideally everyone in the organisation. Access should also be personalised, with users having a 'home page' that focuses on their responsibilities and priorities. This also makes system updating personalised and easy for those users who update the system.

6. Does it communicate performance effectively?

Embedding a performance culture throughout an organisation, or a number of organisations, is helped by having easily accessible performance information. The simplest interactive way to do this is through a web browser. The interaction should also make it easy to find focused information, for example; by theme, organisation unit or person.

7. Does it help embed a performance culture and share the workload?

It is counter-productive to have all performance information channelled through one person or a small team. A system must enable updating through automatic electronic means, for aspects such as performance indicator data, and support a range of people who make regular, but limited, updates; such as the status of objectives and actions.

8. Is it simple to use?

When it comes to having a wide number of people update and view the system, it must be simple to use. These people use the system infrequently, so it must be easy to use, with minimum or no training. Otherwise support will become a real overhead.

9. Can it support self assessment frameworks?

The use of frameworks for self assessment and improvement, such as KLOEs, EFQM, IIP and Chartermark, is increasing, and in some cases replacing the focus on performance measures. These need to be managed in a reliable way through the cycle of assessment, delivery of improvement actions, and re-assessment.

10. Does it operate at the corporate and operational and personal level?

A system needs to provide value to all users. Whether you are a director looking at the corporate or directorate level, or a manager more interested in the detailed operational level, it must help you manage performance better. This is delivered through both organisational and personal views of information and responsibilities.

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More Information

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