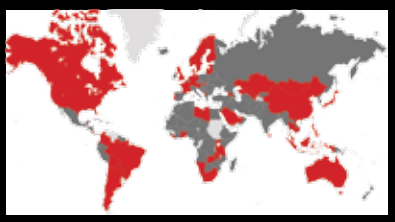
INTERVIEWS



LEGISLATION



"Individuals and organizations alike deeply desire to succeed. Success is driven by performance, and most people are inherently aware of that."

THE KPI INSTITUTE PERFORMANCE MANAGEMENT IN 2014

State of the discipline annual magazine

EDUCATION



EVENTS



"Performance management is the first step towards understanding the impact of your decisions and acknowledging the health of your organization."



PERSPECTIVES
12 interviews. 12 countries. Practitioners. Academics. Consultants

AROUND THE WORLD
Performance related legislation in 232 countries

KEYWORD TRENDS
Statistics for the most popular performance related keywords in Google search

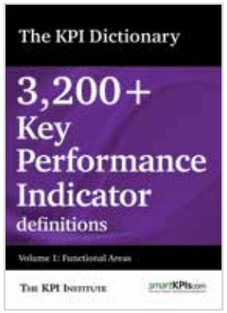
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Degrees. Subjects. Main events

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Bestselling books. Latest published books. Academic articles. Portals. Communities

SOFTWARE
Gartner's Magic Quadrants. The G2 Crowd Scores

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- Hospitality & Tourism
- Infrastructure Operations
- Manufacturing
- Media
- Non-profit / Non-governmental
- Postal and Courier Services
- Professional Services
- Publishing
- Real Estate / Property
- Resources
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- Sport Management
- Sports
- Telecommunications / Call Center
- Transportation
- Utilities

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The KPI Compendium

Explore the most comprehensive catalogue of documented KPIs examples!

The KPI Compendium is a concise, but comprehensive work that presents over 20,000 Key Performance Indicators that have been identified as being used in practice. It provides practitioners with a powerful tool to weigh together or to compare practical examples of KPIs coming from hundreds of business areas.
The main three categories under which KPIs are listed are:
Global – containing sub-categories such as Administration, Quality of Life, Environment and Pollution and many others;
Organizational – further clustered into sub-categories based on industries and functional areas;
Personal – addressing personal productivity and well-being, divided into sub-categories such as Home Economics, Personal Development, Fitness and Work-life balance.
The Compendium was designed to facilitate the identification and usage of KPIs in practice. The importance of these indicators in the decision making process turns this Compendium into an indispensable tool for both individuals and organizations.

Explore the greatest guide to identifying the best KPI selection for your organization!
Download The KPI Compendium at: **www.store.kpiinstitute.org/the-kpi-compendium.html**

Executive summary

Performance Management in 2014

2014 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 2014 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 2014 continues the standards established by the previous two 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 12 countries, who offered rich insights on the development of performance management in 2014. 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 Denmark to China, from New Zealand to Egypt and from USA to UAE.

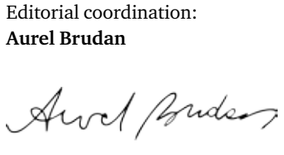
The content was compiled in such manner as to provide opinions and extensive analyses through interviews, as well as specific information through topics such as events, media exposure, resources and software.

In 2014, 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 was completed, by two additional reports, both assessing the state of the discipline in two specific geopolitical areas. More precisely, the reports Performance Management in 2014: GCC Special Edition and Performance Management in 2014: ASEAN Special Edition are soon to be released.

Work has begun on launching additional publications as part of this series. 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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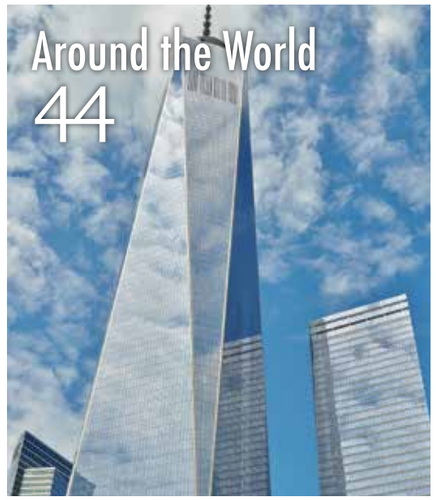
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INTRODUCTION

Visual Summary



About the Report

The report Performance Management in 2014 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, 2014 – February, 2015. 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 2014 – February 2015. 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 2014 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 2014.

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 2014 and the other one – events from 2015.

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, 2014.

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

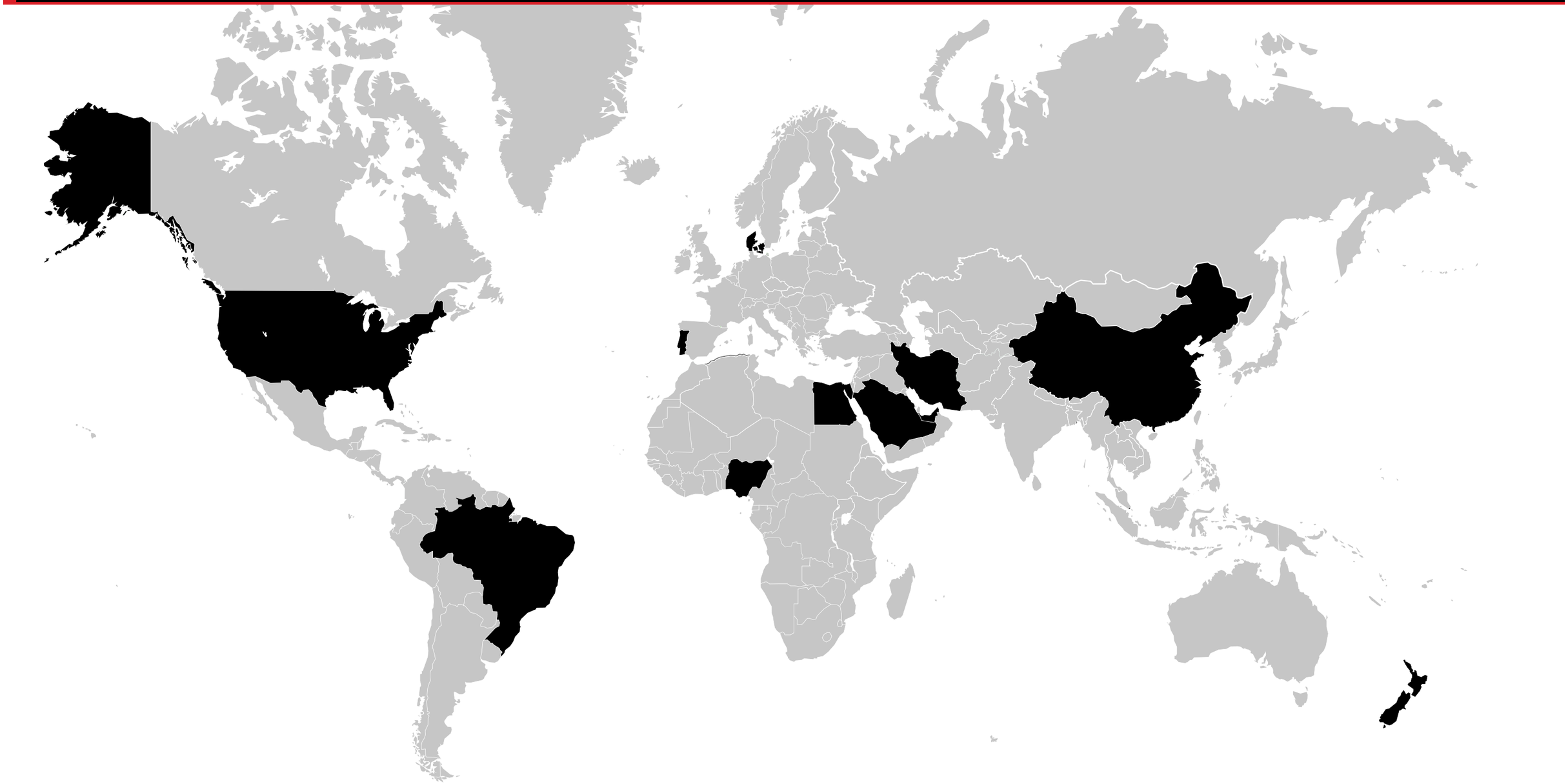
The section provides an overview of the job and salaries trends, as they evolved in 2014, on a global level. Additionally, independent regional overviews of each continent enhance accuracy of data and enables comparison across regions.

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.

PERSPECTIVES

Map Overview





John Mosquera
Federal Reserve Bank of New York
USA



Rick Edgeman
Aarhus University
Denmark



Sami A. Khan
King Abdul Aziz University
Saudi Arabia



Jarlath Fernando
Dubai World - Imdaad
United Arab Emirates



David Liu
North American Representative
Office of Shenzhen
China



Nabil Boulos
Vimpelcom Group
(previous company)
Egypt



João Mapel
Technip
Brazil



Luís Gargalo
Wayfield, Trading
Internacional, SA - Grupo
Refriango
Portugal



Hamed Mehrzadegan
Petropars LTD.
Iran



Jayan Warrier
Positive Performance Consulting Pte
Singapore



Musa Bulus
Central Bank of Nigeria
Nigeria



Peter Ryan
Christchurch City Council
New Zealand

PERSPECTIVES

16 Questions. 12 Interviews. Practitioners. Academics. Consultants.

Brazil. China. Denmark. Egypt. Iran. New Zealand. Nigeria. Portugal. Saudi Arabia. Singapore. United Arab Emirates. United States of America.

A crucial point in every research project, regardless of the subject, is having access to insights from experts in the field. The report Performance Management in 2014 continues the standard set by the previous two 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 12 interviews with specialists from all the above-mentioned categories.

From Asia to Africa, from Europe to the Americas and from Oceania 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 (1-15), and Question 16 varied on the type of professional. For the first time, the report included a new section of questions, dedicated to Personal Performance, in order to gather the interviewees" opinions on this emerging trend. The questions that the 12 specialists answered to are:

1 What does the term Performance Management mean to you?

2 What drives interest in Performance Management?

3 What are your thoughts on the relationship between Performance Management at organizational, departmental and individual level?

4 What are the 2014 key trends in Performance Management from your point of view?

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

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

7 Which are the main challenges in today's Performance Management practice?

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

9 What would you consider best practices in Performance Management?

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

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

12 If you are to name, in a few words, the main aspects governing Performance Management today, what would they be?

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

14 Are you using any kind of personal performance measurement tools? If yes, please describe how this has influenced your life.

15 Do you have any tips for successfully managing one's work-life balance? What are your thoughts?

16a Which are the recent achievements in generating value as result of Performance Management put in practice in your organization?

16b We are developing a database of Performance Management subjects and degrees. Which are the subjects/degrees you have come across and at which university? (i.e. subjects or degrees such as the Masters in Managing Organizational Performance)

16c As a consultant, what are the most common issues that your customers have signaled, related to Performance Management?

GLOBAL PERSPECTIVES

1 What does the term Performance Management mean to you?

Due to its broad understanding, Performance Management is defined in different ways by professionals, and the definitions sometimes seem to vary even from one industry or functional area to another.

For example, for HR specialists, either practitioners or academics, Performance Management represents an essential function of Human Resources Management. For Strategy and planning specialists, it represents the integration and alignment of the company's operations with the strategy, while other professionals define it through the tools and methodologies used at different levels.

Performance management is, indeed, a ubiquitous term in today's business environment. It is embedded in the body of knowledge of various disciplines, it is used at all organizational levels (from the strategic one, to the operational and, finally, the individual level) and it can broadly be defined as the overarching process that deals with performance

2 What drives interest in Performance Management?

The fact that the popularity of Performance Management is continuously increasing comes as no surprise. Neither does the high interest that private companies invest in performance related tools and practices. However, an increasing number of governmental entities turn towards performance management, in order to better fulfil their goals and provide better services to citizens.

The interviewed professionals have identified numerous aspects that drive interest in performance management. These drivers range from gaining a competitive edge, attaining the organization's strategy, continuously improving activities and making them more effective and efficient to the need for profit.

A new driver that professionals mention for the first time in 2014 is the fascination towards assessing an individual's or a company's journey, in order to understand both the path and the impact brought into the field.

3 What are your thoughts on the relationship between Performance Management at organizational, departmental and individual level?

Most of the interviewed professionals agree on the idea that a high individual performance should lead to a high departmental performance and, ultimately, to a high-performing organization. However, another aspect they agree upon is the difficulty to achieve a good alignment in practice.

The above-mentioned professionals emphasized the importance of alignment in terms of objectives and measures – it is seen as an essential pillar for an organization's success.

4 What are the 2014 key trends in Performance Management from your point of view?

Each year, new trends emerge in the performance-related theory and practice. Some of the main trends that professional have identified for 2014 are:

1. High usage of Performance Management in the public sector;
2. Upsurge in data availability;
3. The use of Big Data & Analytics for a higher accuracy of reporting and forecasting;
4. Focus on soft skills;
5. Emphasis on sustainability;
6. Interest in Corporate Social Responsibility.

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

Some of the performance related aspects that the interviewed practitioners, academics and consultants mentioned as possible research areas are:

1. Strategy implementation;
2. Non-financial and Hybrid KPIs;
3. The effects of intrinsic motivation on performance;
4. Bonuses – efficient in improving performance?;
5. Triple bottom line performance and impact;
6. Managing uncertainty;
7. Organizational culture;
8. Coaching and its importance for performance;
9. Data gathering via software integrations.

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

Very useful insights can always be gained by looking at similar companies who have implemented successful performance management systems. With the purpose of offering a database of organizations that have nurtured successful performance related tools and practices, the interviewed professionals were asked to provide examples of organizations that can be seen as a good practice in the field. The received examples can be divided in three main clusters:

a) Multinational companies:

- Ooredoo (telecommunication provider operating in the Middle East);
- Siemens;
- Novozymes (a global biotechnology company headquartered in Denmark);
- Novo Nordisk (a Danish multinational pharmaceutical company);
- Maersk Line (the global container division and the largest operating unit of the A.P. Moller – Maersk Group, a Danish business);
- SAP;
- SAS;
- Apple;
- Google;
- Microsoft;
- Samsung;
- BP;
- Adobe;
- Barclays Bank (British multinational banking and financial services company);
- Tata Consultancy Services (an Indian multinational information technology service, consulting and business solutions company);
- Expedia: an online travel company, with localized websites in 30 countries;
- AmBev (the biggest brewery in Latin America).

b) National companies

- Emirates Airlines;
- Kiwibank;
- Refriango;
- ARAMCO (Saudi Arabian Oil Company);
- SABIC (the largest public company in Saudi Arabia);
- Mobily (Saudi Arabia's second Telecommunications company);
- Mobarakeh Steel Company (an Iranian steel company);
- Khouzestan Steel Company.

c) Public sector organizations:

- Abu Dhabi Government.

7 Which are the main challenges in today's Performance Management practice?

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:

- The need to build a performance management system that would satisfy the needs and expectations of all stakeholders, especially in the public sector;
- Big Data;
- KPIs and all aspects related to them, from selection to setting targets;
- Globalization;
- Dealing with uncertainty;
- The belief that performance management is a one-time project, not an ongoing process that an organization has to undertake;
- Lack of commitment of the leadership;
- Lack of buy-in from the employees;
- Difficulties in executing the strategy.

8 What do you think 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 new tools and processes that could help organizations achieve the desired outcomes. Some of them are:

- A scenario generating mechanism;
- A feedback and feed forward mechanism;
- Tools for understanding the relationships between different KPIs;
- A balance between software solutions (based on KPIs) and organizational alignment;
- Real-time responsiveness;
- Connection to sustainability performance and impact;
- System administration;
- Heightened awareness and exposure of the tools and processes;
- Performance culture;
- A "Ready to go" framework.

9 What would you consider best practices in Performance Management?

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

- Timely, relevant metrics;
- Collaboration and involvement of all levels of an organization in developing KPIs;
- Criteria that support environmental and social performance and impact;
- Good communication;
- Establishing the mission, goals, and then the knowledge of the job;
- Well-defined KPIs;
- Clear performance targets;
- Reducing efforts to produce and analyze performance data.

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:

- Evaluating the performance gap during strategy implementation;
- Cyber security;
- Critical thinking ability;
- Performance planning;
- Change management;
- Data analysis.

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

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

- Cascading the strategic objectives at all levels;
- Getting commitment and involvement;
- Lack of negotiation and managerial skills from executives;
- Massive amounts of data;
- Organizational culture.

12 If you are to name, in a few words, the main aspects governing Performance Management today, what would they be?

The main aspects that are considered to govern Performance Management today, divided on the main levels of an organization, are:

- At strategic level: stakeholders' engagement, strategy renewal and re-aadaptation, innovation, vision, planning, environmental, economic and societal pressure, leadership;
- At operational level: alignment, relevant KPIs, predictive analytics;
- At individual level: commitment, training.

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

This question has the potential of becoming a real debate topic, as opinions regarding personal performance management and measurement are very diverse. From this point of view, based on their answers, the interviewed professionals can be divided in two main categories:

- Professionals who are aware of this emerging trend and are embracing it;
- Professionals who either consider that monitoring personal performance could have a negative impact on their personal life, or who believe it is synonym with working at home, and performance in this area is mistaken for individual or employee performance (within working hours).

Based on the answers, we can infer that personal performance, defined as one's well-being, happiness and success in all life areas is not fully and broadly understood yet.

14 Are you using any kind of personal performance measurement tools? If yes, please describe how this has influenced your life.

When it comes to personal performance tools and practices, the professionals from the first above-listed category mentioned the usage of:

- Tools for finance management;
- Personal goals;
- Chart with the projects and deadlines;
- Sleep monitors.

A trend that can be noticed here, when analyzing the answers, is the usage of numerous personal performance principles (such as setting a personal mission and goals), without strictly monitoring the progress towards them.

15 Do you have any tips for successfully managing one's work-life balance? What are your thoughts?

The balance between work and personal life is considered, by the interviewed professionals, as a very challenging aspect of personal performance. Some of the pieces of advice they offered regarding this matter are:

- Avoid postponing matters and solve them immediately;
- Know your personal vision;
- Do your best every day;
- Leave work in the office;
- Good time management.

16a Which are the recent achievements in generating value as result of Performance Management put in practice in your organization?

Some of the most important benefits of implementing a performance management system that the interviewed practitioners have mentioned are related to cascading the objectives and measures to all levels, a better integration of them, more engaged employees who now understand their contribution within the companies, the existence of a performance culture, and even winning different awards for good organizational results.

16b We are developing a database of Performance Management subjects and degrees. Which are the subjects/degrees you have come across and at which university? (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 Cyber Security or Data Mining are considered by academics to be important when it comes to performance management.

16c As a consultant, what are the most common issues that your customers have signaled, related to Performance Management?

As emphasized by the interviewed consultant, the human aspect of performance management seems to be the most challenging one, when it comes to both managers and employees, in terms of not understanding the system's utility and not being engaged enough to take performance related measures.

Practitioners' Perspectives

The panel of 8 interviewed practitioners is broad when it comes to their specific positions, which range from Performance Manager and Performance Analyst, to Deputy Section Chief and Strategy Analysts. In their opinion, Performance Management definitions go from the art of reviewing how the organization performs, the integration of processes and tools across the company, a way of connecting people to the strategy, as well as a decision-making enabler.

The aspects that drive interest in Performance Management are, according to the interviewed practitioners, the desire to know where the organization is, the need to create a competitive edge and, ultimately, to generate profit.

The interviewed practitioners are the ones who offered the richest insights when it comes to the importance of alignment between the organizational, operational and individual level. Regarding this matter, they consider it is essential for all organizations to have a thorough alignment and integration between these elements, which will lead to the ideal situation of having highly proficient employees who are generating high performance at departmental level, which will eventually lead to a high-performing organization.

The main performance related challenges that practitioners see are working with KPIs (selection, documentation, target setting), lack of commitment and involvement from the executives, the risk of uncertainty, as well as difficulties in executing the strategy. Connected to these challenges, the most important limits identified are the inability to cascade strategic objectives to all levels, getting all levels equally committed and involved in the process, as well as the entire organizational culture, which should be the main performance enabler.

Some best practices in Performance Management, as identified by the interviewed practitioners, are timely and relevant metrics, the involvement of all levels in establishing KPIs, good communication, 360 evaluation and clear performance targets.

Monitoring personal performance is generally seen, by the panel of 8 practitioners, as an interesting trend, which can be useful if it does not interfere with one's work-life balance and the time spent with the family.

When asked about the value generated by Performance Management within their organizations, the practitioners mentioned alignment, integration of the projects with the strategic goals, better comparisons with the competition and even different awards won for organizational excellence.

Academics' Perspectives

When it comes to the Academics' category, differences can be seen in the definitions, trends and good practices provided, according to each of the interviewee's main area of interest and research. The two interviewed academics are specialized in Sustainability & Performance (Rick Edgeman) and, respectively, Human Resources Management (Sami A. Khan), therefore some of their answers revolve around different findings and research leads in these areas.

For Rick Edgeman, performance management can have both meanings – either management of performance or management by performance, while Sami Khan defines it as a very important HR function, at the core of all HR managerial activities.

Both academics agree on the fact that organizations are inclined towards evolution and they want to succeed, and Performance Management helps them achieve their goals.

In the interviewed academics' opinion, the main trends in 2014 revolve around an emphasis on sustainability across all triple bottom line dimensions, as well as an increasing interest in CSR.

Sustainability, strategy performance and the linkages between performance-based rewards and employee performance are some of the main research directions that professors Rick Edgeman and Sami Khan have provided. On the other hand, Big Data, commitment of leaders and designing appropriate performance tools are the main challenges identified.

In what concerns monitoring performance outside working hours, the interviewed academics consider that this strongly depends on each person's personal goals. When it comes to the tools used, the answers ranged from using time-bound goals to a chart which includes deadlines. The two academics agree on the importance of finding a proper work-life balance, and both interviewees offer examples and pieces of advice from their own lives.

Some of the examples of topics addressed in performance related subjects and degrees that the academics offered are Data Mining, Data Science, Change Management, Project Management, Cyber Security, as well as Organizational Development, Change management, Design and Performance management.

Consultants' Perspectives

The interviewed consultant emphasized the importance of Performance Management, as being critical to business success, a real influence factor for talent retention, public image, branding and, eventually, costs. Jayan Warrier defined Performance Management as a two-fold process, which includes business alignment at the strategic level, as well as operational goals alignment on a daily basis.

When it comes to the most important trends for the year 2014, the interviewed consultant mentioned the increasingly higher awareness on the human factor of performance, "the role of heart" in Performance Management, as Jayan Warrier says. Some aspects that are derived from this trend are, in his opinion, the binomial valuation versus evaluation of performance and appreciative performance reviews, as well as the need to deepen the existing research on personal meaning, positive emotions and the impact of intrinsic motivation on performance.

The consultant also considers that the focus should be moved from an IT centered approach of Performance Management to a human-centered one, and this is the main area of improvement. Opposed to that, Jayan Warrier sees as a best practice transforming Performance Management into a collaborative, rather than top-down process, through conversations about the next steps to be taken.

When it comes to monitoring personal performance, the consultant draws attention on the possibility of "focusing too much on doing rather than being". He emphasizes the fact that a proper work-life balance can only be achieved through introspection, exploring the daily routine and adding renewal activities, as well as by observing others. Also, different practices, such as mindfulness, could help.

The most common issue that customers have signaled, according to the interviewed consultant, is related again to the human factor, more specifically to getting both the employees' and the managers' buy-in when it comes to the performance management system.



INTERVIEWS

The following interviews are alphabetically arranged with regards to the interviewees' last names within each of the three categories: Practitioners, Academics and Consultants.

Practitioners



Interviewee name: **Nabil Boulos**

Title: **Ex Head of Financial Planning & Analysis Asia & Africa Business Unit, Vimpelcom Group**

Organization: **Saudi Telecom Company**

Country: **Egypt**

Continent: **Africa**

1. What does the term Performance Management mean to you?
It is the integration and alignment set of processes of a company's operations, in order to ensure efficient achievement of corporate targets. Such processes are organic, integrated and reflect /impact the learning curve of industry, organization and individuals.

2. What drives interest in Performance Management?
Increasing complexity of business drivers, along with the sever competition and pressure on margins are leveraging Performance Management. Organizations must have structured operations, leading to a thorough management of the operations' performance.

3. What are your thoughts on the relationship between Performance Management at organizational, departmental and individual level?
I see it as an end-to-end, integrated and organic relationship. It is following the same pattern of segregation of Organization's Objectives, along the whole structure. Such integration is a must, a vital pillar to corporate success.

4. What are the 2014 key trends in Performance Management from your point of view?
- More promotion of Big Data & Analytics for higher accuracy of reporting /forecasting systems to shorten closing periods and for accelerating the decision making process;
- More focus on improvement of individuals and teams rather than just the "business".

5. What aspects of Performance Management should be explored more through research?
Non-financial and Hybrid KPIs need to be explored more.

6. Which companies would you recommend to be looked at, due to their particular approach to Performance Management and subsequent results?
- Ooredoo;
- Emirates Airlines;
- Siemens.

7. Which are the main challenges in today's Performance Management practice?
The main challenge will remain, for a while, the definition of KPIs (methodology, responsibility and relevance). Another conceptual challenge is promoting performance management beyond the "control" role, to be more into exploring, growing knowledge and a key to success.

8. What do you think should be improved in the use of Performance Management tools and processes?
Tools and systems are always following the technology trends, yet what needs improvement is how individuals are designing the relationships between different KPIs in such a dynamic context, which needs a deep understanding of Industry, market, and organization's specifics. In such case, the right choice of systems and tools as well as efficient design / reengineering processes is achieved.

9. What would you consider best practices in Performance Management?
I consider collaboration and involving of all levels of an organization in developing KPIs, and reaching well-balanced and weighted KPIs (that are regularly reviewed) as the best practice.

10. Which aspects of Performance Management should be emphasized during educational programs?
- Methodologies, formulation and design of KPIs sets is crucial for education programs.
- Understanding of financial ratios and its rational

11. Which are the limits in order to achieve higher levels of proficiency in Performance Management among practitioners?
- High reliance on systems which overshadows the crucial human aspect;
- Getting commitment and involvement of the organization's different levels.

12. If you are to name, in a few words, the main aspects governing Performance Management today, what would they be?
Systems, innovation, efficiency, commitment, and rational are main aspects and keys to govern PM today.

> "Love your job, love your life, and let them love each other, since they need each other."

13. What is your opinion on the emerging trend of measuring performance outside working hours?
While this is essential to measure employees' engagement, yet it still needs further development, since the diversity of the human aspect makes it more challenging to develop reliable and agreeable KPIs.

14. Are you using any kind of personal performance measurement tools? If yes, please describe how this has influenced your life.
- Basic PM Tool for personal finance – it is providing adequate an tool for savings;
- Observational performance management, as it helps in maintaining healthy balance between work and personal life

15. Do you have any tips for successfully managing one's work-life balance? What are your thoughts?
Love your job, love your life, and let them love each other, since they need each other.

16. Which are the recent achievements in generating value as result of Performance Management put in practice in your organization?
Achievement is reflected by how KPIs are developed, as well as through the alignment of performance to the corporate strategy by strongly engaging individuals, teams and subsidiaries of the group.
Such success materialized in launching a Global Reporting system project that capitalized on diversified knowledge, as well as the integration of data warehouse across the group.

Practitioners



Interviewee name: **Musa Bulus**

Title: **Senior Strategy Analyst**

Organization: **Central Bank of Nigeria**

Country: **Nigeria**

Continent **Africa**

1. What does the term Performance Management mean to you?
Performance Management is the art of reviewing how well an organization has performed. It is a field of management that considers the performance of an organization, as well as the individuals, given an agreed target. To the public sector it considers the performance in the following areas:
- Political performance (how well a political party does);
- Organizational/Municipal Performance;
- Managerial performance;
- Unit/department/group performance;
- Programs, policies, initiatives performance;
- Individual performance.

A performance management is said to be effective if there is an effective feedback mechanism.

2. What drives interest in Performance Management?
In the private sector, the desire to know where the organization is vis-à-vis its competitors drives the interest in performance management. For the individuals, reward could facilitate the need for performance management. In the public sector, it helps the government to know how well it is doing in its programs, projects as well as its efforts to care for its citizens.

3. What are your thoughts on the relationship between Performance Management at organizational, departmental and individual level?
High performance individuals will lead to a high performance department, which will ultimately lead to a high performance organization. However, the overall performance of individuals in the organization can fully impact the organizational performance only when the strategic objectives of the organization are rightly cascaded to the department and then to the individuals. Organizations can only benefit from the high capability of their employees if their potential is properly aligned towards achieving the organization's mandate.

4. What are the 2014 key trends in Performance Management from your point of view?
Performance Management is beginning to gather the attention it requires and many organizations are now thinking about measuring their performance holistically. In my view, the key trends in performance management in 2014 revolve around the following:
- The behavioral implications of performance measurement;
- The use of performance measurement in the public sector and the effect on performance;
- The role of performance measurement in the management of transformational change;
- Fit between organizational context, strategy and performance measurement.

5. What aspects of Performance Management should be explored more through research?
The aspect of Performance Management that should be explored in research is how organizations could use Strategic Performance Measurement System to re-adapt their strategy and close the execution gap during strategy implementation. Another area that needs research is developing a performance measurement system that dynamically relates to the volatile environment through its feedback and feed forward mechanism.

6. Which companies would you recommend to be looked at, due to their particular approach to Performance Management and subsequent results?
I have not been privileged to view the Performance management system in any other organizations apart from the organization I am working in. In my view, a model performance management system is the system that is able to come out with the right performance metrics, that system which measures the organizational objectives and builds intelligence from the metrics that are used for decision making, and which gives the organization a competitive advantage.

7. Which are the main challenges in today's Performance Management practice?
The challenges depend on the sector that the Performance Manager is reporting on. When it comes to the public sector Performance Manager, the challenge he/she may be confronted with is determining the informational expectations of the various stakeholders in order to build a performance measurement system that meets these needs. In most organizations, performance is considered from the financial perspective only and does not consider the other aspects that lead to sustainable performance.

In most public sector organizations, performance management is considered as a nuisance, especially when the organization does not see the reason why it should report on performance.

8. What do you think should be improved in the use of Performance Management tools and processes?
Most Performance Management tools are concerned with what to measure and how to structure the PMS, i.e. they try to answer the question "How to design the PMS?." Some are only concerned about the metrics that are generated, they do not take into consideration the intelligence factor, needed in building the tool. In most instances, the tools do not have a feedback and feed forward mechanism.

I expect significant improvement in the performance management tools in the following areas:
- Intelligence generation mechanism should be built into the system in order to assist management in its decision making;
- A scenario generating mechanism should also be built in the performance management system that could help management in planning for uncertainties;
- A feedback and feed forward mechanism should be built into the system.

9. What would you consider best practices in Performance Management?
What I consider best practice in Performance Management is a Performance Management System that comes out with timely, relevant metrics and also adds intelligence to them, which helps management in making decisions.

10. Which aspects of Performance Management should be emphasized during educational programs?
The aspects of performance management I think that should be emphasized during educational programs are:
- How to determine the KPIs;
- How to build up a dynamic performance measurement system;
- How to evaluate the performance gap during strategy implementation;
- Business Intelligence from the Performance measures.

11. Which are the limits in order to achieve higher levels of proficiency in Performance Management among practitioners?
The major limit in achieving higher levels of proficiency in Performance Management

> "Performance Management is the art of reviewing how well an organization has performed."

is the inability to cascade organizational strategic objectives down to the various divisions/units and then to the individuals. This failure to properly cascade the strategic objective affects the organization's ability to execute its strategy.

12. If you are to name, in a few words, the main aspects governing Performance Management today, what would they be?
Good performance management governance should make room for the following:
- Stakeholders engagement – they should agree on the metrics for performance measurement;
- Stakeholders information mapping for public sector organization (this indicates the metrics that are needed to supply the stakeholders with the expected information);
- Strategic communication and awareness;
- A feedback mechanism to re-adapt the strategy;
- Dynamic strategic performance measurement;
- Strategy renewal and re-adaptation.

13. What is your opinion on the emerging trend of measuring performance outside working hours?
Measuring performance outside working hours may not be as easy as thought, it is like telling a staff that no matter where he or she is, he is being monitored. This kind of performance measurement will put staff under pressure to deliver and also affect his social life, which could affect his ability to deliver in the long run.

14. Are you using any kind of personal performance measurement tools? If yes, please describe how this has influenced your life.
NO

15. Do you have any tips for successfully managing one's work-life balance? What are your thoughts?
Managing one's work-life balance is actually not an easy task. One is bound most often to abuse his social life because of the pressure in the office and the need to meet up with a specific target in the metrics. My tips for successfully balancing my work-life are:
- Never postpone an assignment, execute it as it comes;
- Monitor your personal performance weekly and adjust before it is too late.

16. Which are the recent achievements in generating value as result of Performance Management put in practice in your organization?
We have been able to develop a performance measurement system that monitors the organization's performance. We have been able to distinguish between the organization's operational performance from its strategic performance.
The operational performance was developed from the act that sets up the organization, whereas the strategic performance comes up from the strategic direction of the organization over a medium term period. The strategic objectives are actually cascaded to various Departments and each department is expected to execute its mandate in order to ensure that the organization achieves its various strategic objectives.
This has helped us to know whether we are on course to achieving our strategic objectives.

Practitioners



Interviewee name: **Jarlath Fernando**

Title: **Analyst - Strategy Planning**

Organization: **Dubai World - Imdaad**

Country: **United Arab Emirates**

Region: **Middle East**

1. What does the term Performance Management mean to you?
Performance Management is a combination of methods, tools and processes used to align the individual, departmental and organizational levels within a company, in order to ensure the achievement of the organization's strategic objectives. It involves formulating and defining clear objectives, well-defined and well-articulated goals, setting up of relevant KPIs and monitoring the achievement of clearly-specified targets. The ultimate objective of Performance Management is to make informed decisions, take corrective actions and make relevant adjustments to continuously improve the overall performance of an organization.

2. What drives interest in Performance Management?
As an upcoming practical discipline in the organizational arena, factors that drive interest in the field of Performance Management would be as follows:

a) Improving organizational performance: aimed at increasing efficiency, productivity, process improvements, and the need to make informed decisions by taking corrective actions.

b) Alignment to the organizational strategy: alignment of individual and departmental objectives to the overall strategy, in order to ensure all activities and resources are in line with set targets.

c) Extreme pressure from external competitive forces: in order to cope with increasing dynamism and competitiveness, Performance Management should be seen as an advantage enabler in the form of informed decision making by availability of analytical data and increased commitment from the leadership team.

3. What are your thoughts on the relationship between Performance Management at organizational, departmental and individual level?
In theory, organizational, departmental and individual levels need to be aligned leading to superior performance. However, in reality, this may be challenging in terms of aligning different objectives and measures between different levels.

All too often, it has been observed that there are various practical and implementation difficulties between setting up of mutually agreed objectives, putting in place the designed measures and tracking their performances. As a result, employee involvement in the whole performance management exercise fails, leading to a hostile culture. Thus, it is very important that there is alignment between the differing levels in an organization and coherence in the various objectives and measures used in achieving organizational strategic goals.

4. What are the 2014 key trends in Performance Management from your point of view?
Introduction of Innovative tools in the performance management field, data analytics, increased focus on customer-centric issues & interest in the strategic planning area.

5. What aspects of Performance Management should be explored more through research?
Optimal KPI selection & review practices, data gathering via software integrations and effectively dealing with the various cultural aspects involved in implementing Performance Management techniques in an organization.

> "The ultimate objective of Performance Management is to make informed decisions, take corrective actions and make relevant adjustments to continuously improve the overall performance of an organization"



6. Which companies would you recommend to be looked at, due to their particular approach to Performance Management and subsequent results?
Apple, Google, Microsoft, Samsung, Barclays Bank, TCS, Abu Dhabi Govt. are some of the organizations that I would recommend.

7. Which are the main challenges in today's Performance Management practice?
The main challenge observed is slowness in the adoption of performance management systems, caused mainly by resistance to change and misunderstanding of the tools and processes involved. Another challenge observed is that there is often more focus on financial aspects only. In regions such as the GCC, it is often difficult to obtain data for benchmarking purposes as well.

As mentioned above, other common challenges come from KPI selection, alignment of objectives and measures, target setting or Individual Performance Management.

8. What do you think should be improved in the use of Performance Management tools and processes?
Heightened awareness and exposure of the tools and processes, coupled with creating a proper environment in the organization by nurturing a performance-oriented culture in the organization and mutual involvement of the employees in the whole exercise.

9. What would you consider best practices in Performance Management?
Using well defined KPIs, Balanced Scorecard, effective data analytics, 360 degree evaluation, setting clear performance targets etc.

10. Which aspects of Performance Management should be emphasized during educational programs?
Emphasis should be on areas such as Strategic Planning, Strategic Management, project alignment, data analytics, change management etc.

11. Which are the limits in order to achieve higher levels of proficiency in Performance Management among practitioners?
The barriers to achieving high levels of proficiency would be mainly two-fold, as follows:
a) Management : lack of commitment from the leadership team, lack of expertise and experience, focus on the achievement of financial metrics;
b) Employees: low level of awareness, lack of adequate managerial training, resistance to change, defensive culture.
Other major factors could also relate to financial and budgeting restrictions, poor time management & rapid changes occurring in business environment

12. If you are to name, in a few words, the main aspects governing Performance Management today, what would they be?
Since Performance Management is yet to evolve as a widely practised management skill, the main aspects could be considered as follows:
1. Organisational level: strategy planning, strategy formulation & well trained performance managers;
2. Operational level: formulation of relevant KPIs, implementation of BSC, data analytics
3. Individual level: performance reviews, monitoring, evaluation and feedback.

13. What is your opinion on the emerging trend of measuring performance outside working hours?
In my opinion, it may not be a healthy trend, as measuring performance outside normal working hours may lead to disturbances in the work-life balance, which is highly craved these days by modern-day employees. In the absence of any well-defined policy set by the organisation, measuring performances beyond regular hours would lead to stressed and burnt out employees.

14. Are you using any kind of personal performance measurement tools? If yes, please describe how this has influenced your life.
Yes, I am using BSC as part of performance appraisal methods in our organisation. This whole approach has bought focus and emphasis on continual improvements in my role in various aspects, as well as the need to continuously update my knowledge and skills.

15. Do you have any tips for successfully managing one's work-life balance? What are your thoughts?
Good time management skills, along with effective communication, as well as supervisory skills are highly essential in managing one's work-life balance, besides having the requisite technical knowledge. It is also important that every employee should be made well-aware of his roles and responsibilities and be given enough power to make decisions.

16. Which are the recent achievements in generating value as result of Performance Management put in practice in your organization?
I would suggest that the biggest step towards achievement has been the continued improvement in employee culture towards performance management. Now, the BSC is being used to drive actions within the organisation, and it is the central focus for achievement of results. Projects have been identified and aligned to with the Balanced Scorecard, enhanced understanding of all metrics, improved and quicker decision making is today possible, mainly due to the implementation of the Balanced Scorecard.

Practitioners



Interviewee name:**Luís Gargalo**

Title: **Management Control Systems Department Coordinator**

Organization: **Wayfield, Trading Internacional, SA - Grupo Refriango**

Country:**Portugal**

Continent: **Europe**

1. What does the term Performance management mean to you?
Performance Management is business improvement, is Balanced Scorecards, is planning and budgeting, forecasting, is ABC, is also strategy, but to me, it is much more than that, it is the way you connect people to strategy. If well designed, the Performance Management system will show where the organization is going, how fast it is moving and how it compares to the competition.

2. What drives interest in Performance Management?
In Africa, we can currently witness a strong interest in Performance Management systems. The goal is to make operations and activities more effective and efficient. Sometimes, there is more interest in specific tools, like the Balanced Scorecard or a simple KPI system but this is just the romantic way that some people chose to look at.

3. What are your thoughts on the relationship between Performance Management at organizational, departmental and individual level?
I believe in people as a company's most valuable asset and I see, at a corporate level, performance management as the result of the work, passion and determination of people. Performance Management at the organizational level must be intimately linked to Performance Management at the individual level.

4. What are the 2014 key trends in Performance Management from your point of view?
It depends on the development stage of the organization as also the market and the country. For example in Africa, nowadays, the focus goes to operations and activities but in Portugal or in Europe we find focus on strategy and communication.

5. What aspects of performance management should be explored more through research?
We should be able to measure the immeasurable and evaluate the consequences of uncertainty in a much better way. I must say that I am not satisfied with the instruments that are currently used for dealing with uncertainty and I think we should all invest more time and money in order to get better instruments to evaluate the uncertainty and measure what we deem immeasurable.

6. Which companies would you recommend to be looked at, due to their particular approach to Performance Management and subsequent results?
There are plenty of examples. In Angola I would say Refriango. It is an incredible example of the relationship between the individual Performance Management and the organizational level of performance.

7. Which are the main challenges in today's Performance Management practice?
I would say that the challenges are more or less the same as before, maybe now we need to cope with globalization and be flexible enough to understand that different cultures and different economies require different approaches to Performance Management, but I think that the main challenge will be the same for a long time: dealing with the risk of uncertainty and finding how to measure the immeasurable.

8. What do you think should be improved in the use of Performance Management tools and processes?
We could use the network effect in order to improve the way we use Performance Management within organizations. I am not saying that we are not making use of the network at all, but I think we should work it better and deeper. Imagine that you could share what you are doing today with other guys from different organizations and vice versa, imagine that we could all use the same platform to share performance metrics and compare results. That would be a huge improvement.

9. What would you consider best practices in Performance Management?
To me, the best practice is to make sure that the organizational strategy is truly connected to people. Communication is the key.

10. Which aspects of Performance Management should be emphasized during educational programs?
First of all, students should be taught to develop their critical thinking ability and then, they will learn that each organization is different from another and the same organization is different when working in different countries. Students will realize that the best Performance Management system to one organization is not necessarily the best to another.

11. Which are the limits in order to achieve higher levels of proficiency in Performance Management among practitioners?
I don't see any limits, some do it with passion and achieve great results, others have passion for other fields of knowledge and they won't be the best in Performance Management. Passion and determination are the keys to achieving the best results, whatever you choose to follow.

12. If you are to name, in a few words, the main aspects governing Performance Management today, what would they be?
Leadership is one of the main aspects that drive Performance Management to the next level, if the leadership is not fully committed with Performance Management, it will not get the most out of it.

13. What is your opinion on the emerging trend of measuring performance outside working hours?
To be honest, I must say that I leave Performance Management inside working hours. I admit that it is appealing to bring it to your personal life and I believe we do it already unconsciously but I prefer, at least try to keep it inside working hours.

14. Are you using any kind of personal performance measurement tools? If yes, please describe how this has influenced your life.
No, definitely not. Some friends and I frequently join for jogging and some of them use mobile apps that measure their performance, race after race, pace after pace, but I keep saying to them: "that is not healthy guys, seize the running, without always looking to the cell phone".

15. Do you have any tips for successfully managing one's work-life balance? What are your thoughts?
Leave your work in the office, do your best every day, live your work with passion. Love your family, your friends and your dog as if today is the last day of your life. Don't mix it together. Leave the work in the office.

16. Which are the recent achievements in generating value as result of Performance Management put in practice in your organization?
I have been implementing a Performance Management system in Angola since 2010 and today we know that more than 6.000 employees in the organization are aware of what they are doing, how their input generates value to the organization, they know where we were yesterday, where we are today and where we expect to be tomorrow. We all know how we compare to the competition and what we should do next.

Practitioners



Interviewee name: **David Liu**

Title: **Deputy Section Chief**

Organization: **North American Representative Office of Shenzhen**

Country: **China**

Region: Asia

> "Performance management helped us [...] identify potential training, job rotation, individual development, interest alignment etc."

1. What does the term Performance Management mean to you?
Applying a top-down business SMART goal setting and review system in an organization and evaluating the organizational and individual performance in a certain period of time.

2. What drives interest in Performance Management?
Fundamentally, we need a high performance organization to make profit.

3. What are your thoughts on the relationship between Performance Management at organizational, departmental and individual level?
All levels of performance management must be aligned and communicated thoroughly and must be SMART. It should be adapted top-down, inspired from top of the organization and not only by the business's goals, but by the employees' goals in the organization as well. Individuals are playing an important role in achieving the departmental goals and in supporting the overall organizational goals, and they have to be rewarded and developed together with the organization.

4. What are the 2014 key trends in Performance Management from your point of view?
Continuously focusing more on the soft skills of individuals. Companies still promote innovation, which is still hard to measure, but important. More efforts will be put in long-term development in the performance management system, even though it's harder to evaluate. Debatable force ranking evaluation schemes are appearing and more companies tend to be more flexible in adopting various performance management tools in different functional departments.

5. Which are the recent achievements in generating value as result of Performance Management put in practice in your organization?
Performance management helped us use performance management as a data resource in leaders' development, identify potential training, job rotation, individual development, interest alignment etc.

Practitioners



Interviewee name: **João Mapel**

Title: **Industrial Performance Engineer**

Organization: **Technip**

Country: **Brazil**

Continent: **South America**

1. What does the term Performance Management mean to you?
Performance Management means the understanding of your current state and the ability to set challenging targets that will be achieved when organizations analyze and identify what they need to do to obtain better results. In other words, performance management is the only way to overcome the organic growth.

2. What drives interest in Performance Management?
Focus on what matters and continuous improvement. The importance of performance management is to align all employees from different levels, by communicating exactly what matters and what the organization expects from them. If someone does a work that the organization does not see as important, maybe it is still unnecessary or it is something that needs to be done, but it is not directly impacting the value chain.

3. What are your thoughts on the relationship between Performance Management at organizational, departmental and individual level?
In my point of view, at the organizational level we are discussing about strategy deployment and the challenges in achieving the organizational vision. At departmental or processes levels, we are discussing how they can contribute to executing the strategy, defining the KPIs and the action plan. At individual level, we are setting exactly what should be done. The problem is how do you manage all this data, on all these levels? How do you follow up your strategy? How do you analyze in details why you cannot achieve your targets? How do you ensure that if all individuals achieve their targets at departmental or processes levels, the targets defined in organizational level will be achieved? You need to deploy your KPIs in cause x effect way along your processes.

4. What are the 2014 key trends in Performance Management from your point of view?
Effective monitoring of deployed strategy. How to do that? What is the benchmark? Best practices?

5. What aspects of Performance Management should be explored more through research?
Practical approach with real case studies that can support the academic and professional communities.

6. Which companies would you recommend to be looked at, due to their particular approach to Performance Management and subsequent results?
I suggest AmBev (www.ambev.com.br), that has more than 200 beers brands. AmBev and its CEO (Jorge Paulo Lemann, http://www.forbes.com/profile/jorge-paulo-lemann/) have an aggressive and consistent approach to obtaining better results based on performance management and meritocracy.

7. Which are the main challenges in today's Performance Management practice?
Nowadays, organizations have difficulties in ensuring the execution of their strategy by the effective alignment between strategy and operational processes.

8. What do you think should be improved in the use of Performance Management tools and processes?
A simpler, "Ready to go" framework, which can be used to start and introduce organizations into Performance Management.

9. What would you consider best practices in Performance Management?
Reduce time-consuming and additional efforts to produce and analyze performance data.

10. Which aspects of Performance Management should be emphasized during educational programs?
The importance of measuring your performance, studying and defining good KPIs. I thing this quote represents very well my ideas: "Overreliance on experience, intuition, and gut feeling is a surefire way of increasing waste" (Katsuya Hosotani).

11. Which are the limits in order to achieve higher levels of proficiency in Performance Management among practitioners?
The performance management framework must be as dynamic as the organization is. Practitioners must be able to understand the business's needs and adapt the framework without losing the long term vision.

12. If you are to name, in a few words, the main aspects governing Performance Management today, what would they be?
Define good KPIs using a cause vs. effect approach. Define goals effectively. Deliver objective reviews that summarize an ongoing process. Evaluate the process and make it easy to optimize the performance management process.

13. What is your opinion on the emerging trend of measuring performance outside working hours?
I'm not sure if performance measurement outside working hours is a real trend. I believe that you need to spend a quality time with your family in your free time.

14. Are you using any kind of personal performance measurement tools? If yes, please describe how this has influenced your life.
I practice since I've started my career in three basic points:
a) Never lose focus (finding what really matters);
b) Establish short/long term objectives;
c) Eliminate unnecessary activities and ensure quality of my work because I really don't like redoing anything.

15. Do you have any tips for successfully managing one's work-life balance? What are your thoughts?
Do your best during your work hours and, if possible, do not take additional work to home.

> "The performance management framework must be as dynamic as the organization is. Practitioners must be able to understand the business's needs and adapt the framework without losing the long term vision."

16. Which are the recent achievements in generating value as result of Performance Management put in practice in your organization?
We are learning how to use the best of BSC and Hoshin Kanri methods, basically we apply Hoshin Kanri to deploy strategic objectives until departments, including those that are exclusively support functions (Finance, HR, IT, etc.)

Practitioners



Interviewee name: **Hamed Mehrzadegan**

Title: **Performance Management and Strategic Planning Expert**

Organization: **Petropars LTD.**

Country: **Iran**

Region: **Middle East**

1. What does the term Performance Management mean to you?
One the one hand, performance management can be seen as the most significant differentiation between managerial activities and other staff. On the other hand, it is the most important tool for the development of each individual in the organization, which should be done by his direct manager.

In my opinion, performance management, including planning (targeting), guidance and coaching, all must be done by the direct Manager.

2. What drives interest in Performance Management?
Due to the increasing intensity of competition in the business environment, organizations are very interested in improving their performance in the operational and strategic areas. From a change management perspective, the staff is the most important factor of change. I think performance management is the best tool that can mobilize employees to change and improve the organization.

3. What are your thoughts on the relationship between Performance Management at organizational, departmental and individual level?
I will ask this question in other words: is there an organization known for its excellent performance, which is not optimal when it comes to the individual level? Definitely not. The main challenge is now to align employee goals with organizational goals. As the strategy has consistently emphasized, all strategic objectives must be cascaded to the individual level, so everyone knows their duty against the organization's strategy.

4. What are the 2014 key trends in Performance Management from your point of view?
I think the biggest challenge of performance management is the ability to measure the performance of the organization at different levels. This is closely related to the IT capability of the organization and implementing the ERP tools. In my opinion, focus on Big Data and information systems will continue in 2015.

5. What aspects of Performance Management should be explored more through research?
The human aspect of performance management has been neglected a bit in recent years. So focus on improving methods of coaching and guiding as well as targeting is necessary.

6. Which companies would you recommend to be looked at, due to their particular approach to Performance Management and subsequent results?
I think that Mobarakeh Steel Company and Khouzestan Steel Company are very successful in the transition of objectives from the Enterprise level to the individual one.

7. Which are the main challenges in today's Performance Management practice?
This question can be answered from two perspectives. Firstly, in Public Sector, the main challenge is to convince people of the applicability of this too, as it has been proven to be useful. In the private sector, unfortunately, there is the lack of attention to the human aspects of work and the staff is much more highlighted.

8. What do you think should be improved in the use of Performance Management tools and processes?
In my opinion, the transmission of vision and objectives need new tools and approach.

9. What would you consider best practices in Performance Management?
One of the best tools used for developing and improving the organization's performance management system is Benchmarking, along with using the best practices. While developing the Petropars performance model, we used best practices which lead to a better acceptance by the Managers.

10. Which aspects of Performance Management should be emphasized during educational programs?
As mentioned above, I emphasize on human and managerial aspects, such as mentoring and providing appropriate feedback. It also seems to be classic duties of managers that should be substantially revised. Leadership skills are also very important in the establishment and implementation of performance management systems.

Also, due to the expansion of Social Networks, New Leadership skills are required.

> "One of the best tools used for developing and improving the organization's performance management system is Benchmarking, along with using the best practices."

11. Which are the limits in order to achieve higher levels of proficiency in Performance Management among practitioners?
Cultural challenges and the lack of alignment between the goals and objectives of Staff and the organization's strategy are the main limitations in performance management.

12. If you are to name, in a few words, the main aspects governing Performance Management today, what would they be?
CEO commitment to the implementation of the Performance Management systems, and involvement of the staff in the formulation and implementation of the model.

13. What is your opinion on the emerging trend of measuring performance outside working hours?
The most important thing to consider in this case is the fact that work efficiency during the working hours is different in comparison with overtime. Obviously, they are not equal. Working long hours should not be a continuous process. Fatigue from these hours will be more persistent than from normal working hours. The guidance and control levels in such cases should be much softer than normal.

14. Are you using any kind of personal performance measurement tools? If yes, please describe how this has influenced your life.
No.

15. Do you have any tips for successfully managing one's work-life balance? What are your thoughts?
It seems to have a good performance at the departmental level, every employee must make performance ideal present. One of the most important factors in reducing the performance is imbalance between work hours and hours outside of the office. There are also problems outside the workplace, which employees transfer to the work environment. This enhances a low performance. Managers should coach each employee to cover such sensitive issues and try to solve them.

16. Which are the recent achievements in generating value as result of Performance Management put in practice in your organization?
The main achievement of the Petropars Group's performance management system after four years is increased transparency and communication between employees and their supervisors.

Practitioners



Interviewee name: **John J Mosquera**

Title: **Associate VP; Service Strategy & Oversight**

Organization: **Federal Reserve Bank of New York**

Country: **United States of America**

Continent: **North America**

1. What does the term Performance Management mean to you?

Note: *The views that I express are my own and do not necessarily represent those of the Federal Reserve Bank of New York or the Federal Reserve System*

Performance Management is the first step in truly understanding the impact of your decisions and acknowledging the health of your organization. It is the engine that drives the ability to have data driven conversations and creates the potential for change. Additionally, it allows the demonstration of both external transparency and internal goal management.

From a more philosophical view, responsible Performance Management creates the ability for introspection into what we've done, how we are currently performing and what must be achieved in the future. At its best, it allows insight into organizational motivations, along with the blueprint to empower change.

2. What drives interest in Performance Management?
Just as the role of Information Technology has evolved from "required expense" to "sitting at the table" to "strategic leader", Performance Management is now undergoing a similar renaissance from reporting on incidents and outages to looking at whole services and understanding their value, performance, cost and strategy; this evolution now fuels our renewed interest in Performance Management.

I believe that all people and organizations are fascinated with their journey; they want to know how far they have come and if the choices they've made have had a positive impact; Performance Management answers those key questions.

3. What are your thoughts on the relationship between Performance Management at organizational, departmental and individual level?
In the past, there was a noticeable separation in how Performance Management treated its organizational, departmental and individual view of an organization. As we've matured, the model has become more holistic. We've learned that goals must be set from the top, and must logically trickle down the organizational pipeline until everyone is working towards the same objective.

These objectives must be measured and managed in a way that can predict success from the vision of its department heads to the performance of its individuals. Ideally, this information will be used throughout the year to ensure promises of quality are satisfied, while helping a company be agile enough to redirect strategy as needed.

4. What are the 2014 key trends in Performance Management from your point of view?
In 2014, we've witnessed two powerful trends emerge in our industry: The Rise of the Chief Data Officer and Upsurge in Data Availability.

In recent years, organizations have improved their ability to use and secure data. We now accept that data is one of our most critical assets and should be treated with the same respect as stock, personnel and real estate. This acceptance has laid the foundation for rise of the Chief Data Officer. The information on the performance of an organization can be used for trending customer behavior, understanding the staffing/budget cycle and for realigning priorities based on Demand Management. This trend is giving the data miners the opportunity to explore new data dimensions and tie information together in ways we hadn't thought of in the past.

Additionally, it is this growing respect for data that is propelling our urge to capture it in new ways and facilitating the executive level support in order to make high data availability a top priority.

5. What aspects of Performance Management should be explored more through research?
I believe the next Performance Management opportunity is within the standardization and controlled taxonomy of data. As the Performance Management landscape grows, so does the volume of potential data available to the practitioner; this new "sea of data" comes with high potential for data interpretation, which if done incorrectly, can be potentially damaging to an organization.

By researching and publishing a standardized data model, we can create the framework for an "universal performance index" where operational stability, earnings, staff potential, strategic direction and innovation are quantifiable and measured in a scalable way, allowing different organizations (both in size & specialty) the ability to share a common voice for Performance Management.

6. Which companies would you recommend to be looked at, due to their particular approach to Performance Management and subsequent results?
While selecting companies to look towards for excellence in data, I focus on companies that use it for continual service improvements (CSI) & improved people management tactics. These include:

(For CSI) BP has developed a strong performance improvement cycle based on their ever growing Operation Management Systems. They are using this data to create a dynamic view of dozens of factors into a common management system. This constant feedback loop creates a Performance Management cycle, which drives change and innovation.

(For People Management) Part of being good at your role means understanding when something isn't working. Adobe, Expedia, and Microsoft all retired their long-standing rankings systems in the last two years. These ranking systems required managers to grade employees against one another via performance management assessment. In 2014, these three highly innovative organizations created "People Performance Management" tools, KPIs and standards and based on online feedback it seems these tools may provide a new industry standard for quantifying individual performance.

> "I believe that all people and organizations are fascinated with their journey; they want to know how far they have come and if the choices they've made have had a positive impact; Performance Management answers those key questions."

7. Which are the main challenges in today's Performance Management practice?
Perhaps the most daunting challenge for today's practitioners is the abundance of data that is unstructured and unmanaged. As an organization matures, they need to look at their infrastructure for opportunities to ensure that all data follows a similar taxonomy and governance model. By utilizing clear reference architecture early in your design phase and carrying it throughout all of your potential data sources, you can create data synergies without data cleansing, allowing for higher accuracy and complexity in reporting.

Additionally, we need to focus as a community on the interconnectivity of tangible goals to strong performance management practices. It is these opportunities to create the link between reporting and reaction that will continue to solidify Performance Management as a key to success.

8. What do you think should be improved in the use of Performance Management tools and processes?
An important part of Performance Management is being introspective. Process and tools are always evolving, and as they improve, so does our depth of knowledge. The Kaplan & Norton "four box" scorecard is on its 5th generation, KPIs vary significantly from year to year, and tools have evolved from excel to crystal reports to literally hundreds of emerging products.

In order for us to improve our tools and process, I believe we need to work towards a common structure and higher tool standardization. This also means building Performance Management tools around business value and moving towards KPIs that cascade into narrative on performance.

9. What would you consider best practices in Performance Management?
It is my belief that good reporting should never be driven by interpretation. Data requires rules, and rules require documentation and governance. Performance Management best practices come in the forms of data governance, balance and relevancy. When looking at a new scorecard or introducing a new set of KPIs, we need to keep the following questions in mind:
a) What is our level of data governance?

Are our data sets both quantified and qualified? Do we have robust "rule sets" around KPIs portraying the right message, at the right level? Is this data owned and managed appropriately? Can the KPI be defined in a way that can aid a data-driven discussion? Does it have good data behind it? Can this KPI obfuscate the reality of a service? Is the data required for this KPI available? Is the work to create, cleanse, and govern the data equal to its value? (Attainability vs. Value)
b) Relevance

Does this KPI show the value we provide? Is it an area of concern or does it open up a potential for change/value? Will it aid in the creation of a strategy? Will it promote good behavior? Does it aid in relationship building?
c) Balance

Is the KPI fair? Does it cause harm? Is it dependent on an item outside of our control? Is it inflammatory without providing value equal to potential impact? Is the KPI born from a business need or reaction to an event?

These simple questions create critical boundaries, which can help ensure that your Performance Management team is perceived as positive change agents.

10. Which aspects of Performance Management should be emphasized during educational programs?
Very early in a practitioner's career, they should begin to understand how performance management and leadership are interconnected. The information we provide to our senior executives, division managers, and even ourselves, will be interpreted and used to promote change. There will be moments that an important metric or KPI can be used to rally those around you into action, but there are also moments when a careless measure can negatively impact a department's reputation or a peer's career.

To this end, we must enforce that information without proper context is almost as dangerous as providing incorrect information. Data without understanding is anathema to our profession.

Consequently, when sharing data with others, your professional reputation must be of critical importance to you. People will question your information (and they should) and you must be able to defend it without taking it personally. Ergo, it is imperative that the practitioners provide unaltered, clean and repeatable information.

11. Which are the limits in order to achieve higher levels of proficiency in Performance Management among practitioners?
Perhaps the biggest limit to achieving a higher level of proficiency is organizational culture. The culture of an organization will dictate its ability to embrace self-measurement and reporting. Companies that are data driven tend to have high data availability and good data governance that leads to highly accurate reporting. Whereas companies that are resistant to measurement find themselves struggling to "create" data or have multiple divers data stores without strong data governance.

12. If you are to name, in a few words, the main aspects governing Performance Management today, what would they be?
If asked what is governing our industry, I would respond the higher emphasis on risk and transparency. As organizations grow and become more risk averse, KPI trends are becoming more predictive and thus more actionable. Also, as we seeing a resurgence of IT spend within organizations, and with more funding, comes a higher need to be more aware of every dollar and what value it provides.

13. What is your opinion on the emerging trend of measuring performance outside working hours?
One of the big conversations around performance measurement outside of the office is when does it go from informative to invasive, or even from "cool" to "creepy". We now live in a data driven world: online shopping establishments know my buying habits, accurately predicting my next purchases, pharmacy chains know what medication you're on, sending coupons for healthy food choices, and retailers know what sales I'll partake in and digitally send me discount information.

I believe we are charging towards a "brave new digital world" and data has become our burgeoning frontier. And as we forge ahead we need to be responsible and ensure we give people an ability to "opt out" of data collection in a very transparent way, thus giving customers a sense of privacy and protection, in what can be seen as an invasive world.

14. Are you using any kind of personal performance measurement tools? If yes, please describe how this has influenced your life.
As the "Internet of Things" and biometric items become more common, it's hard for a "Data-Junkie" to not start measuring him or herself and try to CSI you own life.
I personally have experimented with collecting sleep data (obtained via FitBit and Android apps) to improve the length and quality of my sleep (with mixed results!). I am also using spend trending on credit cards to develop a personal finance plan that allows for vacations and special purchases (with good results!). Even my physician has offered me three years of physical examination results, on a thumb drive, for my personal dissection.

This information has influenced my life positively as I find myself being more aware of sleep, spend and health. This is a good thing.

15. Do you have any tips for successfully managing one's work-life balance? What are your thoughts?
In my opinion, the best way to manage your personal work-life balance is by taking time to understand and identify what's most important in your life and create strong rules so that you dedicate time to your perusing what makes you happy.

For some of us, accomplishing goals and competing in the office is a healthy driver, for others it can become an unhealthy obsession. Some get so involved in their fun outside activities that they let it spill over damagingly into their work life, jeopardizing their careers. Simple rules can help you take a birds-eye view of your life and ask yourself: Am I observing and creating proper boundaries?

Managing work-life balance is about understanding that time needs to be used wisely, it is the ultimate fleeting resource and should be respected. By using office down time to get ahead of your workload, you are able to breathe easier when crunch time approaches, by spending time with the people you cherish and hobbies your passionate about, instead losing hours mindlessly surfing the internet, you've created the capacity personal growth.

16. Which are the recent achievements in generating value as result of Performance Management put in practice in your organization?
We've learned many lessons on our journey to creating a CIO Scorecard that has provided value. This value has come from growing awareness around the importance of data and our responsibility to provide information in a way that creates opportunities. We also learned that with strong senior buy in (which we had), we could use this information to create meaningful measures and metrics, leading to data driven conversations and improvements across our technology organization.

Practitioners



Interviewee name: **Peter Ryan**

Title: **Manager - Planning & Performance**

Organization: **Christchurch City Council**

Country: **New Zealand**

Region: **Oceania**

1. What does the term Performance Management mean to you?
Managing organizational performance means having a framework in place that connects vision and business planning to individual performance plans and reporting. None of these things can achieve much in isolation from the others, but connected up such a framework is very powerful.

2. What drives interest in Performance Management?
The greatest window of opportunity is when an organization is flux, trying to be different and better. Often, this comes from some hard truths and the realization that things aren't working. There needs to be a burning desire to be better, if the barriers to better performance are to be addressed.

3. What are your thoughts on the relationship between Performance Management at organizational, departmental and individual level?
As mentioned earlier, organizational alignment between key business goals (from executive level), to business planning (at operational level) and finally performance plans (at individual level) is the foundation. Once that is achieved, then reporting must reflect those goals, be tracked monthly (or at whatever period is required for the business) and remedial actions taken where needed. In short, fully aligned planning followed by a strong focus on execution.

4. What are the 2014 key trends in Performance Management from your point of view?
Worldwide, performance management has moved in recent years from growth and innovation to managing through austerity. That's a very general observation – obviously there are exceptions like Apple and Facebook. New Zealand and to some extent Australia (thanks to their economic situation) have both been a little insulated from some of the more harsh realities of the global economic crisis.

5. What aspects of Performance Management should be explored more through research?
Better thinking on the use of bonus as a motivator, as it now seems old-fashioned and a bit one dimensional. If staff bonuses can't be substantial for economic reasons, many CEOs are lost as to what to do instead. More flexible working conditions should also get more airplay in research. There may be better, more flexible ways to get the same degree of productivity. Society is changing (older, more single parents, Generation Y) but the employment model in many organizations hasn't moved since Henry Ford.

6. Which companies would you recommend to be looked at, due to their particular approach to Performance Management and subsequent results?
In New Zealand, Kiwibank has made great progress.

7. Which are the main challenges in today's Performance Management practice?
In general, organizations stumble in this area for four key reasons:
•Lack of collective will at CEO / executive level to make the performance changes required;
•Inability to express a vision and translate it into operational terms for staff;
•Belief that performance management can be purchased and installed via software;
•Belief that performance management is a project, as opposed to an ongoing organizational skill.

8. What do you think should be improved in the use of Performance Management tools and processes?
Move to address the balance between software solutions (based on KPIs) and organizational alignment (including a performance culture.) At present, there is a great deal of focus (often driven by vendors) on the first set, and nowhere near enough focus on the second group.

9. What would you consider best practices in Performance Management?
See the answers to (3). If an organization has that framework in place, and maintains a widespread focus on delivering to it, they are in the best practice space.

10. Which aspects of Performance Management should be emphasized during educational programs?
Middle managers need to grasp more fully that performance management is part of their role (not an unwelcome addition to daily operations) and that translating the organization's strategy into operational terms for their staff is part of the middle manager's job description.

11. Which are the limits in order to achieve higher levels of proficiency in Performance Management among practitioners?
A performance management practitioner who cannot negotiate well at executive level, or who cannot switch easily from macro–level organizational strategy to micro-level operational detail (and back again) will struggle.

> "Middle managers need to grasp more fully that performance management is part of their role [...] and that translating the organization's strategy into operational terms for their staff is part of the middle manager's job description."

12. If you are to name, in a few words, the main aspects governing Performance Management today, what would they be?
Vision. Planning. Alignment. Delivery.

13. What is your opinion on the emerging trend of measuring performance outside working hours?
It depends on the individual, their life situation, so many factors. It can help some people, for others it would be contrived.

14. Are you using any kind of personal performance measurement tools?
At work, yes definitely. At home, I think that way as a matter of course – so I say yes to the principles, but no to having a plan stuck to the fridge.

15. Do you have any tips for successfully managing one's work-life balance? What are your thoughts?
Know what your personal vision is. If that includes having a life outside work, you need to be clear on what that balance is and have a strategy for making it happen.

16. Which are the recent achievements in generating value as result of Performance Management put in practice in your organization?
In 2011, Christchurch City Council won the Balanced Scorecard "Hall of Fame" award (partially driven by Harvard Business School) for excellence in organizational strategy and its execution. Very few government agencies in the southern hemisphere have been recognized in this way. This result came about primarily as a result of our performance management framework.

Since that time, the same framework has helped to maintain a high level of organizational performance through the Canterbury earthquakes, which caused massive damage to Christchurch and its infrastructure.

The framework remains in place and is now heading into its tenth consecutive year; in short it has moved from a project to a way of operating.

Academic



Interviewee name: **Rick Edgeman**

Title: **Professor of Sustainability & Performance**

Organization: **Aarhus University**

Country: **Denmark**

Continent: **Europe**

1. What does the term Performance Management mean to you?
The term is highly descriptive. Its meaning is a double one in that it means both "management of performance" and "management by performance". The differences are relatively subtle. In the first case, we have the implication that performance is guided by management and corresponding measures. In the second instance, we see that performance provides both feedback and foresight, so that it is able to inform management.

2. What drives interest in Performance Management?
I believe that, fundamentally, individuals and organizations alike deeply desire to succeed. It is a measure of validation. More than validation, however, success is driven by performance and most people are inherently aware of that. What performance management enables is management by fact, rather than purely by intuition: Facts + Feelings > Feelings only.

An obvious additional point is that individuals and organizations alike are pressured to succeed. Superior performance, at least in the right areas, is almost synonymous with success. Therefore, performance is managed and measured as a way of striving to be successful.

3. What are your thoughts on the relationship between Performance Management at organizational, departmental and individual level?
These are – or at least should be – intricately and integrally related. When these are not aligned, the simple mathematical, managerial and operational truth is that organizational performance is not optimized. The greater the misalignment, the poorer the overall performance.

4. What are the 2014 key trends in Performance Management from your point of view?
I believe the key trend is increasing emphasis on sustainability across all triple bottom line dimensions: economic performance, social impact and environmental performance.

5. What aspects of Performance Management should be explored more through research?
This is consistent with my answer to the prior question. Triple bottom line performance and impact can be measured, whether it is poor or exceptional. The idea, however, is to produce the performance, and not simply observe it. This means that there is a stream: strategy is deployed through people, processes, partnerships and policies that produce performance and impact. This implies that the strategy should be triple top line in nature, with attention to being wise when it comes to the financial dimension, equitable in what the social matter is concerned and sensitive with environmental issues, so that triple bottom line performance is ultimately economically sound, socially and ecologically responsible, with the latter translating to a reduced carbon footprint. This implies that strategy performance related, in particular, to social equity and environmental sensitivity is in need of increased research attention. Poor strategy = poor performance and impact.

6. Which companies would you recommend to be looked at, due to their particular approach to Performance Management and subsequent results?
I believe that Novozymes, Novo Nordisk, and Maersk Line are all exceptional. Similarly SAP and SAS (the US software firm based in Cary, North Carolina).

7. Which are the main challenges in today's Performance Management practice?
I believe the biggest challenges relate to Big Data – how to deal with it, how to extract intelligence from it. Connected to Big Data is the struggle to be increasingly relevant in "real" or "right" time. Further, better connecting sustainability concerns is critical.

8. What do you think should be improved in the use of Performance Management tools and processes?
Real-time responsiveness and connection to sustainability performance and impact.

9. What would you consider best practices in Performance Management?
Meaningful use of the models and criteria such as those behind, e.g., the US Malcolm Baldrige National Quality Award or the European Quality Award.

Similarly, meaningful use of the models, measures or criteria that support environmental and social performance and impact. Included among these are the Global Reporting Initiative (GRI), ISO 26000 Social Responsibility Standard, ISO 14001 Environmental Management Standard, the UN Sustainable Development Goals, and the UN Global Compact.

10. Which aspects of Performance Management should be emphasized during educational programs?
Cyber security. The growing number of national security and enterprise threats suggests that enterprise performance management systems can be compromised. Performance management systems often contain proprietary information that may strongly relate to competitive advantage, and their compromise has devastating potential.

11. Which are the limits in order to achieve higher levels of proficiency in Performance Management among practitioners?
Dealing with truly massive amounts of data (Big Data) quickly enough. Dealing with the additional complexity added by pressure to perform in a broader array of areas – especially sustainability related ones.

12. If you are to name, in a few words, the main aspects governing Performance Management today, what would they be?
• Pressure to perform economically (from investors, boards of directors, and shareholders);
• Pressure to contribute to the societal fabric (from customers and citizens);
• Pressure to perform environmentally (from abundant scientific evidence, governmental compliance; and varied stakeholders).

These inform and influence the nature of performance management, of the KPIs that are used, and the ways in which information is gathered, measured, secured and used.

13. What is your opinion on the emerging trend of measuring performance outside working hours?
In my opinion, the value of implementing this trend in one's own life depends greatly on personal objectives. I think it is simple to become a slave to such things. Though I set goals for myself, my overall belief is that one's time outside work is theirs alone to manage – or mismanage.

14. Are you using any kind of personal performance measurement tools? If yes, please describe how this has influenced your life.
I do not use personal performance tools. What I do is not so very different however. I form time-bound goals that range from very general to highly specific and associate KPIs with each goal. I am disciplined about monitoring progress. As an academic, I usually measure my success in a few ways, with the way depending on the goal – by the success of my students, by facilitating the success of my colleagues, by publications being accepted or by learning something that is highly integrative.

15. Do you have any tips for successfully managing one's work-life balance? What are your thoughts?
I many not be the best person to respond to a question on work-life balance since others might question whether I have a good balance. I am in many ways the classic "workaholic", who commits to more than I should.

A light work-week for me will have about 65 hours packed in. I do take a break of about five minutes per hour to refocus. During that time, I am likely reading something completely unrelated to my work – usually something about archeology, history or science and sometimes sports. In that way, I am able to make good use of the other 55 minutes. I typically have a handful of windows / documents open at any given time so that I can focus for 15 minutes, rotate to another task and so on. This combination keeps me "entertained and productive" at the same time.

I try to identify topics about which I know little, but would like to know more – whether those topics are directly related to my work or not. Some recent examples include cyber security, smart water technology, energy technology and issues related to climate change and social strain.

My day has a routine to it – I arise early and I am working early. I prefer to schedule early morning meetings, as I have the most energy and focus. I rarely eat breakfast and less often eat lunch, but then eat too much for dinner – poor habits according to most people.

So – how do I relax, so that work will not become entirely dominant?

Thankfully, we have laptop and notebook computers these days, and I will admit that at night I may be working on my laptop while also watching a movie or television series with my family. My productivity is probably running at only about 50%, but I do have time with my family. We go to movies often and that is something we all enjoy. I travel significantly and always go with the attitude that I may never return – so that I see and do as much as I can wherever I am – often being out the door by 6:30am or 7am and not back to the hotel until after 10pm. This latter approach means that I "do my homework" prior to any given trip. I try to make sure that I have some larger event or trip roughly every six to eight weeks – a trip, just getting away – "away" usually has a work element, but at the same time something enjoyable as well. Going out to a movie about once per month is a habit, going into the city just to enjoy a Saturday or Sunday is another once per month plan.

What I lack is work-life balance on any given day. What I do have is a balance that makes me happy over longer periods of six to

eight weeks at a time. I do this by consciously giving myself something to look forward to, either as a reward for work completed, or as a break from the effort.

While I enjoy my life and work, I would not necessarily recommend it to everyone.

16. We are developing a database of Performance Management subjects and degrees. Which are the subjects/ degrees you have come across and at which university? (i.e. subjects or degrees such as the Masters in Managing Organizational Performance)

- Quality Management;
- Business & Performance Excellence (e.g. international quality award models, criteria, and measures such as those of the European Foundation for Quality Management or America's Malcolm Baldrige National Quality Award are excellent examples);
- Statistical Methods – many and varied;
- Business Intelligence / Business Analytics;
- Data Mining;
- Data Science;
- Change Management;
- Project Management;
- Cyber Security.

Johns Hopkins University offers a "Data Science", program available essentially free via completion of nine coordinated MOOCs (massive open online courses). These include the statistical methods courses cited above.

Data Mining, along with Business Intelligence / Business Analytics can be found at many universities. Included among these are Denver University (USA), Aarhus University (Denmark).

Quality Management and related areas can also be found at many universities: National University of Singapore (within the Industrial & Systems Engineering Department); Chalmers University (Sweden); and Uppsala University (Sweden – within Industrial Engineering and Management).

> "Success is driven by performance and most people are inherently aware of that."

Cyber Security can be found within, e.g., Brandeis University (USA).

Project Management at – as I recall – either American University or George Washington University, both in Washington, DC.

Change Management is critical, and it can be seen in a number of programs of various sorts.

Academic



Interviewee name: **Sami A. Khan**

Title: **Associate Professor in HRM**

Organization: **King AbdulAziz University**

Country: **Saudi Arabia**

Continent: **Middle East**

1. What does the term Performance Management mean to you?

I would say performance management is an important HR function. It is at the core of all HR managerial functions, as unless you evaluate what do, you cannot improve your performance. In recent times, performance management has become more and more exhaustive.

Performance management system is beyond performance appraisal, and evaluation can be considered as only one part of it. It is also about identifying those areas that need improvement and focusing on employee performance or team performance. It is not about the appraisal itself rather than about managing the results.

So I believe performance management is a very important function, and one of the main issues is related to its alignment with business strategies. Also, many companies do it like some sort of a ritual, once in a year, not like a continuous practice, and the specific tools are not fully utilized, many aspects are missing here, especially in Saudi context.

2. What drives interest in Performance Management?

Performance management is highly important in order to help you attain your business initiatives, business plan, and what you are aiming at. So, both at the employee level, as well as at the process level, it should be connected and aligned.

A good performance management system must be vertically aligned, more specifically aligned to your business strategy, but there should also be a horizontal alignment with other HR functions. These HR aspects, such as training & development, reward management, and even recruitment are also very important. Performance management can also be seen as the key to evaluate all HR functions.

It is very important to see the horizontal linkages between HR functions, and then vertically, how they lead to reaching the organization's goals.

3. What are your thoughts on the relationship between Performance Management at organizational, departmental and individual level?

Performance management should not be a one-time event, but a continuous one, where you identify the right kind of measures, tools, and define what performance is both for the organization as a whole and for the individuals. Performance needs to be measured, so you should have appraisal tools in place and, finally, results should be compared with the targets and development plans should be implemented for both individuals and teams.

When it comes to alignment, as I mentioned before, the first thing one should consider is the vertical alignment. That means evaluating if your business strategy and your functional strategy are aligned or not, and what can be done in order to align them. The entire system should be highly connected from the organizational level to the departmental one, otherwise the performance management system will not fulfill its role and it will not provide you with information on your organization's performance.

In any activity, measurement is extremely important. Even when trying to lose weight, for example, you have to measure and evaluate to know how much you lost. In any context, it is very important to have right kind of measure. Also, you have to develop the right kind of environment, otherwise performance management cannot work.

The cultural issues become highly relevant in Saudi business context. Another important element in performance management system is feedback, which is very crucial at the individual level, as it enhances employees' motivation and self-esteem as well. The manager is the most appropriate person for this, as he knows the subordinates very well, and he can offer employees a basic idea of what performance management is all about.

In the end, the entire purpose is to gain more clarity. Organizational goals will be clearer for the employees and, I'll say, manager as well, and if they are given the right kind of feedback, they will ultimately become more competent. This is also useful in terms of identifying good and poor performance and getting insights on the measures that should be taken.

All in all, at all levels from organizational to departmental and individual level, performance management provides you with the feedback, so you will fully understand where you are, and helps to identify the training needs and its solutions. A good performance management gives employees a chance to improve themselves, to excel, it enhances their self-belief and motivation.

There are numerous management theories that say people should know their goals. By establishing a clear goal and objectives, employees can understand where they must get, where they are now and what needs to be done to get there. This is very important for employees.

Also, the system should be fair and employees should be rewarded for their performance. If the system is not reinforced by rewards, employees might ask themselves "why should I work hard, if my colleague who is not working as hard as I am receives the same benefits and compensation?" If this sort of process is not clear and fair, and a performance-oriented culture is not nurtured, the performance management system cannot work for you, it cannot deliver.

4. What are the 2014 key trends in Performance Management from your point of view?

From my research and training experiences, and from the conversations I've had with different executives at the Jeddah HR forum, as well as from the recent Saudi context I am involved in, I think that performance management is slowly becoming more and more important for organizations in the Middle East and it is being increasingly highlighted.

This means organizations want to deliver and they want to develop some kind of measurement tools. In terms of how this is going to happen, how they are going to change their organizational culture, probably only time will tell.

There are examples of companies such as SABIC, ARAMCO and other big companies which have very good systems. But the problem lies with the small and medium sized companies and family based companies which lack professionalism, and the inherent complex culture impedes the process of change. These companies are more interested in continuing with the existing system rather than in making any changes and taking on these challenges.

In 2014, what I have observed is that there have been changes in companies and many of them are more interested in CSR. Government sector is also adopting performance management in a big way, and recently they have made announcement in this regard. Also, employees need more training, and they really want to improve themselves.

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

As I already mentioned, the linkages between performance-based rewards and employee performance, as well as culture and performance management relationship needs to be more explored to decipher the dynamics of contextual environment.

In order for a performance management system to work, the culture should be changed. So, change management is intertwined with performance management. This is one area which needs attention.

Companies today are implementing appraisal systems, and many aspects related to this can be emphasized. 360 degree appraisal system and behaviorally anchored appraisal system are other areas which need to be explored in Saudi context. 360 degree should be used not necessarily for evaluating rather than as a developmental tool. The company should be very professional, in order to handle 360 degrees evaluations. So, it is a challenge for Saudi companies and the Saudi context.

> "In order for a performance management system to work, the culture should be changed. So, change management is intertwined with performance management. This is one area which needs attention."

6. Which companies would you recommend to be looked at, due to their particular approach to Performance Management and subsequent results?

As I mentioned before, there are the companies like ARAMCO or SABIC, for example. Here I could add Mobily, the telecommunication company as well. Mobily is using force distribution system and numerous performance-based bonuses are offered. These are some examples of companies which are moving towards rewarding their employees for the right kind of behavior.

Government Companies, such as STC – Saudi Telecom Company, Saudi Electricity Company are also now adopting some kind of force distribution system. So, they have already defined good and poor performers.

It is also true that when it comes to the implementation part, many companies do not have that kind of speed to go ahead. You know, nobody wants to antagonize their employees.

Many companies look at the larger interest of the company despite having an appraisal system. HR managers have tough time managing appraisal system, and are not happy with this kind of arrangement but they don't have the choice as their CEOs don't want to strictly implement it. When company is doing fine, they are ready to adopt poor performers and don't want to invite any kind of trouble.

7. Which are the main challenges in today's Performance Management practice?

Firstly, the lack of commitment of the leadership, or management, in implementing the performance management system is a challenge. Secondly, the lack of an appropriate performance management tool which suits their exigencies. Thirdly, it is about how you administer these tools – unless you have a good organizational culture, the system will not work. You can pay someone to design the tools, you will receive them, but due to a faulty administration, they will fail. The fourth area is related to the employees, in terms of how they react to the performance management system. A lot of employees start complaining about the system's lack of fairness or other issues. Finally, the fifth area is feedback, as a part of employees' development (evaluation, followed by training identification).

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

I think in the end it all comes down to its administration, because if you have designed a very good system, with very good tools, you have to make sure it is aligned and to find the right kind of environment before implementing it. Many times, either the communication is missing, or the readiness and acceptability from employees are missing. They are not prepared for it.

It is difficult to get their buy-in, as everyone looks and wonders "what is in it for me". What you have to do is to develop a very positive, proactive work environment. You have to sell your idea as well, and this requires commitment from the top management. Always send people the message that performance will be rewarded fairly, not the "Ok, we'll see next year" type of message.

Bringing fairness is a very important issue. Many times, for example in the Saudi culture and working environment characterized by the existence of many family businesses, there appears a form of nepotism that we call "wasta". You should always listen to people and be politically correct.

You have to create a performance oriented, proactive and professional culture and then you can go for any kind of tools. And even if you don't have any tools, people who work hard will deliver. The children are good and they will study. No need to say "Yeah, I am going to see who is doing right and who will get the chocolate". Creating this culture is the challenge.

I can give you an example from Oman, where I taught a couple of years ago. There, at Oman Telecom, family members cannot work together. So if you work for this company, your son or your wife cannot work there, in order to avoid the "wasta" we were talking about earlier. So, they have very specific policies in this matter.

Companies today want to change, and this means they are on the right track, as they have probably seen the entire world is changing. But how fast should change occur, that is the question. We cannot expect very radical result in terms of changing, but these are the areas which need attention.

9. What would you consider best practices in Performance Management?
As a best practice, I believe you should first identify what kind of system is going to work for you, you have to look at your organization's structure and other such prerequisite aspects.

Establishing your mission, goals, and then, knowledge of the job is also important. Then you must plan for this, and the planning part is very important as well. Then, we talk about execution, assessment, review and finally, there comes the renewal part. The best practice is to develop all these stages.

360 degrees evaluation is a good practice, but it is not for everybody. If you have very committed employees, then fine. Some other times, the exercise is missing. After assessment, training must be done, and managers play a crucial role here. It is about nurturing a training and development culture.

10. Which aspects of Performance Management should be emphasized during educational programs?
One aspect is represented by, as I mentioned before, the prerequisites of a performance management system: how it is connected with the environment, with the organization's mission and goals. Secondly, I talked about the need to have clarity when it comes to the requirements, both in terms of results and behaviors. Students must be aware of the performance planning part, what exactly is required. Thirdly, the performance related tools is another element any performance management student should learn. They need to know what type of tools can be used and how to adapt them. The most important area, the forth one, is execution, upon which both managers and employees should have clear understanding. The enforcement of behaviors can be another area, which is included in the execution one. The fifth area I have identified is the performance appraisal review. You sit together and identify where you have missed the bus.

And the last aspect is the overall developing and renewing the whole exercise. You may have missed something. So, in any performance management process you have to renew, you have to relook, reconnect, in order to make sure that the performance management process is realistic and aligned with your strategy.

11. Which are the limits in order to achieve higher levels of proficiency in Performance Management among practitioners?
As, I understand, you mainly refer to performance managers, this sort of practitioners. All right, let me present you a situation. Nowadays, performance management as a subject is being taught to students who do not have an HR major. So, I teach non-HR majors a performance management course. They are going to have a Bachelor degree in Business but they are not going to be only HR managers. When entering the job market, these managers need training. So a very important area is exactly this one, training. Educating the practitioners, training them and sensitizing them is essential for developing their proficiency.

In Saudi context, I could say a problem is the lack of literature in Arabic. As English is not their native language, Saudi practitioners could find Arabic books useful for developing their proficiency.

12. If you are to name, in a few words, the main aspects governing Performance Management today, what would they be?
Designing a good system performance management tool is one of the important areas, connected with the business strategy. Secondly, as I already discussed, is the administration part, when input has to be offered. Practitioners should be trained in better administrating the performance management system. The third aspect is how to reach to all the employees. The last one is connecting the whole system: understanding where you started, learning from the exercise and identifying improvement areas. I think these aspects are very important in order to improve your performance management system.

13. What is your opinion on the emerging trend of measuring performance outside working hours?
It somehow curtails the time available for your family. But sometimes, measurement is becoming global, and you don't have a choice. Nowadays, we are highly connected. But, of course, working hours are working hours. Also, the employees understand now it better. Like here, for example, I am sitting with you. It is beyond my working time, for example. I've just came back to my home from the college.

So even if we want it or not, we will work after the schedule. At a certain point, this is going to happen. But your time, your family life, this has to be respected. And the most important issue, moving in today's age of global connectivity, we cannot say "No, my job stops here".

14. Are you using any kind of personal performance measurement tools? If yes, please describe how this has influenced your life.
I do keep a chart that includes my deadlines, it lets me know when I have to be somewhere, what I have to do and so on. I do not use very well-defined tools, but yes, I do use something like this for a better clarity. And in today's world, we can use many tools, especially since we have gadgets like IPad and smartphones and all the technology are easily available.

15. Do you have any tips for successfully managing one's work-life balance? What are your thoughts?
Personally, I feel this balance is very important because, ultimately, you do it for yourself. And for your health. I mean physical health, mental health, spiritual health, and social health. If your mind is thinking well and your body is rested, then you can deliver. Otherwise, not.

Creating work-life balance is very important issue. And it all depends on the work. Nowadays, many companies are offering services in the area of work-life balance, by providing support for families and other errands.

As professors, for example, we often work late at night, for finishing different research papers, or for grading papers at home or other similar tasks. Sometimes, we are not visible at the office, but we are working. And that is a kind of a trend nowadays, when people work from home and use telecommunication tools, they need support to make it more pervasive and effective.

Companies should facilitate that employees have enough time to take care of his or her family, and allocate enough time to take care of all his or her personal work as well. Also, they must be paid fairly.

I personally enjoy my work as I haven't gone to corporate. Because I know I have to give more time there. So, I have chosen a vocation where I can have control over my life in a better way. This is very important.

16. We are developing a database of Performance Management subjects and degrees. Which are the subjects/ degrees you have come across and at which university? (i.e. subjects or degrees such as the Masters in Managing Organizational Performance)
I'm missing the names, but there are plenty everywhere. You'll find in Europe, in the US as well. Plenty of programs. And then, many universities are offering Masters in HR or Organizational Development. Performance management, Change management, Design and Performance management have also become very important.

The course that I am teaching here in Saudi Arabia is related to HR performance management, and students can choose it as an elective. In Jeddah, the College for Business has a Master program in HR. And I'm very sure they are having performance management as a full course there as well.

Consultants



Interviewee name: **: Jayan Warrier**

Title: **Director, Performance Solutions**

Company: **Positive Performance Consulting Pte**

Country: **Singapore**

Continent: **Asia**

1. What does the term Performance Management mean to you?
Performance Management means setting clear performance goals and working towards achieving them consistently, with a focus on learning and adapting as we move forward. The focus on performance management is twofold – business alignment at the strategic level and operational goals alignment on a daily basis. The performance management philosophy accepts the fact that human systems are organic and performance is natural outcome of various factors.

2. What drives interest in Performance Management?
Performance management is multifaceted and it is critical to business success – it influences the results, talent retention, public image, branding, costs and the culture. There is very little that happens in organizations that is not related to performance management and hence it is at the center of attention.

3. What are your thoughts on the relationship between Performance Management at organizational, departmental and individual level?
Performance management at the organizational level is visible in the leadership philosophy and in the culture of the organization. This drives the "how" of performance management. Remember, most of the time the leadership mindset and culture are hidden in the practices of the organization, and not in the public image of the brand. At a department level, the performance management is systems and process driven. A lot depends on the managers and the supervisors. At the individual level, performance management could be equated to one's relationship with the manager(s) and one's performance rating.

4. What are the 2014 key trends in Performance Management from your point of view?
There is more focus on performance management and better alignment with the individual needs, including intrinsic motivation. Development goals and discussions that lead to defining them are being given more emphasis. There are more development initiatives for managers, including coaching skills. Heated debates on flexibility at work and how it impacts performance are underway. Some organizations have taken U-turns in policies like "work from home".

There is a lot of work done in the field of appreciative inquiry, positive psychology and strengths movement, which have influenced thinking in the area of performance management. Questions on valuation versus evaluation of performance, appreciative performance reviews, redefining the performance review processes and offering more choices to employees in fixing performance targets, all step from the above fields of research. The role of "heart" in performance management is being acknowledged more at workplaces.

5. What aspects of Performance Management should be explored more through research?
The fields of personal meaning, positive emotions, the relevance of corporate vision and the intrinsic motivation affecting performance are candidates for further research. A manager's dilemma and challenge would be to balance the softer yet powerful drivers of performance with the harder, tangible aspects of it.

6. Which companies would you recommend to be looked at, due to their particular approach to Performance Management and subsequent results?
N/A

7. Which are the main challenges in today's Performance Management practice?
The main challenge is the lack of understanding about the drivers of performance and the "why" of it. The inflated notion of external rewards, managing feedback as part of the performance review milestones, overwhelming processes, tight timelines and the urge to fill out boxes prior to hitting submit before the deadline – all these makes it just another corporate ritual.

8. What do you think should be improved in the use of Performance Management tools and processes?
The performance management philosophy should be the base on which tools should be built and the processes designed. We should move away from an IT centered approach to performance management to a human centered approach. An organization could use a whole system engagement process to identify what is the most optimal method to manage performance, thus involving all the employees in identifying the best solution that fits the culture and the dreams of the organization. Processes and systems may be designed based on this outcome, with enough flexibility to adapt it based on the changing view of the horizon.

9. What would you consider best practices in Performance Management?
Conversations, when interwoven with the processes, make performance management a collaborative process, rather than a top down one. The systems capture the essence of the conversations, conclusions, agreements, actions and feedback. The conversations determine the next steps and not the automated processes. The systems communicate clear outcomes, offering enough choices for the employees and managers to create space for performance, growth and learning. Managers who truly believe in growing their staff to become great leaders of their own destiny, will see performance as a natural outcome, with the processes and systems offering support as needed.

10. Which aspects of Performance Management should be emphasized during educational programs?
The Philosophy of performance, the theory of how human systems get organized, the concept of motivation and a culture of support are topics that should be included in a performance management curriculum. Managers should be educated to be coaches, facilitators, teachers and task masters, based on the situation. Staff should be offered skills to manage conflicting demands, initiating difficult conversations, managing oneself and focusing on the holistic well-being. All these in addition to the skills needed to operate the IT systems and following the processes in place.

11. What are the challenges practitioners usually encounter when trying to achieve higher levels of proficiency in Performance Management?
There does not seem to be a holistic yet generic performance management curriculum or pedagogy in the field. There does not seem to be enough information available about the most effective performance management practices, collected over a period of time. There is also confusion about what performance should include – profits or people or both? Does it include the planet too? A practitioner often depends on his/her own knowledge and experience in addition to the information provided by the vendors.

12. If you are to name, in a few words, the main aspects governing Performance Management today, what would they be?
It is important that the performance

management should be contribution and growth focused – it should stay away from exploitative practices by creating consultation opportunities with the managers and staff, to review the philosophy and the processes. There should be more resources available to educate the stakeholders about performance management, its philosophy and the current processes in place. Action Learning sessions to review the past and learn from, would help evolve the systems to better suit the organizational goals and future growth plans.

13. What is your opinion on the emerging trend of measuring performance outside working hours?
This is an encouraging trend that integrates work into one's life. These trends will help us break the compartments in our being and mindset. A little caution would be to be aware of too much focus on "doing" rather than being. Dependence on too much external measurements and data might diminish the power of the inner compass.

14. Are you using any kind of personal performance measurement tools? If yes, please describe how this has influenced your life.
No

> "A manager's dilemma and challenge would be to balance the softer yet powerful drivers of performance with the harder, tangible aspects of it."

15. Do you have any tips for successfully managing one's work-life balance? What are your thoughts?
Work-life balance is one's responsibility, not the manager's, not the organization's, nor HR's. The term is misleading and that is the first level to work with. It is critical that each one of us clearly understands what this balance means to us, without getting stuck to the literal meaning of it. Developing the courage and openness to express one's satisfaction or lack thereof, is the next step. This could be achieved only through introspection, observation and openness to observe others. Practices like mindfulness helps one to be more observant and non-judgmental. At the third level is exploration – this is where one makes minor tweaks in the daily routine, thinking and behaving. This might involve saying more Yes or No, asking for help, clarifying expectations and scheduling the most needed renewal activities in one's calendar. A long-term view of this balance and frequent self-evaluation would help one to make it a habit.

16. As a consultant, what are the most common issues that your customers have signaled, related to Performance Management?
The staff have expressed their indifference to the process, making it very challenging for the Human Resources team and the managers. The performance management conversations that happen once or twice a year are of no value to some, create stress in others and a few are totally switched off. Some managers do not understand the philosophy and some do not have the skills to manage it well. Personal development plans are hardly followed through in some cases. Some business units have started looking outside the performance management systems to engage their employees, develop them and drive performance. Fitting the pieces together, deploying the processes consistently across the organization and ensuring the spirit of performance management permeates throughout the organization are challenges faced by many.



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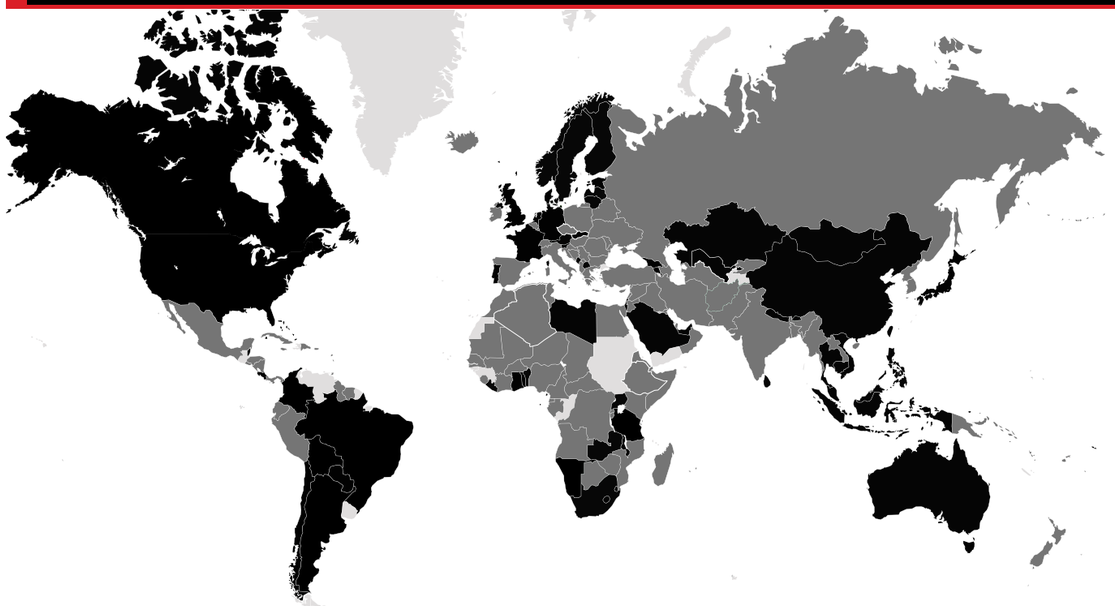


Reports by Industry



AROUND THE WORLD

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, expending 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 2014, 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, 2014 – January, 2015) 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, a series of standardized performance monitoring and enhancement guidelines applied in public departments. Otherwise, performance management has been regulates since 1999 in Australia.

Canada

The revised Expenditure Management System was adopted by the Canadian Government in 2007 in order to provide improved budget allocation and spending, together with continuous assessment of ongoing development programs. Immediate results of the system revealed improved efficiency and effectiveness of federal organizations.

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.

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.

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. After agreeing that such a system would considerably improve its activity, the Public Authority for Water and Electricity implemented its own performance management system.

Qatar

The National Vision 2030 development program has launched an extensive and complex reform process within Qatar's public authorities. A Performance Management System is to be implemented within all governmental entities so that a higher level of efficiency and effectiveness of services can be reached. By adopting performance management practices, Qatar hopes to become the modern state that it envisioned.

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, integrity and fairness for all public employees.

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.

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 frameworks needed to carry out performance management activities.

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. Repeated improvements, such as the second version of Adaa, brought to the UAE performance management scheme eventually shaped a system that is a model of excellence globally.

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.

United States of America

Performance management is, by far, an alien term to the US Government. It has been officially monitoring its performance since 1993. However, changes had been regularly implemented, including a Modernization Act in 2010 which encourages the introduction of new elements, such as the Online Dashboard. 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.

Country Legislation A

Country	Category	Notes
Abkhazia	N/A	Partially recognized state. Information regarding performance legislation was not available.
Afghanistan	Plan	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 the reducing the poverty rate. *Source: http://www.usaid.gov/afghanistan/performance-monitoring-plan*
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	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. *Sources: http://www.migm.gov.tr/AvrupaKonseyi/Ek30.pdf*
Algeria	Plan	In 2013, Algeria signed a long-term strategic co-operation agreement with the African Development Bank for the 2013-2022 period. The bank provides Algeria with technical assistance, advice, training, capacity building, economic and sector work and, finally, private sector promotion. The agreement targets several important departments and industries: agriculture, rural development, infrastructure, finance and multi-sector projects. The African Development Bank also releases and annual report which includes past operations, results assessment and future strategic plans. *Source:http://www.afdb.org/fileadmin/uploads/afdb/Documents/Procurement/Corporate-Procurement/Departmental_Annual_Reports/ORNA_-_North_Africa_-_Annual_Report_2014.pdf*
American Samoa	Legislated	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. *Source: http://americansamoa.gov/index.php/2012-04-25-19-44-32/2012-04-25-19-52-04/departments/human-resources*
Angola	Plan	The Angola Country Strategy Paper for the 2011-2015 period is a portfolio generated by the African Development Bank. It assesses the country's status and recent state of evolution, followed by a comprehensive strategic plan for the mentioned period. *Source: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/ORSB%20Angola%20CSP%202011%20-%202015%20En%20Rev%20Version%2BMemox.pdf*
Anguilla	Plan	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. Afterwards, the meeting participants plan and develop future directions for Anguilla. *Source: http://anguillanews.com/enews/index.php/permalink/4139.html*
Antarctica	Legislated	Antarctica's performance management system is split between the 8 governing countries, each applying its own system within its claimed territory. Thus, the Australian government has implemented an employee performance assessment system (named the Expeditioner Performance Appraisal Scheme) and an environmental management plan. New Zealand has its own performance management system in place for Antarctica, consisting of a board of 33 permanent members in charge of New Zealand, USA and Italy's actions in Antarctica. *Sources: http://www.antarctica.gov.au/__data/assets/pdf_file/0003/73785/Expeditioner-Handbook-FINAL-15-June-2012.pdfi* *http://antarcticanz.govt.nz/*

Country Legislation A

Country	Category	Notes
Antigua and Barbuda	Plan	Starting with 2010, the government in Antigua and Barbuda has been implementing the National Economic and Social Transformation (NEST) program. In 2014, the efforts of NEST continued to focus on stabilizing the economy, securing the financial sector and protecting the most vulnerable residents. *Source: http://www.ab.gov.ag/pdf/antigua_barbuda_budget_speech_2014.pdf*
Argentina	Legislated	Argentina's PFMS, created in 1992, informs about the budget allocation process, encourages agencies' management improvement and enhances transparency and accountability. The creation of SIEMPRO in 1995 as part of a broader initiative intended to enhance the government's capacity to develop and implement effective policies, especially in respect to anti-poverty policies. A Results-Based Management System's Monitoring Scheme was also implemented. All three systems were enacted under laws and decrees by the government. In 2014, OECD/IDB published the "Government at a Glance: Latin America and the Caribbean" report which evaluates governmental practices, especially economic strategies, and suggests which policies should be implemented. *Sources: http://ieg.worldbank.org/Data/reports/experience_inst_lac.pdf* *http://www.keepeek.com/Digital-Asset-Management/oecd/governance/government-at-a-glance-latin-america-and-the-caribbean-2014_9789264209480-en#page9*
Armenia	Legislated	The Armenia LGP (Local Government Program) II is an extension of the three-year LGP I, worth $4 million. LGP II incorporates an additional goal, to develop economic strategies, to enhance citizen implication with greater emphasis on gender and youth involvement, to focus on asset management, apartment building management and Performance Management. *Source: http://www.urban.org/center/idg/projects/pdescrip.cfm?ProjectID=301*
Aruba	Plan	The European Development Fund report states that, towards the end of 2011, an Education Management Information System was about to be set in place. No further data about the implementation of the system were found. However, since Aruba is a semi-autonomous country within the Kingdom of the Netherlands, it has the obligation to defer to the Kingdom in matters related to defense, foreign policies, human rights and good governance. *Source: http://www.state.gov/j/inl/rls/nrcrpt/2014/supplemental/227836.htm*
Australia	Legislated	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 other initiatives, the Office implemented a four-step review guide that allows organizations to assess their performance regularly. This tool covers the following areas: Priorities and Accountabilities, Enterprise Results, Enterprise Management and Performance and Accountabilities Statements. Alongside this review guide, organizations also have access to a set of tools designed to assist agencies in evaluating their position. The most important tools are: Employee Perception Survey, Scoring performance against the Characteristics and Building Blocks and Performance and Accountability Statement (PAS) Template. *Source: http://www.hpf.sa.gov.au/*
Austria	Legislated	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. It consists of the following circular scheme: the first step is Strategic Planning followed by Outcome Statement, Output Statement, Performance Mandates, Management by Objectives, Evaluation of Outputs and ends with Evaluation of Outcomes. *Source:https://www.oeffentlicherdienst.gv.at/wirkungsorientierte_verwaltung/dokumente/Folder_Wo_Steuerung_EN.pdf?4jwkmf*

Country Legislation A - B

Country	Category	Notes
Azerbaijan	Plan	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. 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. *Sources: http://goo.gl/PlgCrf* *http://www.usaid.gov/sites/default/files/documents/1863/Azerbaijan%20CDCS.pdf*
Bahamas	Legislated	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. Alongside this system, the Bahamian government also implemented an end-to-end information management software to help organize and manage the 700 islands which compose the Bahamas. The software, developed by Tyler Technologies, helps governments become more efficient in managing the public sector: cities, counties, schools and other government entities. *Sources: http://goo.gl/JV8YRx* *http://www.businesswire.com/news/home/20141028005173/en/Government-Bahamas-Selects-Tyler-Technologies%E2%80%99-iasWorld-Appraisal#.VLkLx0esVrs*
Bahrain	Plan	To ensure that the Strategic Government Plan for the 2008-2010 period was properly implemented across various government entities, the United Arab Emirates implemented, in 2008, Adaa, which was, at first, a computer software designed to manage performance and monitor how strategic and operational plans are being executed. In 2012, a second, more improved version of Adaa was implemented within UAE. Some of its most relevant features include: highlight of services integration with strategic and operational plans, track outcomes of implemented plans, analyze gaps, recommend solutions and, among others, include multi-dimensional performance indicators. *Source: http://www.moca.gov.ae/?page_id=615&lang=en*
Bangladesh	Plan	The Department for International Development, together with the Bangladesh Government, have joined in an effort to reform the public service sector within a long-term training project entitled MATT2 (Managing At The Top 2). The expected outcome of the project is a structured public service which is encouraged and rewarded to promote pro-poor policies together with effective and inclusive service delivery. The program is spread on a 7-year timeframe and hopes to train hundreds of employees within the Civil Service sector. *Source: http://www.sed.man.ac.uk/aboutus/news/newsitem14.htm*
Barbados	Plan	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. The systems Barbados uses to reform its public sector are: Performance Appraisal in the Public Sector, Office of Public Sector Reform and Performance Review and Development System. *Source: http://www.reform.gov.bb/website/*
Belarus	Plan	Belarus is mostly focused on the performance management of its financial institutions. The yearly report that it generates, where details regarding public expenditure and financial accountability, both internal and external, are made public, also establishes a future framework and operational strategies set for achieving present and future objectives. Belarus also focuses on the performance management of its public sector. Every three years, each employee within the public service undergoes an exam to determine his/her performance and bring improvements where needed. Employee evaluation system is detailed in a United Nations annual report. *Sources: http://nasb.gov.by/reference/icp4.pdf*
Belgium	Plan	Performance management within the Belgian government is not clearly regulated but rather stated as an overall strategy for every public institution. The Flemish government includes and limits performance management as a tools of measurement to European Union standards. *Source: http://www.oecd.org/gov/budgeting/1902940.pdf*

Country Legislation B

Country	Category	Notes
Belize	Legislated	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. *Source: http://cdn.gov.bz/belize.gov.bz/images/bpsr2014.pdf*
Benin	Legislated	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. The overall purpose is to provide the government with a thorough analysis of the civil service and a clear road map on necessary steps that need to be taken to modernize the system. The most noticeable achievement of the Benin government is the development of a five-year strategic plan aimed at modernizing the civil service, together with a multi-annual action program. *Sources: http://www.ncbi.nlm.nih.gov/pmc/articles/PMC4181970/*
Bermuda	Plan	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. Within the same time frame, the Bermuda Department for Civil Aviation (BDCA) began implementing its three-year safety plan which focuses mainly on three key areas: improving effectiveness and sustainability of BDCA's projects, enhance the performance of safety management systems in the aviation industry and improve safety culture within the Bermuda civil aviation system. *Sources:http://www.bermudapoliceservice.bm/upload/PDFs/2012-2015%20Bermuda%20Police%20Service%20Strategic%20Plan.PDF* *http://www.dca.gov.bm/LTOs/BDCA%20Safety%20Plan%20-%202010-11_2012-13.pdf*
Bhutan	Legislated	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. *Source: http://www.cabinet.gov.bt/?page_id=498*
Bolivia	Legislated	Even though Bolivia's Performance Management and budgeting reform agenda has been approved since as early as 1990, its implementation remained very weak. The Institutional Reform Project (IRP) was introduced to curb corruption and also to restore the reform momentum in performance orientation but more recent reports stated that results have been poor due to the fact that set targets do not coincide with budget or personnel management. The World Bank suggested, in a review, that the implementation of the Institutional Reform Project should be orientated towards a realistically result-orientated strategy. *Source: http://www.odi.org/sites/odi.org.uk/files/odi-assets/publications-opinion-files/2446.pdf*
Bosnia and Herzegovina	Plan	Bosnia and Herzegovina (BiH) is currently undergoing a series of reforms, particularly in the public service sector, with the aim of aligning its administrative capacity to the standards of the European Union, in hope of a future EU membership. BiH's vision of the public sector entails a more efficient, effective and accountable system which serves citizens better for less money and with more transparent procedures. *Source: http://parco.gov.ba/eng/?page=388*
Botswana	Legislated	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. *Source: http://www.gov.bw/en/Ministries--Authorities/Ministries/MinistryofAgriculture-MOA/Agricultural-Water-Supply12/#8f24a53ae4084629a540b66e1b3ba851*

Country Legislation B

Country	Category	Notes
Brazil	Legislated	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. 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. *Source: http://www.gwu.edu/~ibi/minerva/Fall2012/Luciano_Grossi.pdf*
British Virgin Islands	Legislated	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: - "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" *Source: http://www.dopusvi.org/sites/default/files/Employee%20Handbook.pdf*
Brunei	Plan	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. An initiative brought by the Human Resources Management department refers to the Performance Appraisal system within the Brunei Civil Service. Servants are viable to receive, when standards are met, a variety of benefits, ranging from a Subsistence Allowance added to the basic salary to passage allowances for travel to London or Mecca. *Source: http://www.bedb.com.bn/why_wawasan2035.html*
Bulgaria	Plan	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. *Source: http://goo.gl/IMI4pM*
Burkina Faso	Plan	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. The outcomes generated by the program have an important impact on national policies and decision-making processes and reflect citizens' input integrated into national initiatives. *Source: http://www.ifad.org/evaluation/public_html/eksyst/doc/agreement/pa/rural.htm*
Burma	Plan	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 2013-2014, Burma has made significant progress in reforming the education, health and financial departments. *Source: http://aid.dfat.gov.au/Publications/Documents/burma-appr-2013-14.pd*
Burundi	Plan	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. 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. *Sources: http://www.ghi.gov/whereWeWork/docs/BurundiStrategy.pdf* *http://www.imf.org/external/pubs/ft/scr/2014/cr14293.pdf*

Country Legislation C

Country	Category	Notes
Cambodia	Legislated	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. Part two of the report consists of the new agenda for the 2014-2018 period which details future challenges, long-term country vision, strategic options and policy priorities which need to be incorporated in any future development agenda. *Source: http://www.cdri.org.kh/webdata/download/cdd/CDD.pdf*
Cameroon	Plan	As it is the case with other African countries, Cameroon is part of the African Economic Outlook program which generates an annual report detailing the country's status quo. The 2013 report focuses on past developments within the public, financial, social, health and education sectors and also provides a framework for future policies to be integrated in a strategic plan. *Source: http://www.africaneconomicoutlook.org/fileadmin/uploads/aeo/2014/PDF/CN_Long_EN/Cameroun_EN.pdf*
Canada	Legislated	2007 marked the year in which the Canadian Government established the revised Expenditure Management System which provides better frameworks for public money spending. A key area of this system is the continuous assessment of all ongoing programs followed by strategic reviews. These reviews lead to increased efficiency and effectiveness of federal organizations, maintained focus on core roles and satisfaction of Canadian citizens' priorities. *Source: http://www.tbs-sct.gc.ca/sr-es/res/res-eng.asp*
Caribbean Netherlands	N/A	The island is under the jurisdiction of the Netherlands but no further details were found concerning performance related legislation.
Cayman Islands	Legislated	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 which, in turn, generate, good practices frameworks to improve management, governance and accountability, fraud and corruption prevention and information technology projects. *Source: http://www.auditorgeneral.gov.ky/aboutus*
Central African Republic	Plan	USAID has its own Central African Regional Program for the Environment in CAR and has its own CARPE II Performance Management Plan and Results Framework. *Source: http://redlac.org/carpe_pmp.pdf*
Chad	Plan	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. *Source:http://www.afdb.org/fileadmin/uploads/afdb/Documents/Evaluation-Reports-_Shared-With-OPEV_/ADB-BD-WP-2006-72-EN-CHAD-PORTFOLIO-REVIEW-REPORT.PDF*
Chile	Legislated	Chile has a functioning Management Control Division which handles the Systems of Management Control and Results-Based Budgeting. The systems follows 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. *Sources: http://www.dipres.gob.cl/572/articles-22564_doc_pdf.pdf*

Country Legislation C

Country	Category	Notes
China	Legislated	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. *Source: http://www.oecd.org/china/48169592.pdf*
Christmas Islands	Legislated	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. *Source: http://www.environment.gov.au/parks/publications/climate/christmasstrategy.pdf*
Cocos (Keeling) Islands	N/A	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. *Source:http://www.ag.gov.au/Publications/Annualreports/Annualreport200910/Pages/AnnualReport200910PerformanceReportsOutcome3.aspx*
Colombia	Legislated	Colombia, as the country with the largest GDP among Latin American countries, benefits from a performance management system based om multi-year planning. The main focus of this system is to develop and evolve while reducing disparities within a four-year time frame. Colombia's main tool for performance assessment is named SINERGIA, which is the national system used for monitoring and evaluating performance. *Sources: https://ieg.worldbankgroup.org/Data/reports/sinergia_0.pdf http://www.oecd.org/countries/colombia/*
Comoros	Plan	The World Bank has funded several strategic plans to reform the economy, more precisely to improve economic management, make processes more transparent and enhance competition. *Source: http://documents.worldbank.org/curated/en/2014/03/19368601/comoros-economic-governance-reform-program*
Congo, Democratic Republic of the	Plan	Congo received assistance from USAID to reform key areas that have been formerly assessed as priorities, such as the Displaced Children and Orphans Fund. However, the project stalled as Congo failed to implement proper performance management systems which are vital tools for managing, planning and documenting activities performed within the program. *Source: http://oig.usaid.gov/sites/default/files/audit-reports/7-660-10-001-p.pdf*
Cook Islands	Plan	Cook Islands has several Performance Management systems in place, one with the Office of the Public Service Commissioner and one within the financial department. The first one assists the Commissioner while the latter monitors and evaluates the performance management within the public financial sector and performance indicators within the same field. *Sources:http://www.mfem.gov.ck/docs/Treasury/Other%20Docs/PFM%20Roadmap/Annex%205%20Cook%20Islands%20Public%20Financial%20Management%20Performance%20Report%20August%202011.pdf http://www.psc.gov.ck/index.php/about-us/91-more-about-us/41-pmd-team*
Costa Rica	Legislated	Costa Rica's Compromiso de Resultados (Commitment for Results) Performance Management system was implemented by copying the performance contracts belonging to the USA cabinet. This was implemented between the president and cabinet ministers and it has led to a reform of the government. Having such performance contracts installed at high-level, Costa Rica is now ahead of many other governments. *Source: http://goo.gl/UbtpRg*

Country Legislation C - D

Country	Category	Notes
Cote d'Ivoire	Plan	An International Monetary Fund report from 2013 reviewed Cote d'Ivoire's economic status and concluded that, although the country's GDP experienced impressive growth within the last years, its reform agenda has not been updated yet and processes within the financial department are not transparent. The system makes use of three performance indicators which measure budget allocation at local level: the first measure the difference between expenditure outturns and original budget, the second indicator measures the composition of the first indicator and the third one measures deviation of aggregate revenue outturn as opposed to the original budget. *Source: http://www.imf.org/external/np/sec/pr/2014/pr14266.htm*
Croatia	Plan	Croatia benefits from a performance management system implemented at the sub-national government level to improve how local and regional policies are carried out. *Source: http://en.iju.hr/ccpa/ccpa/downloads_files/06%20AlibegovicSlijepcevic.pdf*
Cuba	Plan	The USAID initiated an economic performance assessment for Cuba to provide USAID missions and regional bureaus with an overview of the economic growth in the designated country. The methodology employed focused only on the country's main problems within the economic department. The Economic Performance Assessment was based on examining key economic and social indicators in order to isolate the problematic ones. *Source: http://egateg.usaid.gov/sites/default/files/Cuba_Economic_Performance_Assessment.pdf*
Curaçao	N/A	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. *Source: http://www.undp.org.tt/NA/MDGReportCURandSXM.pdf*
Cyprus	Plan	Cyprus benefits from a comprehensive Performance Management system set in place in the public sector, which includes a 360 degrees feedback strategy. Other features of this system include the use of KPIs together with other performance indicators, the competency frameworks, procedures, appraisal methods, promotion systems and incentive schemes. *Source:http://www.reform.gov.cy/crcs/crcs.nsf/5A5F0006F5140D7AC2257BB9003AE05F/$file/Local%20Government_Final%20Report.pdf*
Czech Republic	Plan	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. These evaluations take place during meetings between regional and national directors and the results are published in an annual report. Individual performance is also rated according to qualitative information. *Source: http://ec.europa.eu/social/BlobServlet?docId=10311&langId=en*
Denmark	Legislated	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. In addition, performance elements are being regularly introduced based on a step-by-step program. These actions reinforce personnel management instruments and responsibility towards citizens. One aspect that is particular to the Danish performance management system is the creation of target agreements which are then included in a contract. *Source: http://www.dgaep.gov.pt/media/0601010000/alemanha/performance%20assessment.pdf*
Djibouti	Plan	In 2011, as requested by the Ministry of Economics, the World Bank developed a methodology to assess the performance in terms of debt in Dijbouti. Performance Indicators were used for performance evaluations. 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. *Sources: http://www.who.int/countryfocus/cooperation_strategy/ccsbrief_dji_en.pdf http://documents.worldbank.org/curated/en/2011/01/18132593/djibouti-debt-management-performance-assessment-dempa-djibouti-outil-devaluation-de-la-performance-en-matiere-de-gestion-de-la-dette*

Country Legislation D - E

Country	Category	Notes
Dominica	Plan	The Reform Management Unit has been installed to coordinate how reforms are implemented within the public sector. The overall aim of this unit is to improve the efficiency and effectiveness of management and processes performed in the public sector department. *Source: http://establishment.gov.dm/index.php/units/reform-management-unit/9-duties-functions*
Dominican Republic	Plan	The Dominican Republic is currently receiving help from a number of organizations in order to implement reforms in several departments such as education, health and economy. Moreover, USAID provides the Dominica Republic with assistance to enhance its performance management system by providing methodology, definitions for indicators, and target review. *Source: http://oig.usaid.gov/sites/default/files/audit-reports/1-517-14-001-p.pdf*
Ecuador	Plan	On the one hand, the USAID assists Ecuador in developing and implementing an environment program. The outcomes of this program are being monitored and evaluated by USAID, who also provides Ecuador with suggestions for further actions. On the other hand, 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. *Sources: http://oig.usaid.gov/sites/default/files/audit-reports/1-518-11-009-p.pdf http://www.state.gov/documents/organization/203750.pdf*
Egypt	Plan	The Egyptian Banking Institute benefits from a Performance Management Development Program which was implemented to develop specific areas of the banking system. The program provides not only educational courses but also the necessary tools and methodologies needed to assess performance in the banking sector. *Source: http://ebi.gov.eg/performance-management/*
El Salvador	Plan	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. *Source: http://www.worldbank.org/projects/P095314/fiscal-management-public-sector-performance-technical-assistance-loan?lang=en*
Eritrea	Plan	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. *Sources: http://books.google.ro/books/about/Performance_Management_of_Public_Servant.html?id=sMA5cgAACAAJ&redir_esc=kiy http://www.rbm.who.int/countryaction/aideMemoire/Eritrea-The-malaria-program-performance-review-2013.pdf*
Equatorial Guinea	Plan	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. *Source: http://goo.gl/jomEjz*
Estonia	Legislated	Estonia's Performance Management system mainly focuses on wage attribution, as many reports state that unequal salary attribution has led to differential development of various regions. *Source: http://www.mtk.ut.ee/sites/default/files/mtk/toimetised/febawb6.pdf*
Ethiopia	Plan	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. *Source: http://pdf.usaid.gov/pdf_docs/PA00JTXH.pdf*

Country Legislation F - G

Country	Category	Notes
Falkland Islands (Islas Malvinas)	Plan	A Performance Management system has been implemented at all Government levels in order to measure whether the Government is efficiently and effectively meeting the needs of citizens. Every department within the Government is obliged to create a Business Plan that contains Service Level Objectives. These set targets are meant to be quantifiable so that they can be monitored throughout the year. *Source: http://www.falklands.gov.fk/assets/45-14P.pdf*
Faroe Islands	N/A	An autonomous, self-governing country within the Danish Realm. There is no mention of any performance management legislation
Fiji	Plan	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. *Source: http://www.fiji.gov.fj/Media-Center/Press-Releases/FEA-EMPLOYEES-TO-RECEIVE-PERFORMANCE--BASED-BONUSE.aspx*
Finland	Legislated	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. *Source: https://www.vm.fi/vm/en/04_publications_and_documents/03_documents/20130228Shortd/Performance_management_IN_FINLAND.pdf*
France	Legislated	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. *Source: http://www.pempal.org/data/upload/files/2012/04/the-french-experience-summary_pierre-lubek_eng.pdf*
French Guiana	N/A	It currently is under French jurisdiction. Information regarding performance related legislation was not found
Gabon	Plan	The African Development Bank regularly monitors and assesses the development of ongoing projects implemented in Gabon, such as the "Support to Sustainable Forest Resource Management in Gabon" project. *Source: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/Gabon_-_APRVD_FFBC_Project_eng.pdf*
Gambia, The	Plan	The African Development Bank produces a yearly report entitled "The Gambia. Country Portfolio Performance Review Report", in which the overall state of the country is evaluated. There are also several other reports released by the African Development Bank which focus on particular departments and evaluate project implementation. *Source: http://www.afdb.org/en/search/?tx_solr%5Bq%5D=gambia*
Georgia	Legislated	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. *Source: http://team.georgia.gov/performance/*

Country Legislation G - H

Country	Category	Notes
Germany	Legislated	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. *Source: http://www.oecd.org/gov/43933791.pdf*
Ghana	Legislated	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. The system was developed by copying the British "Next-Step" performance management in which executive agencies agree upon and sign a performance contract with supervising authorities. *Source: http://fairwages.gov.gh/Slideshow-News/is-performance-management-in-ghanas-public-service-a-mirage/All-Pages.html*
Greece	Plan	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. *Source: http://www.dgaep.gov.pt/media/0601010000/alemanha/performance%20assessment.pdf*
Grenada	Plan	Grenada is currently implementing a performance management system as part of the "Grenada: Public Sector Modernization Project," a larger project funded by the World Bank. *Source: http://goo.gl/iWehPO*
Guadeloupe	N/A	It currently is under French jurisdiction. Information regarding performance related legislation was not found.
Guam	Legislated	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. *Sources: http://www.guamlegislature.com/Public_Laws_29th/P.L.%2029-23%20%28Bill%20No.%20165%20EC%29.pdf http://www.guampuc.com/dockets/puc20130402211928.pdf*
Guernsey	Plan	In a strategic plan designed to be implemented within the 2011-2015 timeframe, Guernsey also included a KPI report with detailed cultural strategies. *Source: http://www.gov.gg/CHttpHandler.ashx?id=2692&p=0*
Guyana	Plan	The USAID initiates regular country and project performance assessments but Guyana itself does not have a Performance Management system implemented. *Source: http://guyaneseonline.files.wordpress.com/2012/04/guyana-economic-performance-and-outlook.pdf*
Honduras	Plan	Honduras has a performance management project which was initially implemented through a Canadian development assistance program. After the project ended, the performance management framework continued to be carried out as an ongoing project. *Source: http://www.acdi-cida.gc.ca/acdi-cida/acdi-cida.nsf/eng/CAR-1211112152-M7Q*
Hong Kong	Plan	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. *Source: http://www.csb.gov.hk/english/admin/csr/753.html*
Hungary	Plan	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. *Source: http://budapestinstitute.eu/index.php/projects/datasheet/review_of_performance_management_system_of_hungarian_pes/en*

Country Legislation I

Country	Category	Notes
Iceland	Plan	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. *Source: http://www.ima.is/ima/quality_and_performance/*
India	Plan	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. *Source: http://www.performance.gov.in/sites/default/files/document/newsletter/March-2014-final.pdf*
Indonesia	Legislated	In 2011, the Indonesian President announced that a new monitoring and evaluation system would be implemented across all of its 76 Ministries and Agencies within the government. The system has specific indicators and targets both for the Government and for each particular agency. An online transparent self-assessment system will measure whether the reform in the public sector has achieved any of its set targets. *Source: http://siteresources.worldbank.org/EXTGOVANTICORR/Resources/3035863-1289428746337/Transforming_Public_Sector_Indonesia.pdf*
Iran	Plan	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. *Sources: http://intqhc.oxfordjournals.org/content/early/2015/01/20/intqhc.mzu102 http://maxwellsci.com/print/rjaset/v4-1767-1784.pdf*
Iraq	Plan	The American Mission in Iraq is still in charge with monitoring and evaluating all the implemented and ongoing projects within the country and assess their results. The USAID emits an annual report on the country's current state and projects results. The 2013 report covered the results of the Government reform process. The only reference made to the Iraqi performance management system was that its performance targets proved to be useless as they did not reflect reality. *Source: http://oig.usaid.gov/sites/default/files/audit-reports/6-267-14-004-p.pdf*
Ireland	Plan	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." *Source: http://hr.per.gov.ie/pmds-2013/*
Isle of Man	Plan	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. *Source: https://www.gov.im/categories/education-training-and-careers/learning-education-and-development-lead/performance-management/*
Israel	Plan	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. *Source: http://www.oecd.org/gov/pem/OECD%20HRM%20Profile%20-%20Israel.pdf*

Country Legislation I - K

Country	Category	Notes
Italy	Plan	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. *Source: http://www.biblio.liuc.it/liucpap/pdf/192.pdf*
Jamaica	Plan	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. *Source: http://www.cabinet.gov.jm/performance_management*
Japan	Legislated	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. *Source: http://www.nilim.go.jp/lab/gbg/pdf/h17-23.pdf*
Jersey and Saint Pierre and Miquelon	Legislated	The government evaluates the implementation of its strategic plans by analyzing and evaluating yearly performance reports. *Source: http://www.gov.je/SiteCollectionDocuments/Government%20and%20administration/BP%202011PlanningEnvironment%2020111013%20JN.pdf*
Jordan	Plan	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. *Source: http://www.usaid.gov/sites/default/files/documents/1883/CDCSJordan.pdf*
Kazakhstan	Legislated	I n 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. *Source: http://www.astanatimes.com/2014/05/government-undp-work-improve-transparency-state-services/*
Kenya	Legislated	The Kenyan Government adopted performance contracting in order to adjust the elements which needed to be implemented or changed in its Public Sector which, at that time, had a serious problem with service delivery and quality. The performance measures were taken to clarify the objectives set by public institutions, bring agencies towards a customer-orientated focus and reduce overall costs. *Source: http://www1.imp.unisg.ch/org/idt/ipmr.nsf/0/6a227866b8946fd5c1257671002b3c8a/$FILE/Obong%27o_IPMR_Volume%2010_Issue%202.pdf*
Kiribati	Plan	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. *Source: http://www.mfed.gov.ki/wp-content/uploads/2012/03/DPF-2.4-Civil-Service-Reform-Strategies-Final.pdf*
Korea, North	Plan	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. *Source: http://unpan1.un.org/intradoc/groups/public/documents/un-dpadm/unpan042707.pdf*

Country Legislation K - L

Country	Category	Notes
Korea, South	Legislated	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. *Source: http://www.oecd.org/korea/2497102.pdf*
Kosovo	Plan	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. *Source: http://www.demi-ks.org/?cid=2,58,925*
Kuwait	Plan	A National Performance Framework project was deployed in 2011 by the State Audit Bureau. 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. *Source: http://goo.gl/R20BzB*
Kyrgyzstan	Plan	The Economic Commission for Europe was in charge of monitoring and evaluating Kyrgyzstan's implementation of the environmental sector project. The Commission released two reports, the most recent Environmental Performance Review being in 2009, where it evaluates the country's current situation, the progress it made since the last report and ends with suggestions for future possible actions. However, the report notes that any progress made so far is slow and unsatisfactory, due to the country's precarious economical state. *Source: http://www.unece.org/fileadmin/DAM/env/epr/epr_studies/Kyrgyzstan%20II%20En.pdf*
Laos	Plan	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. *Source: http://www.moha.gov.la/accsm/resources/Lao%20PDR/ARC%20Update%20-%20Result%20of%20Performance%20Management.pdf*
Latvia	Legislated	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. *Source: http://siteresources.worldbank.org/POLANDEXTN/Resources/Latvian_Experience.pdf*
Lebanon	Plan	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. *Source: http://www.institutdesfinances.gov.lb/english/loadFile.aspx?pageid=1699&phname=FileEN*
Lesotho	Legislated	The Civil Service sector implemented a Performance Management system which evaluates employees in order to improve the overall performance of the department. Source: http://www.mps.gov.ls/documents/Form_PMS_Review.pdf
Liberia	Legislated	The World Bank financed the Public Sector Modernization Project, which aims at improving pay and performance management throughout the ministries and strengthen payroll management in Liberia's Civil Service sector. *Source: http://www.worldbank.org/projects/P143064?lang=en*

Country Legislation L - M

Country	Category	Notes
Libya	Legislated	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. *Source: http://unpan1.un.org/intradoc/groups/public/documents/cafrad/unpan010159.pdf*
Liechtenstein	Plan	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. *Source: http://socialprotection.eu/files_db/1252/asisp_ANR12_LIECHTENSTEIN.pdf*
Lithuania	Legislated	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. *Source: http://www.lrvk.lt/bylos/strateginis/Pasaulio%20banko%20studija.pdf*
Luxembourg	Plan	Luxembourg is the smallest Member State in the EU after Malta. The country is generating one of the highest amounts of municipal solid waste in Europe per capita (678 kg/inhabitant in 2010) but has one of the highest rates of separately collected Municipal Solid Waste due to its implemented and regularly updated performance management framework. *Source: http://goo.gl/T1eMsh*
Macau	Legislated	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. *Source: http://chinaperspectives.revues.org/808*
Macedonia	Legislated	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. *Source: http://pdf.usaid.gov/pdf_docs/pdacw569.pdf*
Madagascar	Plan	USAID/Madagascar agreed to review and update the Health, Population and Nutrition Performance Management plan by the end of calendar year 2011. The plan had to include written guidance for calculating couple years of protection and conversion factors used by the mission and implementing partners. The World Bank also monitors the implementation of the Debt Management Reform Plan. *Sources: http://oig.usaid.gov/sites/default/files/audit-reports/4-687-11-012-p.pdf http://documents.worldbank.org/curated/en/2014/02/19692398/madagascar-debt-management-reform-plan-dempa*
Malawi	Legislated	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. *Source: http://www.mra.mw/about/index.php?cPageName=Business%20Turnaround%20and%20Performance%20Management%20Advisory%20Services&cPageType=ModernizationProject*
Malaysia	Legislated	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 and delivery of the following KPIs: the National Key Result Areas (NKRAs), National Key Economic Areas (NKEAs) and Ministerial Key Result Areas (MKRAs). Source: http://www.pemandu.gov.my/

Country Legislation M

Country	Category	Notes
Maldives	Plan	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. *Source: http://www.finance.gov.mv/v1/uploadedcontent/posts/Post133-10137.pdf*
Mali	Plan	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. *Source: http://www.ncbi.nlm.nih.gov/pmc/articles/PMC1402315/*
Malta	Legislated	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. *Source: http://pahro.gov.mt/performance-management?l=1*
Marshall Islands	Plan	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. *Source: http://www.cdc.gov/stltpublichealth/Performance/index.html*
Mauritania	Plan	The World Bank monitors, assesses and evaluates Mauritania periodically, in accordance with the 2014-2017 country Partnership Strategy. *Source: http://documents.banquemondiale.org/curated/fr/2013/09/18267971/mauritania-country-partnership-strategy-period-fy2014-2016*
Mauritius	Plan	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. *Source: http://www.miod.mu/media/12701/mauritius-country-review-report.pdf*
Mayotte	N/A	Under French jurisdiction. No further information regarding any performance-related legislation was found.
Mexico	Plan	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. *Source: http://www.oecd.org/derec/worldbankgroup/44392961.pdf*
Micronesia, Federated States of	Plan	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. *Source: http://www.adb.org/sites/default/files/project-document/67465/41579-fsm-tar.pdf*
Moldova	Plan	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. *Source: http://www.civic.md/tendere/24755-call-for-quotations-developing-employee-performance-management-systems-for-two-non-governmental-organizations.html*

Country Legislation M - N

Country	Category	Notes
Monaco	Plan	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. *Source: http://en.gouv.mc/Government-Institutions/The-Government/Ministry-of-Interior/Police-Department/Administration-and-Training-Division*
Mongolia	Legislated	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. *Source: http://www.mfdr.org/sourcebook/2ndEdition/5-1MongoliaCivilSociety.pdf*
Montserrat	Legislated	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. *Source: http://www.gov.ms/2013/05/30/civil-servants-make-recommendations-for-improving-the-governments-performance-management-system/*
Montenegro	Legislated	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. *Source: rapc.gov.md/file/Muntenegru.ppt*
Morocco	Plan	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. *Source:http://documents.worldbank.org/curated/en/2009/05/11479439/morocco-public-financial-management-performance-report-pefa-assessment-public-financial-management-systems-procedures-institutions*
Mozambique	Plan	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. *Source: http://documents.worldbank.org/curated/en/2014/05/19641284/mozambique-public-financial-management-results-program-project*
Namibia	Legislated	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. *Source: http://gopempal.org/sites/default/files/international_articles/PMS.pdf*
Nauru	Plan	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. *Source: http://www.spc.int/sppu/images/stories/nauru%20final%202008-2010%20jcs.pdf*
Nepal	Legislated	Nepal's Portfolio Performance Review is a monitoring framework with regular review meetings and clearly identified targets and indicators which help the government identify its most critical issues. *Source: http://mof.gov.np/uploads/document/file/NPPR2011_20130715123906.pdf*

Country Legislation N

Country	Category	Notes
Netherlands	Legislated	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. *Source: http://evi.sagepub.com/content/6/3/335.short*
New Caledonia	N/A	Under French jurisdiction. Information regarding performance legislation was not available.
New Zealand	Plan	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. *Source: http://www.ssc.govt.nz/performance-measurement*
Nicaragua	Plan	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. *Source: http://documents.worldbank.org/curated/en/2010/11/13094536/nicaragua-public-financial-management-modernization-project*
Niger	Plan	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. *Source: http://www.ccsenet.org/journal/index.php/ijbm/article/viewFile/10848/7697*
Nigeria	Plan	The Supervising Minister of the National Planning Commission explained that "The National Planning Commission initiated the adoption of the performance management system in August, 2012 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. *Source:http://www.nigeria.gov.ng/2012-10-29-11-09-25/news/928-national-planning-supervising-minister-says-new-performance-management-system-will-enhance-national-development-programs*
Nieu	Plan	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. *Sources: http://www.sprep.org/att/irc/ecopies/countries/niue/40.pdf http://www.pftac.org/filemanager/files/Reports/4_Niue_PFM_Aug2011.pdf*
Norfolk Islands	Legislated	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." *Source: http://www.regional.gov.au/territories/publications/files/Norfolk_Island_Public_Service_Review_20111121.pdf*
Norway	Legislated	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. *Source: http://uni.no/media/attachments/publications/348_wp_8_2014__askim__christensen_and_l_greid.pdf*

Country Legislation O - P

Country	Category	Notes
Oman, Sultanate of	Plan	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. *Source: http://www.caa.gov.qa/content/oman-air-unveils-new-performance-management-system http://www.paew.gov.om/Mobile/About-us-%281%29/Co-management-contract*
Pakistan	Plan	The Pakistani Civil Service has been undergoing a reform process in order to ensure higher accountability, increased transparency and better services. Performance of employees in the public sector is evaluated during an Annual Confidential Report. However, as many aspects of these report are put to question, the government is striving to eliminate, through reforms, the levels of poor governance, lack of resources and corruption extension. *Source: http://www.fareastjournals.com/files/FEJPBV6N3P5.pdf*
Palau	Legislated	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. *Source: http://palaugov.org/about_and_contacts/*
Palestine	Plan	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. *Source: http://www.un.int/wcm/webdav/site/palestine/shared/documents/Palestinian%20Reform%20and%20Development%20Program%20%282008%29.pdf*
Panama	Plan	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. *Source: http://documents.worldbank.org/curated/en/2011/02/13771832/panama-enhanced-public-sector-efficiency-technical-assistance-project*
Papua New Guinea	Plan	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 Papa New Guinea Government pledged to benefit from its projects although recent reviews revealed that the programs did not translate into tangible good development outcomes that the citizens aspire to. *Source: http://www.forumsec.org/resources/uploads/attachments/documents/PNG_Peer_Review_Aug2013.pdf*
Paraguay	Legislated	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. *Source: http://www.midamos.org.py/que-es-midamos.php*
Peru	Plan	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 report was released by the USA regarding the 2011-2014 United States - Peru Environmental Cooperation program. Among its clauses, the program hopes to enhance environmental performance and transparency of decisions. *Source: http://www.state.gov/documents/organization/169165.pdf*

Country Legislation P - R

Country	Category	Notes
Philippines	Legislated	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. *Source: http://www.dbm.gov.ph/index.php?pid=3&nid=2448*
Pitcairn Islands	Legislated	The GPI Performance Management System (PMS) focuses on the overall performance of the Government of Pitcairn Island, its specific divisions, its employees and processes and aims to significantly improve performance. *Source: http://www.government.pn/policies/GPI%20010%20GPI%20Performance%20Management%20Policy.pdf*
Poland	Plan	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. *Source: http://ec.europa.eu/social/BlobServlet?docId=10246&langId=en*
Portugal	Legislated	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. *Source: http://www.dgaep.gov.pt/eng/index.cfm?OBJID=27887f50-0e72-45a7-a421-a805d34371f3*
Puerto Rico	Plan	Within its National Public Health Improvement Initiative, Puerto Rico installed a performance management system to monitor and assess development in the respective public sector. *Source: http://www.cdc.gov/stltpublichealth/nphii/territory/puertorico.html*
Qatar	Plan	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. *Source: http://portal.www.gov.qa/wps/portal/about-qatar/Government-Legislatives*
Réunion	N/A	Governed by France, all policies and legislations passed for France's overseas territories apply to Réunion.
Romania	Plan	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. *Source: http://gov.ro/en/government/organization/government-s-working-apparatus*
Russia	Plan	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. *Source: http://vgmu.hse.ru/en/2014--1/119099347.html*

Country Legislation R - S

Country	Category	Notes
Rwanda	Plan	Aiming at becoming a middle income economy, the Government of Rwanda pays a great importance to the improvement of the public service performance. The ongoing process of public management reforms with notable initiatives, including the Rwanda Public Sector Pay and Retention Policy and its Implementation Strategy, the Rwanda Civil Service Human Resource Management Policy are few examples of Government efforts to continually improve and strengthen the public service capacity management and enable the Government to meet Rwanda current and future development capacity requirements. *Source: http://www.mifotra.gov.rw/fileadmin/user_upload/PDFS/Tenders/TENDER_NOTICE_RBM.pdf*
Saint Barthelemy	N/A	The island is under the jurisdiction of France, but no further details were found concerning performance related legislation.
Saint Helena, Ascension and Tristan da Cunha	Plan	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." *Source: http://www.sainthelena.gov.sh/human-resources/*
Saint Kitts and Nevis	Plan	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 provide on this matter. *Source: http://www.healthsystemassessment.com/wp-content/uploads/2012/06/St_Kitts_and_Nevis_Health_Systems_and_Private_Sector_Assessment_FINAL_AUG_2012.pdf*
Saint Lucia	Plan	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. *Source: http://www.rslpf.com/iob.htm*
Saint Vincent and the Grenadines	Plan	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. *Source: http://www.sids2014.org/content/documents/247SVG%20Rio+20%20Final%20Report.pdf*
Samoa	Plan	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. *Source: http://www.psc.gov.ws/hr_management.htm*
San Marino	N/A	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. *Sources: http://www.imf.org/external/pubs/ft/scr/2010/cr10317.pdf* *http://apps.who.int/iris/bitstream/10665/107381/1/E74647.pdf*

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Country	Category	Notes
Sao Tome and Principe	Legislated	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. *Source: http://documents.worldbank.org/curated/en/2012/08/16702544/sao-tome-principe-public-resource-management-governance-reform-development-policy-grant-project*
Saudi Arabia	Legislated	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: - 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." 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). *Sources: http://www.fahr.gov.ae/Portal/Userfiles/Assets/Documents/35a7b2e0.pdf* *http://www.fahr.gov.ae/Portal/en/news/3/7/2011/al-qattami-performance-management-system-for-employees-of-federal-government.aspx.aspx*
Senegal	Plan	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). *Source: http://documentos.bancomundial.org/curated/es/2014/07/19794402/senegal-public-financial-management-strengthening-technical-assistance-project-additional-financing-restructuring*
Serbia	Plan	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. *Source: http://www.coe.org.rs/REPOSITORY/1416_123_strengthening_local_self-government_in_serbia_1.pdf*
Seychelles	Legislated	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. *Sources: http://planipolis.iiep.unesco.org/upload/Seychelles/Seychelles_Education_Reform_Action_Plan_2009-2010.pdf* *http://www.src.gov.sc/resources/StrategicPlan2014.pdf*

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Country	Category	Notes
Sierra Leone	Plan	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. *Source: http://www.psru.gov.sl/content/sierra-leone-pay-and-performance-project-ppp-supported-world-bank*
Singapore	Legislated	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. *Source: http://www.mfdr.org/Marketplace/Posters-pdf/Singapore_MfDR_Marketplace_Poster_Final_07.pdf*
Sint Maarten	Legislated	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. *Source: http://pnobeleid.sharepoint.com/Pages/Performance.aspx*
Slovakia	Legislated	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. Two main 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). 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. *Sources: http://www.cejpp.eu/index.php/ojs/article/view/10/6* *http://publicfinance.undp.sk/en/show/D3896E5C-F203-1EE9-BF535DAA9B32459F*
Slovenia	Legislated	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. *Source: http://ec.europa.eu/social/BlobServlet?docId=10247&langId=en*
Solomon Islands	Plan	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. *Source: http://aid.dfat.gov.au/countries/pacific/solomon-islands/Documents/appr-solomon-islands-2011.pdf*
Somalia	Plan	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. *Source: http://planipolis.iiep.unesco.org/upload/Somalia/Somalia-South-Central-Zone-Education-Sector-Plan_2013-08.pdf*

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Country	Category	Notes
South Africa	Legislated	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. *Sources: http://www.thepresidency-dpme.gov.za/keyfocusareas/mpatSite/Pages/default.aspx*
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	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. *Sources: ec.europa.eu/social/BlobServlet?docId=10310&langId=en*
Sri Lanka	Legislated	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. *Source: http://www.lgpc.gov.lk/eng/wp-content/uploads/2013/10/PERFECTguidebook-EnglishDraftV1.pdf*
Sudan (South)	Legislated	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. *Source: http://allafrica.com/stories/201208030710.html*
Suriname	Plan	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. *Source: http://www.gov.sr/media/98914/suriname_drug_management_report__final_.pdf*
Svalbard and Jan Mayen Islands	N/A	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. *Sources: http://www.forskningsradet.no/en/Funding/SSF/1253971526892* *http://polarbearscience.com/tag/environmental-monitoring-of-svalbard-and-jan-mayen/*
Swaziland	Legislated	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. *Source: http://unpan1.un.org/intradoc/groups/public/documents/aapam/unpan031853.pdf*

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Country	Category	Notes
Sweden	Legislated	The main features of the Swedish performance system are: - 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. *Source: http://goo.gl/o8l6I7*
Switzerland	Plan	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. *Source: ec.europa.eu/social/BlobServlet?docId=10250&langId=en*
Syria	Plan	The International Rescue Committee (IRC), which responds to humanity's worst crises, plans to introduce a performance management framework in Syria's health department to track and evaluate its program development, especially in the war-affected areas. *Source: http://reliefweb.int/job/747116/deputy-director-programs*
Taiwan	Legislated	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. *Sources: http://wspg.nccu.edu.tw/english/*
Tajikistan	N/A	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. *Source: http://www.unece.org/?id=31560*
Tanzania	Legislated	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". *Source: http://ws634421.websoon.com/_documents/bana.benson.paper.pdf*

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Country	Category	Notes
Thailand	Legislated	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. *Source: http://www.sed.manchester.ac.uk/downloads/CODWPNo8-SathornkichandEldridge.pdf*
The Republic of Cabo Verde	Plan	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. *Source: http://www.africaneconomicoutlook.org/en/countries/west-africa/cabo-verde*
Timor-Leste	Legislated	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. *Source: http://www.adb.org/sites/default/files/linked-documents/cps-tim-2011-2015-ra.pdf*
Togo	Plan	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. *Sources: http://www.who.int/management/workingpaper8.pdf* *http://documents.worldbank.org/curated/en/2003/05/2353569/togo-road-transport-project*
Tokelau	Plan	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, 2001 – 2010 and the Economic Support Arrangement (ESA). *Source: http://www.tokelau.org.nz/Strategic+Plan.html*
Tonga	Legislated	At present the links between budget provision and performance are weak (a fact acknowledged in Tonga's own Paris monitoring report by senior officials in Tonga). Over time though, the democratic transition should increase demand for improved accountability. A number of building blocks to achieve improved accountability are already in place: - The introduction of performance based contracts between CEOs and the Public Service Commission). - Service-wide performance management: This is being rolled out across the public service. *Source: http://www.forumsec.org/resources/uploads/attachments/documents/Tonga%20_Peer_Review_Report.pdf*
Transnistria (Trans-Dniestr/ Transdniestria)	N/A	Although its performance is regularly monitored by international organization such as WHO, Transnistria does not have any legislation regarding performance.

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Country	Category	Notes
Trinidad and Tobago	Plan	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. 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. *Source: http://unpan1.un.org/intradoc/groups/public/documents/CARICAD/UNPAN017179.pdf*
Tunisia	Plan	It employs a performance-based budgeting, but is yet to implement a thorough performance management system. *Source:http://www.oecd.org/gov/budgeting/T4%20-%20MENA%20SBO%202013%20-%20 documents%20Session%203.pdf*
Turkey	Plan	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. *Source: http://www.oecd.org/gov/pem/OECD%20HRM%20Profile%20-%20Turkey.pdf*
Turkmenistan	Plan	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. *Sources: http://www.zaragoza.es/contenidos/medioambiente/onu/941-eng.pdf*
Turks and Caicos Islands	Legislated	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. *Source: http://www.enews.tc/sites/default/files/files/CFO%20Draft%20Bill.pdf*
Tuvalu	Plan	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. *Sources: http://aid.dfat.gov.au/Publications/Documents/tuvalu-appr-2012-13.pdf*
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 an 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. *Source: http://www.mfa.gov.tr/making-performance-pay-more-successful-in-public-sector.tr.mf*
Ukraine	Plan	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. *Source: http://www.esteri.it/mae/doc/ua09enpiot23_twinning_fiche_civil_service_development_ ukraine_11-11-10.pdf*

Country Legislation U

Country	Category	Notes
United Arab Emirates	Legislated	Performance of the employees is evaluated in comparison with the main objectives and indexes between the employee and his direct Supervisor. 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 Adaa, a program that has proven 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. 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: - 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. *Sources: http://www.moca.gov.ae/?page_id=615&lang=en*
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 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 underwent 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. *Source: https://www.gov.uk/government/uploads/system/uploads/attachment_data/ file/366658/Annex-A-Performance-Management-Arrangements-for-SCS-2013-14-HR-Practitioners-Guide_Sept-2013.pdf*
United States of America	Plan	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. 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. Current dashboards include: - 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. *Sources: http://www.opm.gov/policy-data-oversight/performance-management/overview-history/ http://siteresources.worldbank.org/EXTPOVERTY/Images/ME17v3.pdf http://goo.gl/6E118E*

Country Legislation U - W

Country	Category	Notes
Uruguay	Legislated	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. *Source: http://goo.gl/vr8jCI*
Vatican	N/A	No details regarding a performance legislation were found.
Uzbekistan	Legislated	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. *Source: http://www.euro.who.int/__data/assets/pdf_file/0007/100231/E91927.pdf*
Vanuatu	Plan	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. *Source: http://aid.dfat.gov.au/Publications/Pages/4453_5040_5252_5485_8314.aspx*
Vietnam	Legislated	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. *Source: http://unpan1.un.org/intradoc/groups/public/documents/apcity/unpan039125.pdf*
Virgin Islands	Plan	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. *Source: http://inotes.bvi.gov.vg/portal/home.nsf/vContentW/Deputy+Governors+Office--Performance+Management!Opendocument*
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	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. *Source: http://documents.worldbank.org/curated/en/2013/06/18191107/west-bank-gaza-public-expenditure-financial-accountability-public-financial-management-performance-report*

Country Legislation W - Z

Country	Category	Notes
Western Sahara	N/A	Under Spanish jurisdiction. No information regarding any performance legislation was found.
Zambia	Legislated	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: - 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. *Source: http://webcache.googleusercontent.com/search?q=cache:Y7Sqk6PRy5QJ:https://pefa.org/en/assessment/files/97/rpt/261+&cd=4&hl=ro&ct=clnk*
Zimbabwe	Plan	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. *Source: http://www.ijhssnet.com/journals/Vol_2_No_8_Special_Issue_April_2012/16.pdf*













TRENDS IN SEARCH

Continuing the tradition of past years' Performance Management reports, in 2014 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 – 2014 timeframe.

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 2013. The opposite side of the spectrum, with the most downward trend, is experienced by searches for "Performance Management", which reached its lowest levels after 2013. 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 2013. 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

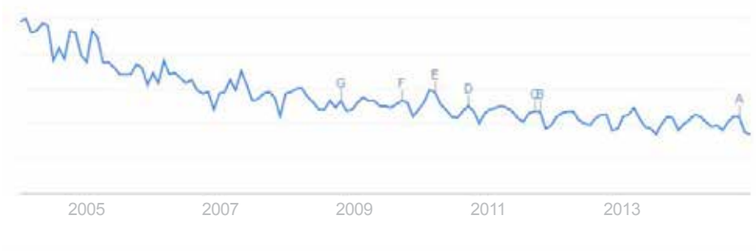


Figure 1: Google Search trends for **"Performance Management"** for the period 2004-2014



Figure 2: Google Search trends for **"Business Performance Management"** for the period 2004-2014

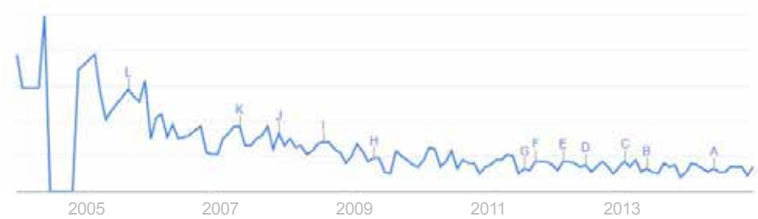


Figure 3: Google Search trends for **"Corporate Performance Management"** for the period 2004-2014

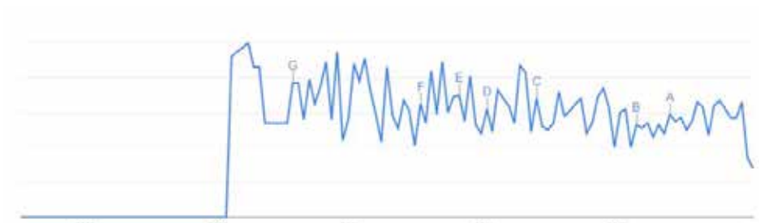


Figure 4: Google Search trends for **"Enterprise Performance Management"** for the period 2004-2014

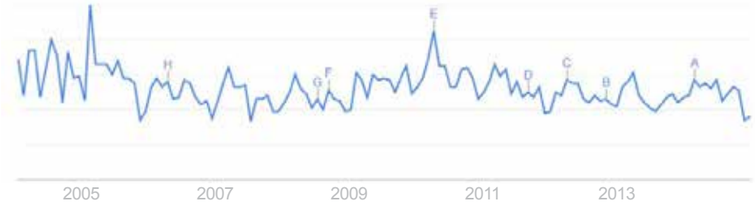


Figure 5: Google Search trends for **"Performance Management System"** for the period 2004-2014

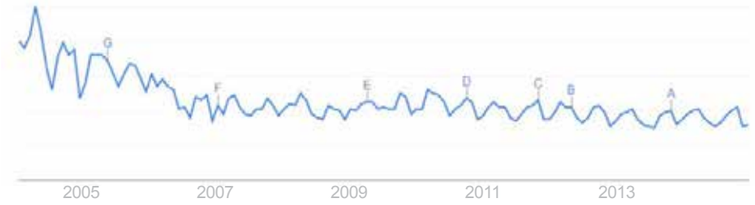


Figure 6: Google Search trends for **"Strategy Management"** for the period 2004-2014

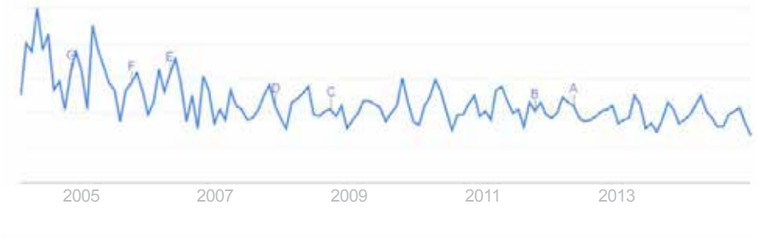


Figure 7: Google Search trends for **"Strategy Implementation"** for the period 2004-2014

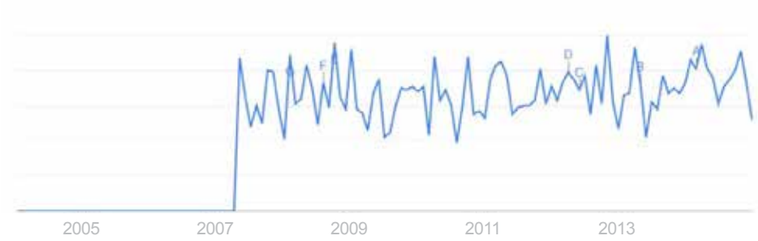


Figure 8: Google Search trends for **"Strategy Execution"** for the period 2004-2014

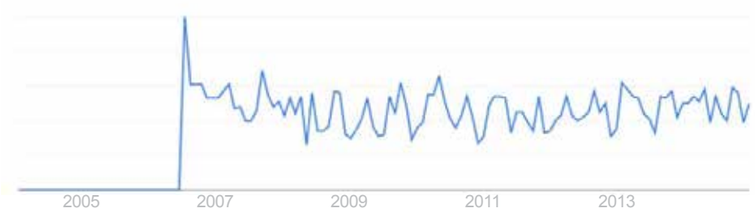


Figure 9: Google Search trends for **"Strategic Performance Management"** for the period 2004-2014

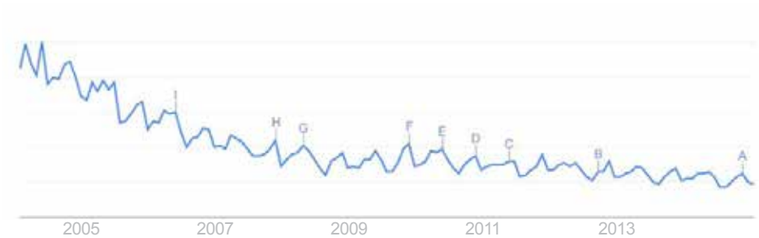


Figure 10: Google Search trends for **"Balanced Scorecard"** for the period 2004-2014

Trends in Operational Performance Management

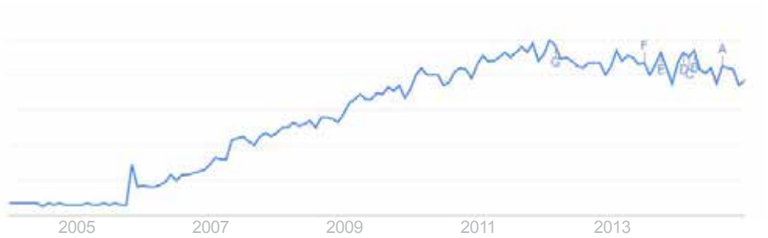


Figure 11: Google Search trends for **"Analytics"** for the period 2004-2014

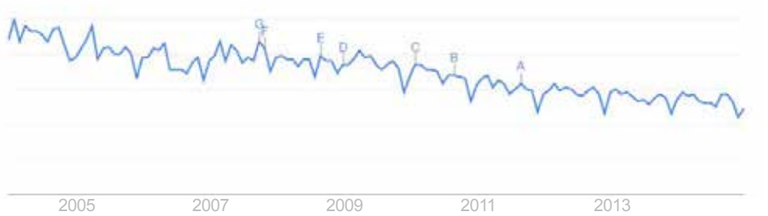


Figure 12: Google Search trends for **"Business Intelligence"** for the period 2004-2014

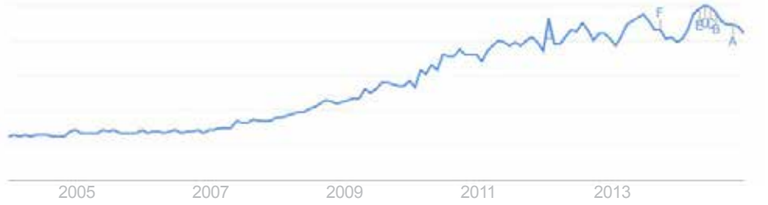


Figure 13: Google Search trends for **"BI"** for the period 2004-2014

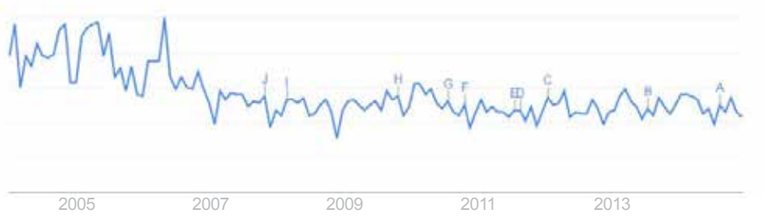


Figure 14: Google Search trends for **"Key Performance Indicators"** for the period 2004-2014



Figure 15: Google Search trends for **"KPI"** for the period 2004-2014

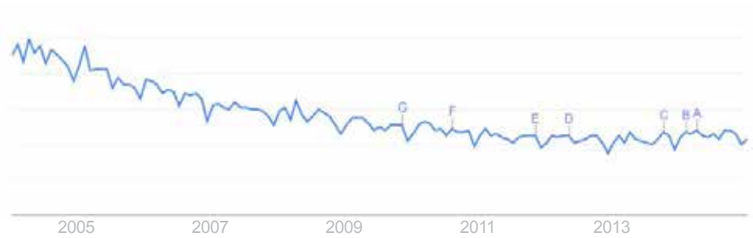


Figure 16: Google Search trends for **"Metrics"** for the period 2004-2014

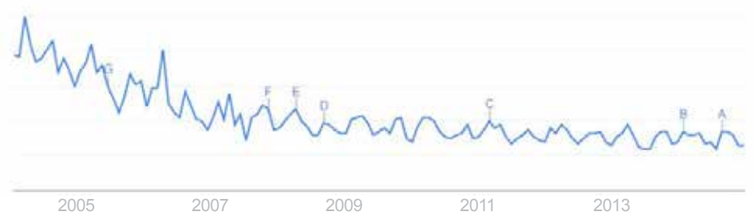


Figure 17: Google Search trends for **"Performance Measures"** for the period 2004-2014



Figure 18: Google Search trends for **"Operational Performance Management"** for the period 2004-2014



Figure 19: Google Search trends for **"Scorecard"** for the period 2004-2014



Figure 20: Google Search trends for **"Dashboard"** for the period 2004-2014

Trends in Individual Performance Management



Figure 21: Google Search trends for **"Individual Performance Management"** for the period 2004-2014

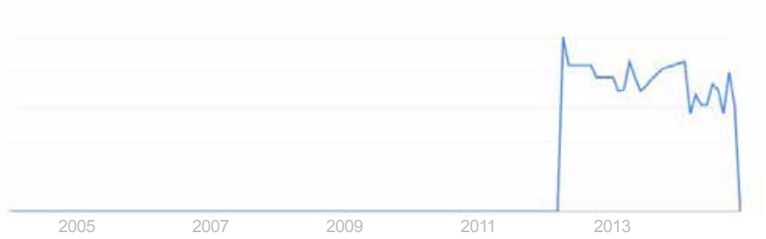


Figure 22: Google Search trends for **"Individual Performance Plan"** for the period 2004-2014



Figure 23: Google Search trends for **"Employee Performance Management"** for the period 2004-2014

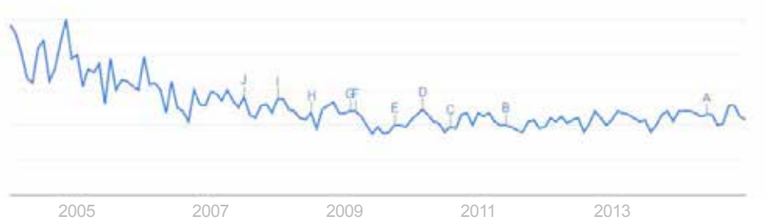


Figure 24: Google Search trends for **"Employee Performance"** for the period 2004-2014



*Figure 25:*Google Search trends for **"Employee Evaluation"** for the period 2004-2014

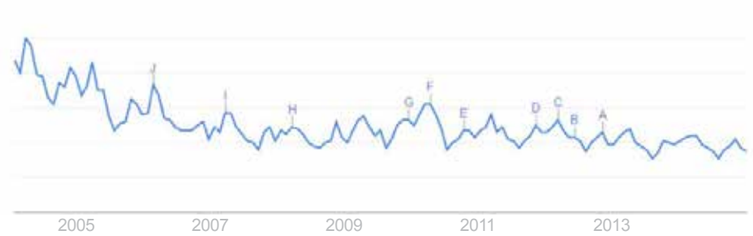


Figure 26: Google Search trends for **"Performance Appraisal"** for the period 2004-2014

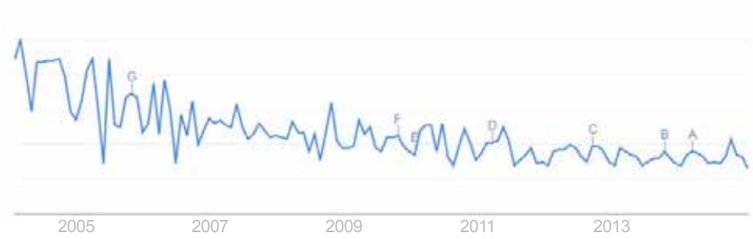


Figure 27: Google Search trends for **"Performance Criteria"** for the period 2004-2014

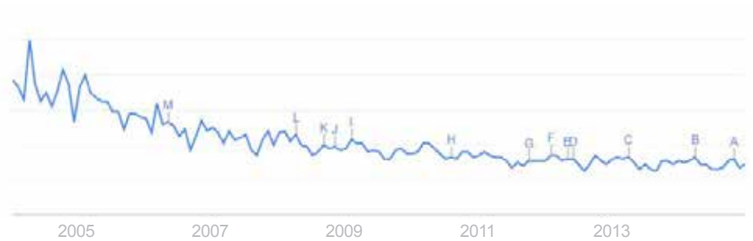


Figure 28: Google Search trends for **"Performance Evaluation"** for the period 2004-2014

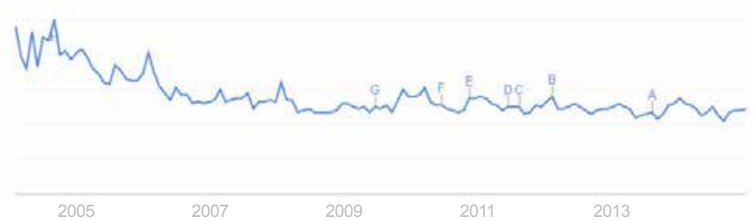


Figure 29: Google Search trends for **"Performance Review"** for the period 2004-2014

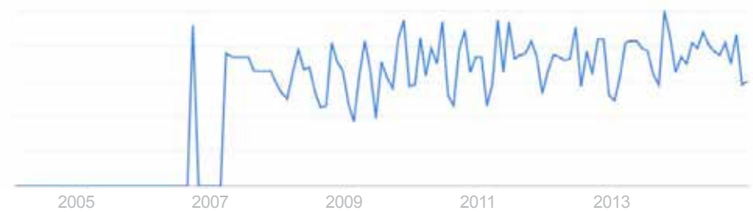


Figure 30: Google Search trends for **"Performance Management Plan"** for the period 2004-2014

MEDIA EXPOSURE

The following section presents the media exposure rate of selected Performance Management-related keywords over a period of time spanning from 2000 to 2014. The data was extracted from the archives of Google News in January, 2015. Prior to 2000, the number of news items related to this field of research was of little significance. For a clearer visualization of each keyword's presence evolution within the media, its trend-line, represented here by the dotted line, was compared with their average yearly exposure, represented below by the continuous line.

Since the year 2000, performance related keywords have known, roughly, five noticeable periods of evolution with the mass media. The beginning of media recognition is established somewhere between 2000 and 2002 with a relatively stable period that continued until 2004. The second period, also characterized by stability and steady growth, lasted until 2006. The third period, which began with the year 2007, marked a critical point of turn for performance management as searches and media exposure related to this field boomed and, mainly, remained ever since on an upward trajectory. The only downfalls were relatively isolated and occurred mainly between 2010 and 2012.

However, in 2013 and onwards in 2014, all keywords received considerably more attention from the media, with numbers of exposure growing from 5,000, in 2013, to a staggering 30,000, in 2014, for the term "Performance Management" alone. The term "Strategic Management" also grew from roughly 4,500 media items in 2013 to 25,000 by the end of 2014. Approximately the same upward trajectory has been followed by the remaining of the selected Performance Management keywords.

Some triggering factors can be isolated in order to explain the nature of these trends. Firstly, as Performance Management systems either have been or are planned on being implemented all throughout the world, both within private organizations and in the public sector, attention is drawn towards the results of such systems, strategies and methodologies employed, along with other representative aspects.

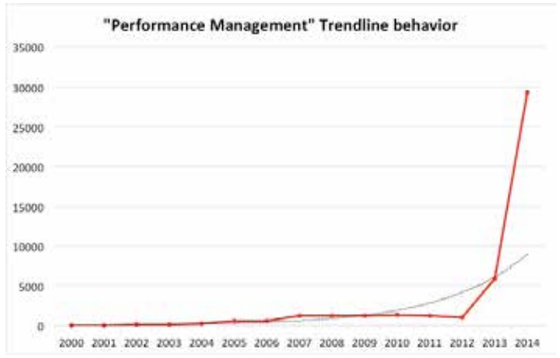


Figure 31: Trendline behavior vs. average media exposure for **"Performance Management"**

Figure 32: Trendline behavior vs. average media exposure for **"Strategic Management"**.

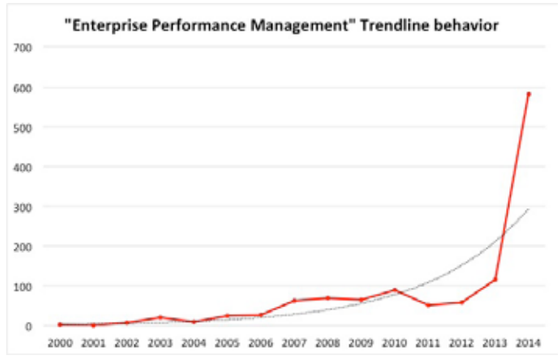


Figure 33: Trendline behavior vs. average media exposure for **"Enterprise Performance Management"**.

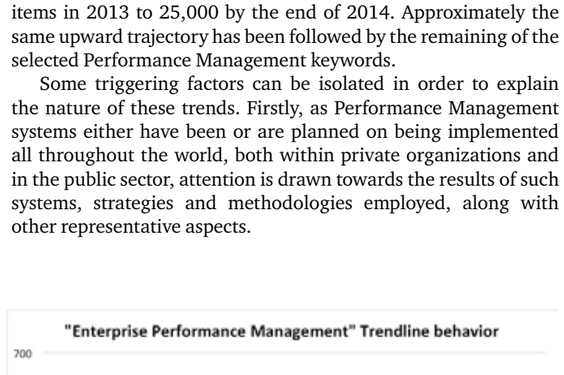


Figure 34: Trendline behavior vs. average media exposure for **"Corporate Performance Management".**



Figure 35: Trendline behavior vs. average media exposure for **"Employee Performance Management"**.

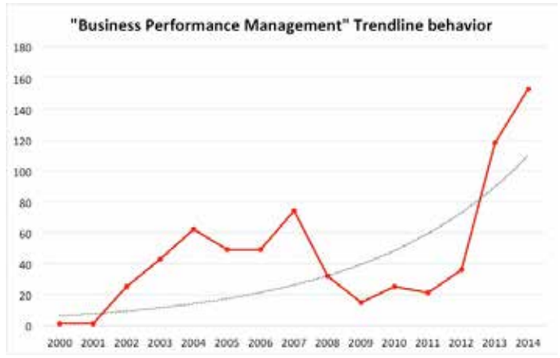


Figure 36: Trendline behavior vs. average media exposure for **"Business Performance Management"**.



Figure 37: Trendline behavior vs. average media exposure for **"Enterprise Management"**.



Figure 38: Trendline behavior vs. average media exposure for **"Strategy Management"**.

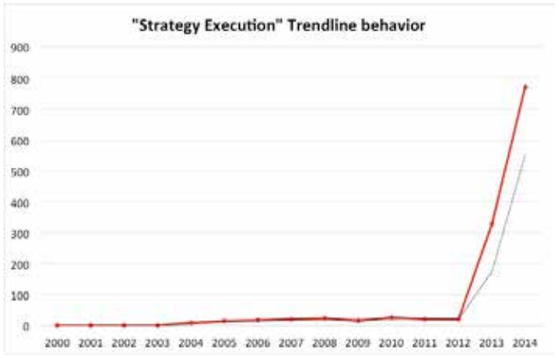


Figure 39: Trendline behavior vs. average media exposure for **"Strategy Execution"**.

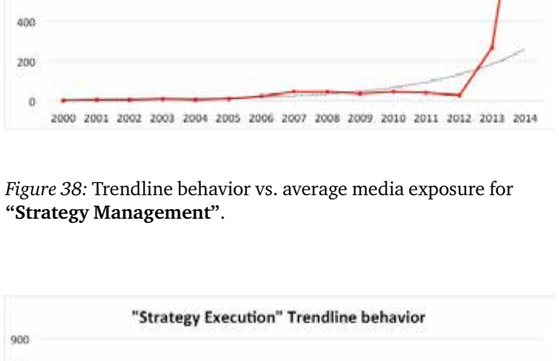


Figure 40: Trends for Performance Management headlines

Figure 40 shows the number of times "Performance Management" appeared in the headline of mass-media items. Since its appearance within headlines in 2005, when it was mentioned 29 times, the term "Performance Management" grew until 2013, when it peaked with 294 references. In the 2014-2015 period, the term's popularity in headlines fell from 294 to 224.

2014 STATISTICS

The popularity of Performance Management and its components in 2014 was also assessed by analyzing the Average Monthly Searches of performance related keywords, throughout the 2014-2015 period. This section was created by using Google AdWords and it shows the months certain selected keywords in the field registered the highest number of searches. Because the statistics were compiled in January, 2015, 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 2014, 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 organizational level, "Enterprise Performance Management" was the highest searched term, with a monthly average of over 1,500 searches. At operational level, "BI" and "Dashboard" both registered over high number, the former close to 550,000 monthly searches while the latter 240,000 searches. In the Individual performance category, "Employee Evaluation," "Performance Appraisal" and "Performance Evaluation" were the most searched for items, with an average of monthly searches between 40,000 and 8,000.

Average monthly searches for Organizational Performance Management

Table 1: Search volumes for Performance Management – Organizational level keywords

Keyword	Average Monthly Searches
Balanced Scorecard	110,000
Performance Management	40,500
Performance Management System	8,100
Strategy Implementation	2,900
Strategy Management	2,400
Enterprise Performance Management	1,600
Corporate Performance Management	1,300
Business Performance Management	1,300
Strategy Execution	880
Strategic Performance Management	320

Figure 41: Monthly searches in 2014 for **"Balanced Scorecard"**



Figure 42: Monthly searches in 2014 for **"Performance Management"**



Figure 43: Monthly searches in 2014 for **"Performance Management System"**



Figure 44: Monthly searches in 2014 for **"Strategy Implementation"**



Figure 45: Monthly searches in 2014 for **"Strategy Management"**



Figure 46: Monthly searches in 2014 for **"Enterprise Performance Management"**



Figure 47: Monthly searches in 2014 for **"Corporate Performance Management"**

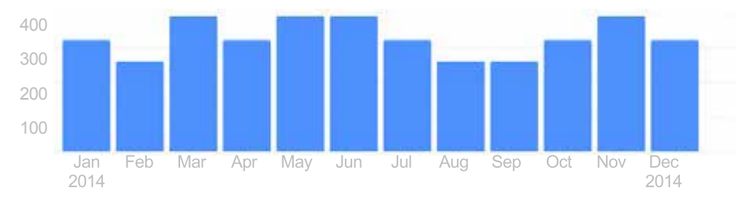


Figure 48: Monthly searches in 2014 for **"Business Performance Management"**



Figure 49: Monthly searches in 2014 for **"Strategy Execution"**

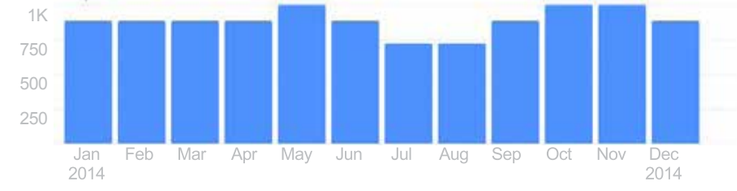


Figure 50: Monthly searches in 2014 for **"Strategic Performance Management"**



Average monthly searches for Operational Performance Management

Table 2: Search volumes for Performance Management – Operational level keywords

Keyword	Average Monthly Searches
Analytics	2,740,000
BI	550,000
KPI	301,000
Dashboard	246,000
Business Intelligence	110,000
Scorecard	40,500
Metrics	33,100
Key Performance Indicators	22,200
Performance Measures	1,900
Operational Performance Management	90

Figure 51: Monthly searches in 2014 for **"Analytics"**



Figure 52: Monthly searches in 2014 for **"BI"**



Figure 53: Monthly searches in 2014 for **"KPI"**



Figure 54: Monthly searches in 2014 for **"Dashboard"**



Figure 55: Monthly searches in 2014 for **"Business Intelligence"**



Figure 56: Monthly searches in 2014 for **"Scorecard"**



Figure 57: Monthly searches in 2014 for **"Metrics"**



Figure 58: Monthly searches in 2014 for **"Key Performance Indicators"**



Figure 59: Monthly searches in 2014 for **"Performance Measures"**



Figure 60: Monthly searches in 2014 for **"Operational Performance Management"**



Average monthly searches for Individual Performance Management

Table 3: Search volumes for Performance Management – Individual level keywords

Keyword	Average Monthly Searches
Performance Appraisal	40,500
Performance Review	9,900
Performance Evaluation	8,100
Employee Evaluation	2,900
Employee Performance	1,600
Performance Management Plan	1,000
Performance Criteria	880
Employee Performance Management	590
Individual Performance Plan	210
Individual Performance Management	90

Figure 61: Monthly searches in 2014 for **"Performance Appraisal"**



Figure 62: Monthly searches in 2014 for **"Performance Review"**



Figure 63: Monthly searches in 2014 for **"Performance Evaluation"**



Figure 64: Monthly searches in 2014 for **"Employee Evaluation"**



Figure 65: Monthly searches in 2014 for **"Employee Performance"**



Figure 66: Monthly searches in 2014 for **"Performance Management Plan"**



Figure 67: Monthly searches in 2014 for **"Performance Criteria"**



Figure 68: Monthly searches in 2014 for **"Employee Performance Management"**



Figure 69: Monthly searches in 2014 for **"Individual Performance Plan"**



Figure 70: Monthly searches in 2014 for **"Individual Performance Management"**



EDUCATIONAL PROGRAMS

The following section is dedicated to university degrees and specific courses on performance management and several other related 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 Management, 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 subjects. 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.

Table 4: Educational institutions which offer degrees in Performance Management

University	Region	Country	Degree/Diploma	Duration	Related Topics/Subjects	Cost (fees, per year)
Aston University	Europe	UK	Master of Operational Research & Performance Management	1 year	- Effective Management Consultancy; - Statistical & Econometric Analysis; - Operational Research Methods; - Data Mining & Business Intelligence; - Performance Measurement in Practice; - Performance Measurement in Practice; - Advanced Performance Measurement; - MSCDISS Learning & Career Skills.	UK/EU: £ 9,250 International: £13,500
University College Dublin	Europe	Ireland	MSc in Strategic Management Accounting MSc in Strategic Management and Planning	1 year full-time 2 years part-time	- Strategic Management; - Organizational Behavior; - Performance Measurement and Management; - Management Control Systems; - Strategic Corporate Finance; - International Financial Reporting and Analysis; - Current Issues in Performance Measurement and Control; - Corporate Governance and Ethics Risk Management; - Project Management; - Enterprise-based research project; - Behavioral Foundations of Strategy; - Economic Foundations of Strategy; - Contemporary Issues in Strategy; - Planning and Decision Making; - Strategic Resource Allocation; - Supply Chain Management; - Managing Organizational Integrity; - Organizational Renewal; - Technology Management and Innovation.	EU: €12,350 International: €16,900/€17,400

University	Region	Country	Degree/Diploma	Duration	Related Topics/Subjects	Cost (fees, per year)
Erasmus University Rotterdam	Europe	Netherlands	MSc in Business Information Management	1 year	- Information Strategy; - Designing Business Applications; - BIM Research; - Business Architecture & Consultancy; - Managing Knowledge & Information.	EU: € 1,906 International: €16,400
HEC Paris	Europe	France	MSc in Strategic Management	10 months	- Business Strategy; - Case Cracking; - Core Methodologies; - Corporate Strategy; - Modeling and Data Analysis with Excel; - Strategic Analysis of Negotiation Games; - Corporate Finance; - Strategic Management Accounting; - Strategic Marketing; - Business Economics and Organization; - Financial Dimension of Strategic Decisions; - Strategy Implementation.	EU (2015 - 2016): € 20,900 International (2015 - 2016): € 24,900
Heriot-Watt University Edinburgh Business School	Europe	Scotland	MSc Strategic Planning	Self-managed distance learning - circa 1800 study hours	- Competitive Strategy; - Making Strategies Work; - Project Management; - Strategic Planning; - Strategic Risk Management.	Depends on the country
University of Leicester	Europe	UK	MSc in Performance Management and Workplace Learning	24 months by distance learning	- Employee Development and Workplace Learning; - The Organization of Work and Organizational Performance; - The Changing Nature of Skills, Production, Performance and Competitiveness; - Implementing Improvements in Organizational Performance Research Methods.	UK/EU (2015): £8,025 International (2015): £9,220 Developing countries (2015): £7,150
London School of Economics and Political Science	Europe	UK	MSc Management and Strategy	1 year	- Management of Organizations; - Incentives and Governance in Organizations; - Design and Management of Organizations; - Analysis of Strategy; - Corporate Finance; - Strategy for the Information Economy; - Case Study in Management and Strategy.	UK/EU (2015): £23,976 International (2015): £24,456
MIP Politecnico di Milano	Europe	Italy	Master in Strategic Project Management	16 months	- Strategic Project Management; - Business models: themes and issues - Competitive Strategy; - Strategic Change; - Project Risk Analysis and Management; - Management Accounting and Control; - Business Statistics; - Strategic Project Management; - Decision Making.	EU: €12,000 International: €15,000

University	Region	Country	Degree/Diploma	Duration	Related Topics/Subjects	Cost (fees, per year)
University of Liege HEC Management School	Europe	Belgium	Master in Management Master in Business engineering	2 years	- Performance Management System; - Asset & Risk Management; - Social Enterprises & the Social Economy; - Economic Analysis & Public Governance; - Supply Chain Management & Quantitative Methods; - Tax Institute; - Human Resources Management & Organizational Change; - Entrepreneurship.	EU: €1,923 International: €1,923 - 3,845 (depending on citizenship)
École Supérieure de Commerce Paris Europe	Europe	France, UK, Spain, Germany, Italy	Specialized Master in Management Control and Business Performance	1 year	- Balanced Scorecard; - Management Performance; - Management control in HR; - Company analysis project; - Cost control and analysis	€16,000 (2015)
Universita degli Studi di Palermo	Europe	Italy	Master in Model Based Public Planning, Policy Design and Management PhD in Models for Performance Improvement in the Public Sector	3 years	- Introduction to Public Management; - Strategy in the Public Sector; - Dynamic Performance Management; - Designing Dynamic Performance Management Systems in the Public Sector; - System Dynamics; - Policy and Administration in Developing Countries; - State and Local Government Finance.	N/A
Franklin University	North America	USA	Bachelor's Degree in: Applied Management Business Administration Entrepreneurship Human Resources Management Management and Leadership Risk Management & Insurance	3 years	- Principles of Management; - Human Resources Management Staffing; - Compensation and Benefits; - Employee and Labor Relations; - Quantitative and Qualitative Methods for Decision Making; - Performance Management Principles of Organizational Development; - Organizational Behavior; - Organizational Culture and Performance; - Organizational Leadership; - The Psychology of Personal Development; - Special Topics in Management.	$464.00/credit hour
New York University Stern School of Business	North America	USA	MS in Risk Management for Executives	1 year Modular Format	- Strategic and Macro-Sovereign Risk Framework - Behavioral Finance: Application to Risk Credit Risk Management and Credit Derivatives Financial Crises: Causes, Consequences and Remedies Corporate and Sovereign Bankruptcy, Distressed Investing and Restructuring Risk Management in Global Corporate Finance Enterprise Risk and Corporate Governance	$67,500 (2015)

University	Region	Country	Degree/Diploma	Duration	Related Topics/Subjects	Cost (fees, per year)
University of Pennsylvania Wharton Business School	North America	USA	Majors in: Entrepreneurial Management Multinational Management Operations and Information Management Organizational Effectiveness Strategic Management	2 years	- Foundations of Teamwork and Leadership; - Managing Established Enterprises; - Management of Emerging Enterprises; - Corporate Governance, Executive Compensation and the Board; - Global Immersion Program Executive Leadership; - Managerial Decision Making; - Strategy and Competitive Advantage; - Political Environment of the Multinational Firm; - Organizational Economics and Strategy; - Corporate Diplomacy; - Corporate Development: Mergers and Acquisitions; - Technology Strategy; - Strategic Management of Human Assets; - Managing Organizational Change Cultiv Judgment Skills; - Strategic Implementation; - Change, Innovation & Entrepreneurship; - Social Entrepreneurship; - Strategies and Practices of Family-controlled Companies; - Multinational Business Strategy International Comparative Management.	Students: $97,542 Executives: $181,500 (2015)
Regis University	North America	USA	MBA in Performance Management	2 years	- Sustainability and the Context of Business in the 21st Century; - The Economics of Management; - Ethical and Legal Environment of Business; - Developing Effective Organizations Financial Governance, Planning and Control; - Strategic Human Resources; - The Leadership Management Challenge; - Coaching for Change; - Effective Decision Making in Performance; - Organizational Performance Measurement Systems.	$28,155
Weber State University	North America	USA	Bachelor's Degree in Human Performance Management	3 years	- Foundations of Human Performance Management Professions; - Measurement for Evaluation and Research; - Leadership Concepts for Human Performance Management.	Utah residents: $3,773/year International: $11,485/year

University	Region	Country	Degree/Diploma	Duration	Related Topics/Subjects	Cost (fees, per year)
Bellevue University	North America	USA	Master of Science in Organizational Performance	1 year	- Performance Management; - Designing and Conducting Performance Improvement Interventions; - Coaching and Mentoring for High Performance; - Leading for Innovation; - Leading Organizational Change; - Stimulating Creativity in Organizations; - Organizational Design; - Talent Management; - Ethical Decision Making; - Crafting a Strategic Vision; - Applied Management Research.	$18,540
Georgetown University	North America	USA	Strategy and Performance Management	2 years	- Elements of Organizational Performance; - Strategic Alignment: The Balanced Scorecard Model; - Performance Measurement & Evaluation; - Communicating Organizational Results; - Measuring Human & Intellectual Capital.	$3,975
Georgetown University	North America	USA	Strategy and Performance Management	2 years	- Elements of Organizational Performance; - Strategic Alignment: The Balanced Scorecard Model; - Performance Measurement & Evaluation; - Communicating Organizational Results; - Measuring Human & Intellectual Capital.	$3,975
University of Sydney	Oceania	Australia	Master of Management Master of Business Administration Executive Master of Business Administration	1.5 years Full-time 3 years Part-Time	- Creating and Developing New Opportunities; - Managing Growth; - Leadership Practice and Development; - Critical Analysis and Thought Leadership; - Managing People and Organizations; - Strategy and Entrepreneurship; - Global Marketing Management; - Team Work and Innovation; - Business Tools for Management.	Students: $40,000 Executives: $60,000 (2015)
University of Sydney	Oceania	Australia	Master of Commerce (Performance Management)	1.5 years Full-time	- Economic Principles; - Management Practice; - Quantitative Methods; - Accounting Concepts and Methods; - Business Communications; - Organisational Behaviour; - Strategic Management; - Corporate Governance; - Managing Social Responsibility; - Strategic Compensation Management; - Knowledge Management & Measurement; - Strategic Evaluation & Control; - Supply Chain Logistics; - Business in East Asia.	$29,000 fs (2015)

University	Region	Country	Degree/Diploma	Duration	Related Topics/Subjects	Cost (fees, per year)
Monash University	Oceania	Australia	Master in Leadership	1 years full-time; 2 years part-time	- Curriculum and Pedagogy Language Education; - Organizational Learning Principal Preparation.	$23,000 (2015)
King Abdulaiz University Faculty of Economics and Administration	Middle East	Saudi Arabia	Masters in Public Administration	2 years	- The Theory of Public Administration; - Human Behavior in Public Organizations; - Organizational Thinking; - Policy Comparison; - Administrative Decentralization; - Management Analysis; - Organizational Development Strategies; - Contemporary Issues in the Civil Service; - Management of Public Utilities; - Planning and Development Administration; - Evaluation of Government Programs; - Policy and Decision-making.	N/A
Beirut Arab University Faculty of Business Administration	Middle East	Lebanon	Bachelor's Degree in Management	3 years	- Organizational Behavior; - Management Information Systems International Business; - Strategic Management; - Human Resource Management Leadership; - Organizational Analysis and Design; - Entrepreneurship and Venture Management.	$6,346
United Arab Emirates University	Middle East	UAE	Master of Business Administration	2 years	- Strategic Human Resources Management; - Global Operations Management in the Service Environment; - Entrepreneurship & Innovation; - Accounting for Strategic Decisions; - Advanced Risk Management; - Leadership & Organizational Behavior; - Staffing Organizations; - Performance and Rewards Management; - Management and Leadership; - Total Quality Management; - Organizational Excellence Modeling; - Organizational PM & Benchmark; - Business Intelligence & BPM; - Contemporary Issues in Customer Behavior.	AED89,750 Al Ain Fees ($24,434.07) AED125,000 Dubai Fees ($34,030.74) AED133,350 Abu Dhabi Fees ($36,303.99)
Zayed University College of Business	Middle East	UAE	Executive Master's in Business Administration	2 years	- Executive Master's in Business Administration; - Human Resource Management; - Operations Management Entrepreneurship; - Global Business Strategy.	AED128,000 ($34,847.48)

University	Region	Country	Degree/Diploma	Duration	Related Topics/Subjects	Cost (fees, per year)
Peking University Guanghua School of Management	Asia	China	International Master in Business Administration Executive Master in Business Administration	2 years	- Eastern versus Western Culture; - Organizational Behavior; - Decision Making and Operations Management; - Strategy Management; - Business Beyond Profits; - Marketing Management; - Managerial Economics.	RMB188,000 ($30,600)
The Chinese University of Hong Kong	Asia	China	Master's Degree in Information and Technology Management	2 years	- Decision Models and Applications Project Management; - Data and Knowledge Management; - Technology Startup - From Idea to Reality; - Supply Chain and Logistics Management; - Enterprise Resource Planning.	HK$168,000 ($21,674.69) (2015)
University of Delhi Faculty of Management Studies	Asia	India	Masters of Business Administration Management Development Program	2 years	- Organizational Behavior; - Marketing Management; - Human Resource Management; - Organization Effectiveness and Change; - Managerial Effectiveness for Excellence; - Proactive Leadership; - Project & Contract Management; - Work-Life Balance & Stress Management.	Rs.10,480 ($200)
Africa University Faculty of Business Administration	Africa	Zimbabwe	Master of Public Sector Management Master of Business Administration Executive Master of Business Administration	2 years	- Public Sector Management in Africa: Context and Development; - Public Policy Formulation, Evaluation and Management; - Governance and Leadership; - Strategic Planning and Management; Decentralization and Local Governance; - Entrepreneurship and Public Enterprise Management; - Programme and Project Management; - Human Resources Management; - Performance Management; - Applied Research and Quantitative Methods; - Conflict Management and Post Conflict Reconstruction; - Diplomacy and Negotiation.	N/A
University of Cape Town Graduate School of Business	Africa	South Africa	Masters in Business Administration	2 years	- Innovation and Entrepreneurship; - Organisational Behaviour and People Management; - Strategy; - Professional Development; - Business, Government and Society Change Management; - Doing Business in China and Asia Management Control Systems; - Organisational Development for Social Innovation.	Africa: ZAR184,450 ($15,976.83) International: ZAR334,180 ($28,946.17)
North-West University Faculty of Economic and Management Sciences	Africa	South Africa	Bachelor's Degree in: Entrepreneurship and Business Management Communication Management Human Resources Management Economics and Risk Management	3 years	- Economics and Risk Management; - International Trade; - Financial Management; - Entrepreneurship; - Strategic Management; - Communication Management.	ZAR 3,460/ module ($299.868)

Table 5: Performance-related university subjects

Country	University/School	Subject	Related Degree
	EUROPE		
UK	**University of Bradford Bradford School of Management**	Strategic Management	Master of Science
	Cardiff University	Strategic Management	The Cardiff MBA
	University of Cambridge	Strategic Performance Management Strategic Management: Creating and Sustaining Competitive Advantage	Professional Development Program
	University of Cranfield	Strategic Performance Management Operational Performance Management	Master in Managing Organizational Performance Professional Development Program
	Heriot - Watt University	Performance Management	MBA
	Edinburgh Business School		Master in Human Recourse Management
	Manchester Metropolitan University	Sustainable Performance Management	Master's Degree
	University of Oxford	Strategic Management	Master in Major Programme Management
Netherlands	**Maastricht School of Management**	Measurement and Strategic Performance Management Global Strategic Management	EMBA Sustainability Focus EMBA Facility Management
	University of Amsterdam	Strategic Performance Management	MBA
	Erasmus University Rotterdam School of Management	Strategic Management	MBA
Austria	**University of Innsbruck**	Marketing Performance Management	Master of Science
Belgium	**Europe Innovation Business School**	Application of Optimization Techniques to Business Decision Making	

Country	University/School	Subject	Related Degree
EUROPE			
Denmark	**Aarhaus University**	Performance Management	Master's Degree
		Supply Chain Performance Management	
		Strategic and Organizational Concepts for Management Control	
Germany	**Reutlingen University Business School**	Strategic Management	Bachelor of Science
	Pforzheim University Business School	Strategic Management	International MBA
	Leipzig Graduate School of Management	Strategies for Growth	MBA
France	**Grenoble Ecole de Management**	Global Business Environment and Strategic Development	Master of Science
		Talent Development and Performance Management	
NORTH AMERICA			
USA	**Boston College University**	Strategic Management	Undergraduate Course
		Operations Management	
	Carroll School of Management	Service Operations Management	
		Strategic Planning and Implementation	
	Davenport University	Strategic Management	Bachelor and Master of Business Administration
	Georgetown University	Performance Measurement and Evaluation	Strategy and Performance Management Certificate Course
		Strategic Alignment: The Balanced Scorecard Model	
	University of Pennsylvania	Strategic Implementation	Undergraduate Course
	Wharton Business School		
	University of Southern Carolina	Reimagining Performance Management	MBA
	Harvard Business School	Driving Performance Through Talent Management	EMBA
Canada	**University of Ottawa**	Performance Management: Business Process Modeling	MBA
	Telfer School of Management	Performance Management	MBA
SOUTH AMERICA			
Peru	**Centrum – Catolica**	Strategic Management and Leadership	DBA (Triple)

Country	University/School	Subject	Related Degree
OCEANIA			
Australia	**The University of Adelaide Business School**	Strategic Management	MBA
	The University of Melbourne	Strategic Performance Management	Graduate/Postgraduate
		Enterprise Performance Management	Undergraduate Course
	University of Queensland	Managing Performance	Undergraduate Course
	University of South Australia	Performance Management	MBA
	University of Tasmania Faculty of Health	Foundations of Active Living	Undergraduate Degree
ASIA			
Singapore	**Nanyang Business School**	Performance Management & HR Metrics	Undergraduate Program
		Performance Management and Appraisals	Professional Development Courses
		Strategic Talent Management & Performance Development	Professional Development Courses
	National University of Singapore	Strategic Management Tools & Techniques	NICF - Specialist Diploma in Enterprise Architecture
Hong Kong	**The Chinese University of Hong Kong**	Strategic Management	Research Program
	The Hong Kong University of Science and Technology	Strategic Management in China	Undergraduate/Postgraduate Management Course
Thailand	**Asian Institute of Technology**	Performance Management	MBA
China	**Cheung Kong Graduate School of Business**	Strategic Management	MBA
	Tsinghua University	Strategic Management	MBA
MIDDLE EAST			
Kingdom of Saudi Arabia	**King Saud University**	Performance Management & Compensation	Master's Degree
	University of Business and Technology	Management Performance	Bachelor's Degree
Oman	**Al Buraimi University College Department of Business Administration and Accounting**	Performance Management	Bachelor's Degree
	Sur University College Business Department	Business Performance Management	Master's Degree
UAE	**United Arab Emirates University**	Human Resources Performance Management	Master's Degree
	College of Business and Economics	Performance and Rewards	
	Abu Dhabi University	Corporate Performance Management	Bachelor's Degree/Master's Degree
	College of Business		

Country	University/School	Subject	Related Degree
		MIDDLE EAST	
UAE	**University of Modern Sciences College of Business**	Quality & Productivity Sustainability and Improvement	Bachelor's Degree/Master's Degree
	University of Dubai	Total Quality Management and Continuous Improvement	Bachelor's Degree/Master's Degree/PhD
	University Wollongong in Dubai	Performance Management	Bachelor's Degree/Master's Degree
Qatar	**Qatar University College of Business and Economics**	Strategic Management	MBA
		AFRICA	
South Africa	**University of Cape Town Graduate School of Business**	Strategic Thinking and Execution for Growth	MBA
	University of Johannesburg	Strategic Management	Postgraduate Honors Degree
	Nelson Mandela Metropolitan University	Strategic Management	Bachelor's Degree
Kenya	**University of Nairobi School of Business**	Global Strategic Management Total Quality Management Advanced Strategic Management	Master's Degree
Tanzania	**University of Dar es Salaam**	Strategic Management	Undergraduate Degree
Egypt	**German University in Cairo**	Strategic Management Performance Measurement and Company Evaluation	MBA





MAIN EVENTS

The following section presents an overview of the main conferences, trainings and seminars that have taken place worldwide during 2014, together with scheduled events for 2015. All the events presented have, as a central topic, performance management.

From New York, to Qatar, to 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 Meirc Conference on Organizational Excellence stands out, with this year's theme: Strategies for Exceptional Performance and Quality. The International Society for Performance Improvement also held its International Performance Improvement Conference. In the academic sector, Rutgers University from the USA has reached its 7th Annual Public Performance Measurement & Reporting Conference while the UTS Business School in Australia organized the 28th Australian and New Zealand Academy of Management Conference: Reshaping Management for Impact.

Scanning through the main themes of the 2014 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 state-of-the-art technology and its possible use in management. Meirc Training & Consulting, for example, organizes a conference dedicated to such systems: The Meirc Conference – Designing and Implementing a Performance Management System.

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, education or transportation. The Intelligent Transportation Society of Virginia organizes an annual conference which, in 2014, focused on Improving Performance through Technology.

2015 promises to be an eventful year for performance management-related events. Important events, such as the Government Performance & Benchmarking Summit from Dubai, have already been announced. This year, topics appear to revolve around benchmarking, setting KPIs and software solutions.

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 6: Performance Management events in 2014

Date	Title	Type	Location	Duration	Organizer
27-28 Jan	**Corporate Performance Management Summit: Accelerating Corporate Performance**	Practitioners	New York, USA	2 Days	CPM Innovation
15-16 Feb	**World Human Resources Development Congress: Mining Human Potential for creating Great Organizations**	Practitioners	Mumbai, India	2 Days	Ascent
2-3 April	**The Meirc Conference - Organizational Excellence: Strategies for Exceptional Performance and Quality**	Practitioners	Abu Dhabi, UAE	2 Days	Meirc Training and Consulting
13-16 April	**The International Performance Improvement Conference**	Practitioners	Indiana, USA	2 Days	International Society for Performance Improvement
5-7 May	**Research Evaluation and Performance Measurement Conference 2014**	Practitioners	Abu Dhabi, UAE	3 Days	Meirc Training and Consulting
12-13 May	**Corporate Performance Excellence for Public & Private Sector Executives**	Practitioners	Qatar, Qatar	2 Days	Marcus Evans Conferences
21 May	**Performance Management Conference: New Thinking in Managing Employee Performance**	Practitioners	Toronto, Canada	1 Day	The Conference Board of Canada
5-6 June	**ITSVA Annual Conference: Improving Performance Through Technology**	Practitioners	Virginia, USA	2 Days	Intelligent Transportation Society of Virginia
25-27 June	**Performance Management: Designing the High Performing Organization**	Academics	Aarhus, Denmark	3 Days	Interdisciplinary Center for Organizational Architecture

Date	Title	Type	Location	Duration	Organizer
7-8 July	**5th International Research Meeting in Business and Management**	Academics	Nice, France	2 Days	IPAG Business School
10-21 Aug.	**Integrating Strategic, Operational & Tactical Leadership for Outstanding Performance**	Practitioners	Dubai, UAE	10 Days	AZTech
4-5 Sep.	**Maintenance Performance Measurement and Management Conference**	Academics	Coimbra, Portugal	2 Days	University of Coimbra
9-11 Sep.	**PMA Foundation High Performance Management Conference**	Practitioners	Chicago, USA	3 Days	PMA
15-16 Sep.	**International Conference on New Trends in Business, Management and Social Sciences**	Academics	Marina Bay Sands, Singapore	2 Days	Centre of Excellence for Scientific & Research Journalism
19 Sep.	**The 7th Annual Public Performance Measurement & Reporting Conference**	Academics	Newark, USA	1 Day	Rutgers University, School of Public Affairs and Administration
8 Oct.	**3rd Annual Performance Conference**	Practitioners	Brisbane, Australia	1 Day	UITP Australia & New Zealand
8-9 Oct.	**The 2014 ACO Performance Management, Contracting & Compliance Summit**	Practitioners	Chicago, USA	2 Days	The Financial Research Associates
13-14 Oct.	**SAP Conference for Enterprise Performance Management (EPM)**	Practitioners	Chicago, USA	2 Days	SAP
15-16 Oct.	**HR Change & Transformation**	Practitioners	London, UK	2 Days	Tucana Global
15-17 Oct.	**Investment Performance Measurement, Attribution & Risk Management**	Practitioners	Sydney, Australia	3 Days	iPARM
21-24 Oct.	**National Conference: The Art of Performance**	Practitioners	Adelaide, Australia	4 Days	The Australian Association of Practice Managers
28 Oct.	**2014 Fall Conference: Unleash Talent: Grow Organizational Performance**	Academics	Kansas, USA	1 Day	Kansas University
28-29 Oct.	**Leadership in Building Performance Conference and Exhibition**	Practitioners	London, UK	2 Days	Chartered Institution of Building Services Engineers
3-6 Nov.	**Performance and Capacity in 2014 Conference**	Practitioners	Atlanta, USA	4 days	Computer Measurement Group
10-11 Nov.	**Performance Management Skills for Managers**	Practitioners	Canberra, Australia	2 Days	Informa
16-20 Nov.	**The Meirc Conference - Designing and Implementing a Performance Management System**	Practitioners	Dubai, UAE	4 Days	Meirc Training & Consulting
17-20 Nov.	**4th Biennial International Conference of the Global Accounting and Organizational Change (GAOC): Managing organizational change through good governance and sustainable performance management practices**	Academics	Sharjah, UAE	4 Days	The American University of Sharjah
27 Nov.	**Performance Management in Public Hospitals: The Ambivalent Role of Accreditation**	Academics	Galway, Ireland	1 Day	National University of Ireland
30 Nov. - 4 Dec.	**Performance Management: Setting Objectives and KPI's**	Practitioners	Dubai, UAE	6 Days	Oxford Management Centre
2-3 Dec.	**Performance Management Conference: Increase Engagement and Productivity with Innovative Performance Management Strategies**	Practitioners	London, UK	2 Days	CIPD
3-5 Dec.	**28th Australian and New Zealand Academy of Management Conference: Reshaping Management for Impact**	Academics	Sydney, Australia	3 Days	UTS Business School
5-6 Dec.	**3rd International Conference on Managing Human Resources at the Workplace**	Practitioners	Mysore, India	2 Days	Shri Dharmasthala Manjunatheshwara Institute for Management Development
9 Dec.	**MECA CFO Conference - Corporate Performance Management Summit**	Practitioners	Dubai, UAE	1 Day	MECA CFO Alliance
9-11 Dec.	**8th International Conference on Performance Evaluation Methodologies and Tools**	Practitioners	Bratislava, Slovakia	3 Days	Value Tools
12 Dec.	**International Maintenance Conference: Asset Performance Management Summit**	Practitioners	Florida, USA	1 Day	IMC

Table 7: Performance Management events in 2015

Date	Title	Type	Location	Duration	Organizer	Fees
29-30 Jan.	**Corporate Performance Management Summit**	Practitioners	New York, USA	2 Days	CFO Publishing	N/A
2-4 Feb.	**The 2015 Performance Measurement Association of Australasia Conference**	Academics	Auckland, New Zealand	2 Days	The Conference Board	NZ$400 - NZ$950
12-13 Feb.	**The 2015 Open Minds Performance Management Institute**	Practitioners	Florida, USA	2 Days	Open Minds	$595

Date	Title	Type	Location	Duration	Organizer	Fees
15-17 Feb.	**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	US$1500 - US$4999
24-29 April	**53rd International Performance Improvement (ISPI) Conference**	Academics	Texas, USA	2 Days	International Society for Performance Improvement	$1.225- $1,350
10-14 May	**Performance Management: Setting Objectives and KPI's**	Practitioners	Dubai, UAE	5 Days	Oxford Management Centre	US$ 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	£625- £675
16 Sep.	**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





Career Prospects and Development

The "Career" section of the Performance Management in 2014 report is aimed at delivering information about the management job trends and salaries in 2014. Management and top management have been considered the most representative categories for the development and implementation of performance management and measurement systems, thus the need to assess the state of these two job categories.

The section provides an overview of job trends and salaries worldwide, followed by independent regional overviews on the following continents: Europe, the Americas (North and South), Oceania (Australia and New Zeeland), the Middle East, Asia and Africa. The main job trends and performance criteria are presented for each region, followed by tables and charts to visualize salary levels of the main management and top management position analyzed.

Management and top management salaries for each section of the report are a result of aggregated data from the 2015 Robert Walters Global Salary Survey and salaryexplorer.com. The specific positions considered for this section were those of Chief Executive Officer, Chief Financial Officer, Finance Manager, Head of Audit, Head of Management Reporting, Regulatory Reporting Manager, Head of Compliance, Head of Human Resources, Human Resources Manager, Head of Recruitment, Payroll Manager, Compensation and Benefits Manager, IT Director, Programme Manager, IT Security Manager, Test Manager, Chief Actuary, Claims Manager, Head of Risk, Senior Risk Manager, Legal Manager, Contracts Manager, Business Development Manager, Marketing Manager, Digital Marketing Manager, PR Manager, Head of Operations, PMO Manager, Sales Director, Key Account Manager, Regional Sales Manager, Senior National Account Manager, Chief Procurement Officer, Procurement Lead, Purchasing Manager, Supply Chain Director, Head of Supply Chain, Logistics Director, Supply Chain Manager, Head of Tax, International tax Manager, Head of Treasury, Retail Branch Manager, Credit and Risk Manager, Customer Service Manager.

The information provided in the "Europe" regional analysis is a composite of management data collected from the following individual countries: the United Kingdom, Belgium, France, Germany Ireland, Luxembourg, the Netherlands and Spain. The information provided in the "Americas" regional analysis is based on one representative country from each continent, namely USA and Brazil. The "Oceania" section analysis is based on Australia and New Zeeland, while the "Asia" regional analysis is a compilation of individual data from the following countries: China, Hong Kong, Indonesia, Japan, Malaysia, Singapore, South Korea, Taiwan, Thailand and Vietnam. The data for the People's Republic of China was, in turn, based on the aggregation of data from the following individual cities: Beijing, Nanjing, Shanghai and Suzhou. The "Africa" section provides a summation of data from its main regions: South Africa, North Africa and Sub-Saharian Africa.

The salary information was aggregated for the most representative functional areas from the examined regions, with an emphasis on the minimum and maximum values for the management salaries under each functional area. The accompanying charts within each division show the average management salaries in each of the continents and major regions assessed.

Global Overview

A macroeconomic view on the average management salary around the world helps us visualize the market conditions in which this professional function operates. The Americas seem to have the lead on management salaries. This is not something unexpected, taking into consideration that during 2014 the economy of the United States of America has experienced a true revival after many years of recovering from the recession. When it comes to maximum values of management compensation in the USA, there is a significant over-ruling of the other regions.

Management salaries in Europe and Oceania seem to be similar in both maximum and minimum levels, although Europe has experienced somewhat higher levels throughout 2014. Due to its economic power and optimistic market growth, the United Kingdom raised the management salary average of the entire European continent, in 2014.



Figure 71: Average management salaryby Region

Asia surpasses Africa and the Middle East, when it comes to the level of management salaries in 2014. This may be because of the continuously rising demand for management potential in countries such as Japan, Singapore, Indonesia and Malaysia. Experiencing a noticeable increase in management salary levels, South and Sub-Saharian Africa helped in raising the average for the entire African continent, while the Middle East has been focusing on reinvesting for growth.

Global Dashboard

The following dashboard provides the reader with a comprehensive visual representation on the ranking of regions based on minimum and maximum management salary ranges. By visually representing all the regions analyzed in the report, we can better depict a global picture on management salary rankings worldwide.

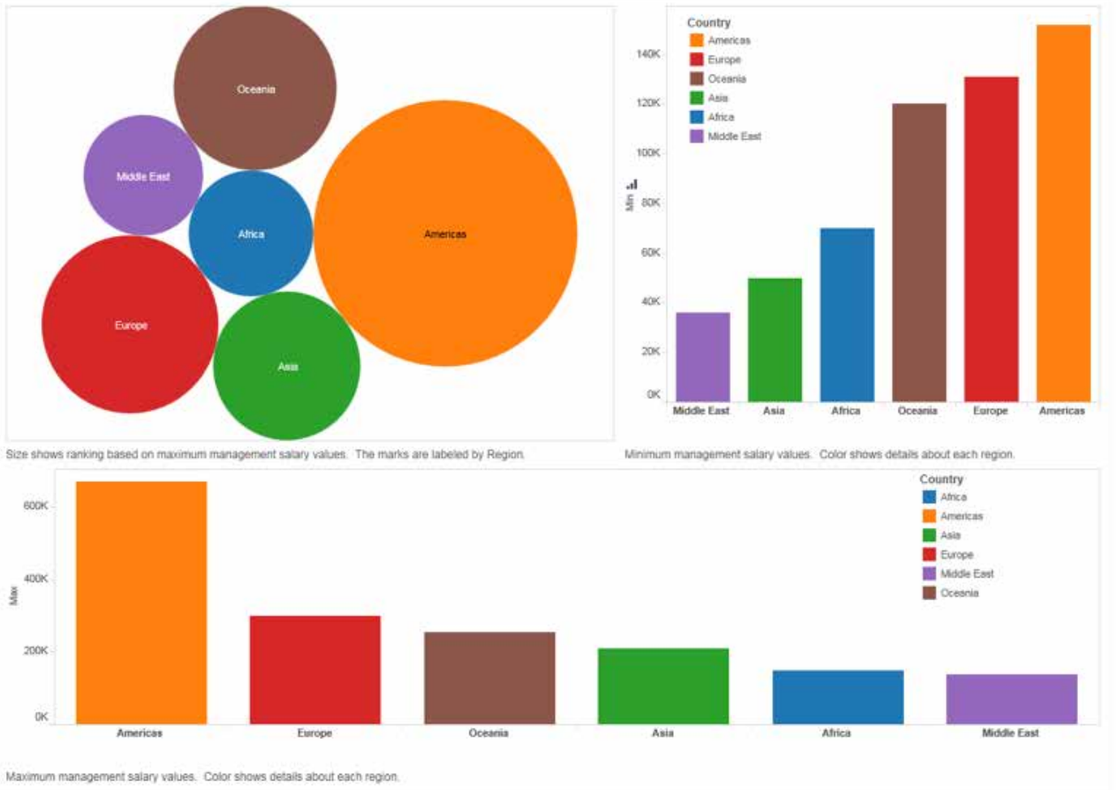


Figure 72: The KPI Institute (2015), Global dashboard

Europe – Regional overview

In 2014, management and top management compensation packages have varied according to individual country levels. For example, companies in Belgium have focused on increasing hiring levels for a wide range of industries and functional areas. Due to performance requirements, management salaries within the Human Resources functional area have, therefore, experienced higher levels in 2014.

Throughout the year, businesses in the United Kingdom have encountered the need for solid management structures. The focus in management talent acquisition has been placed on high potential individuals who could be trained for long-term growth. Management salaries have encountered no major fluctuations during 2014, due to inflation and the cost of living. However, management and top management professionals in the Legal, Financial and Compliance functional areas have experienced higher levels of income, as illustrated in the data charts below. Management salaries in other areas of expertise such as information technology, supply chain, logistics, procurement, marketing and sales, situate themselves at comparative levels, while management performance in these areas seems to have been evaluated around criteria such as: building around company strategy, achieving divisional and team objectives, effective and efficient management communication and talent retention.



Figure 73: Average management salary in Europe

Focusing on achieving budget performance and maintaining low values of budget variance, companies in France practiced no significant increases in management and top management compensation. Cost control centricity has determined operating organizations in France to consolidate their talent and career management initiatives. As the same companies acknowledged the increasing demand for top line management professionals, progressive salary packages strategies have become very popular. By the use of this HR strategy, both the objectives to secure high potential professionals and meet budget targets seem to have been addressed. In Lyon, a high demand for HR managers with solid background in employment relations and industry experience has been encountered throughout 2014. Also, in the field of information technology, SAP project managers and network security managers were well sought after.

Germany experienced significantly increasing demand for skilled IT professionals, especially Big Data and IT engineering managers. Throughout the year 2014, Small and Medium Sized Enterprises in Germany seem to have focused on investing in digital marketing technologies, while also seeking to hire SEO managerial expertise. An overall skill shortage between top management candidates in Germany has increased the competition for talent. In order to maintain high salary levels in a period of recovery from the Eurozone crisis, banks and financial companies have experienced slow managerial recruitment. Professionals at associate, VP and director level (four to seven years' experience), in banking and financial services have had to struggle with meeting performance targets in terms of profitability, while also expanding their risk and regulatory divisions, due to requirements of Basel III and economic policies of the European Central Bank.

The Irish market experienced the lowest level of unemployment in 2014. Therefore, an increase of the demand for highly skilled professionals was also acknowledged. In functional areas such as Finance, Marketing and IT, managerial performance was measured mainly against analytical skills, mathematics, statistics and quantitative backgrounds. Managing high volumes of data has enabled companies in Ireland to experience an increasing demand for high performance managers and top managers.

	Gross Salary/Year (AUD)	
Industries	**Min**	**Max**
Banking and Financial Services	$111k	$111k
Risk and compliance	$189k	$189k
Consulting	$63k	$63k
Customer service	$42k	$42k
Engineering	$74k	$74k
Human resources	$107k	$107k
Information technology	$146k	$146k
Legal	$142k	$142k
Sales and marketing	$97k	$97k
Operations	$153k	$153k
Real estate	$56k	$56k
Supply chain and Procurement	$159k	$159k
Taxation	$115k	$115k
Treasury	$166k	$166k

Table 8: Management gross salary in Europe

Companies in Luxembourg have sought to excel in IT and e-commerce, although professionals in these areas have proved to be scarce. In the Banking and Financial services functional areas, managers with up to six years' experience were in high demand. Due to the Luxembourg regulator (CSSF), skilled legal specialists were paid significantly more in gross salary than their peers in surrounding countries.

Managerial recruitment within both large and mid-size companies was prevalent throughout 2014 in the Netherlands. However, a shortage in skill has been noticeable within banking managers providing six to eight years financial experience. In other functional areas, a particular lack of analysts and business performance experts was acknowledged.

After a six year period of recession, for Spain, 2014 was a year throughout which managers had to look upon efficiency and change. Managerial performance was highly measured against cost reduction, financial controlling, planning and analysis, as well as process optimization. Managers with combined financial modelling and communication experience were highly sought after. Big data and business intelligence experts were in high demand among larger companies. Improvement of the overall business environment surfaced the need for marketing and sales strategists, key account managers for digital channels, experts in social media, online advertising and performance marketing.

In Switzerland, in 2014, there was a noticeable increase in the demand for tax specialists and managers, as large companies started focusing on their treasury and tax functions. In the banking and financial services areas, the need for proficient internal governance increased the demand for risk, compliance and audit managers. Banking and pharma in Switzerland have proved to be the leading areas for mid-management professionals, while ensuring the stability of the overall Swiss economy.

The table and charts below illustrate the salary levels of management and top management professionals in the main functional areas across Europe. The data has been compiled and aggregated based on the 2015 Robert Walters Global Salary Survey, as well as individual country data provided by salaryexplorer.com. The gross salary per year of the main management and top management positions within the main functional areas in Europe, as well as the average level of management compensation are illustrated by the table and chart accompanying it.

The average management and top management salary in Europe, as revealed by the chart below, registered a minimum of approximately $83k and a maximum of $250k, across the continent.

The performance of main management positions within the most important functional areas in the UK is illustrated in the following chart. Higher values of gross salaries in related functional areas such as Taxation, Treasury, Legal, IT, Banking, Financial services, Human resources, Accounting and Finance reveals increased levels of profitability, due to higher performance achievements in the mentioned areas. The Real estate, Insurance, Engineering, Sales and Marketing functional areas seem to not be far apart from the leading operating industries in Europe, as management salaries within these areas go up to $200K. The thing that seems to be the most interesting is that management salaries in Customer Service are significantly lagging behind the other compensation levels, which means that there might be a high supply of skilled customer service professionals, pressuring almost no demand for such professionals from operating companies on the market. This also reflects in the fact that the lowest minimum management salary, is, according to the data displayed, in the functional area of Customer Service. The highest maximum management salary has been earned in the field of Taxation.

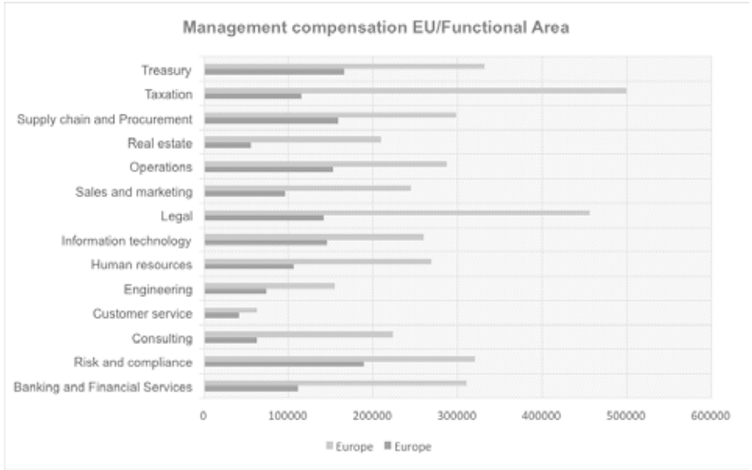


Figure 74: Management compensation by functional area – Europe

America - Regional overview

Throughout the year 2014, the United States of America has known a high demand for Financial, IT, as well as Risk and compliance managers. Compensation packages have increased substantially for managers dealing with regulatory risk, also due to the critical shortage of professionals with proven expertise in the field. Managers with performance results in Risk management and Quantitative analytics have proved difficult to find and hire. Continuously, in the lookout for expansion, the US market has also experienced a demand for Marketing and Business development managers, with an outstanding background in sales and online advertising. The USA being one of the most technologically exposed countries, Product management, data and design has become a dominant functional area. Managers with experience in Top product management, Predictive analytics and Data management have been provided with increasingly growing compensation packages, especially by large corporations headhunting such talent.

The salary analysis within South America focuses on three main functional areas: Accounting and finance, Tax and legal, Sales and marketing. These three areas provided the most relevant information for management salary, as they are the predominant operating areas for companies within South America. Slow economic growth within South America, throughout 2014, underlined the need for skilled managers with proven potential in business development. In Brazil, senior tax and legal managers remained in high demand, due to the complex legal system of the country.

The table and charts below illustrate the salary levels of management and top management professionals in the main functional areas across the Americas. The data has been compiled and aggregated based on the 2015 Robert Walters Global Salary Survey, as well as individual country data provided by salaryexplorer.com. The gross salary per year of the main management and top management positions within the main functional areas in the Americas, as well as the average level of management compensation are illustrated by the table and chart accompanying it.

The average management and top management salary in the Americas, as revealed by the chart below, registered a minimum of approximately $152k and a maximum of $670k, across the continent.

	Gross Salary/Year (AUD)	
Industries	**Min**	**Max**
Accounting and finance	$107k	$507k
Banking and financial services	$140k	$634k
Legal and compliance	$190k	$698k
Risk management and quantitative analytics	$222k	$165k
Sales and Marketing	$127k	$444k
Product management	$89k	$380k
Software engineering	$190k	$317k

Table 9: Management gross salary in the Americas

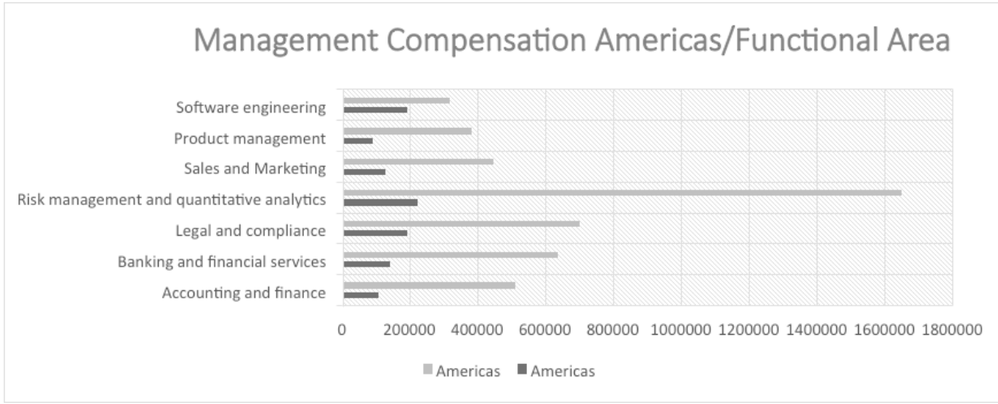


Figure 75: Management compensation by functional area – the Americas

The performance of the main management positions within the main functional areas in the Americas are illustrated in the following chart. Higher values of gross salaries in related functional areas such Legal, Compliance, Banking, Financial services, Accounting, Sales and Marketing reveal increased levels of profitability, due to higher performance achievements in the mentioned areas. The most prominent levels of managerial compensation packages according to the data displayed have been encountered in the fields of Risk management and Quantitative analytics, due to the rising demand of managerial expertise in these fields. Also, the discrepancy between the maximum and minimum management salaries in the areas of risk management and quantitative analytics seems to be the most noticeable. This may be because of the lack of maturity in defining and rewarding expertise, especially in the novelty area of quantitative analytics.



Figure 76: Average management salary in the Americas

Oceania – Regional overview

There are several functional areas in Oceania (Australia and New Zeeland, for the purpose of this report) that need to be paid special attention to, namely: Resources, Engineering, Construction, Property/ facilities management and Business transformation. A rise in the demand for managers and superintendents in Engineering, Construction, Mining, Oil and gas has been noticed, especially in Australia. Performance in optimizing resources and maximizing results has been an absolute requirement for business expansion and growth. EPMO Managers with relevant skill sets, change managers and program coordinators have been in high demand especially in New Zeeland. Business transformation mangers with stakeholder management experience have benefited from significant compensation packages.



Figure 77: Average management salary in Oceania

Also, in New Zeeland, a thirst for asset managers, as well as strategic advisors, has been noticed from hiring companies. The lack of experienced professionals in these areas has been rather obvious, as well as the shortage in health and safety managers. Performance in these fields has been frequently measured against contract management experience and relationship management skills.

The table and charts below illustrate the salary levels of management and top management professionals in the main functional areas across Australia and New Zeeland. The data has been compiled and aggregated based on the 2015 Robert Walters Global Salary Survey, as well as individual country data provided by salaryexplorer.com. The gross salary per year of the main management and top management positions within the main functional areas in Oceania, as well as the average level of management compensation are illustrated by the table and chart accompanying it.

The average management and top management salary in the Americas, as revealed by the chart below, registered a minimum of approximately $120k and a maximum of $255k, across the continent.

The performance of the main management positions within the main functional areas in Oceania are illustrated in the following chart. Higher values of gross salaries in related functional areas such as Procurement, Accounting and finance, Resources, Engineering and construction, Business transformation and IT reveal increased levels of profitability, due to higher performance achievements in the mentioned areas. The fact that, unlike other continents, the functional areas of Banking and related Financial services seem to have little relevance in Oceania, as illustrated by the management salary level below is rather interesting. Both in Australia and New Zeeland, Procurement seems to lead the way in management and top management salaries, management positions in this functional area having been in high demand throughout the year 2014.

	Gross Salary/Year (AUD)	
Industries	Min	Max
Accounting and finance	$95k	$380k
Banking and financial services	$98k	$162k
Human resources	$90k	$250k
Information technology	$136k	$275k
Sales and marketing	$89k	$247k
Supply chain and logistics	$94k	$195k
Procurement	$101k	$352k
Engineering	$189k	$263k
Legal	$147k	$264k
Risk and compliance	$50k	$200k
Business transformation	$165k	$273k
Policy and regulatory	$127k	$216k
Property and facilities management	$140k	$222k
Resources, engineering and construction	$150k	$250k

Table 10: Management gross salary in Oceania

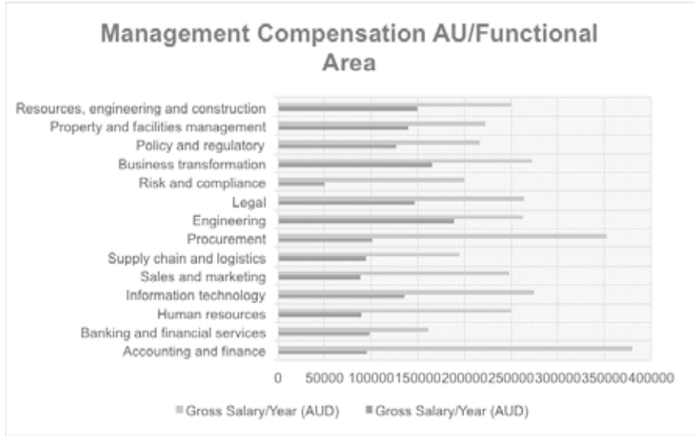


Figure 78: Management salary by functional area – Oceania

Middle East – Regional Overview

Throughout 2014, the Middle East continued its financial services expansion, with Dubai replacing Bahrain as the center of financial services development. Top-tier management talent was in demand, especially within the fields of Compliance, Risk and Audit. National and international banks measured their management candidates against performance criteria relating to financial analysis, wealth management and retail banking. Managers with proven experience in financial controlling and analysis were also popular within the services sector. The need for experienced sales and marketing managers was also noticeable, as the demand for such potential candidates grew steadily throughout the year.

The table and charts below illustrate the salary levels of management and top management professionals in the main functional areas across the Middle East. The data has been compiled and aggregated based on the 2015 Robert Walters Global Salary Survey, as well as individual country data provided by salaryexplorer.com. The gross salary per year of the main management and top management positions within the main functional areas in the Middle East, as well as the average level of management compensation are illustrated by the table and chart accompanying it.

The average management and top management salary in the Middle East, as revealed by the chart below, registered a minimum of approximately 36k and a maximum of 137k, across the continent.

The performance of the main management positions within the main functional areas in the Middle East are illustrated in the following chart. Higher values of gross salaries in related functional areas such as Banking, Financial services, Treasury, Risk and compliance reveal increased levels of profitability, due to higher performance achievements in the mentioned areas.

	Gross Salary/Year (AUD)	
Industries	Min	Max
Accounting and finance	$16k	$52k
Banking and financial services	$10k	$52k
Legal	$19k	$41k
Sales and marketing	$14K	$35k
Risk and compliance	$10k	$52k
Treasury	$7k	$52k

Table 11: Management gross salary in the Middle East



Figure 79: Average management salary in the Middle East

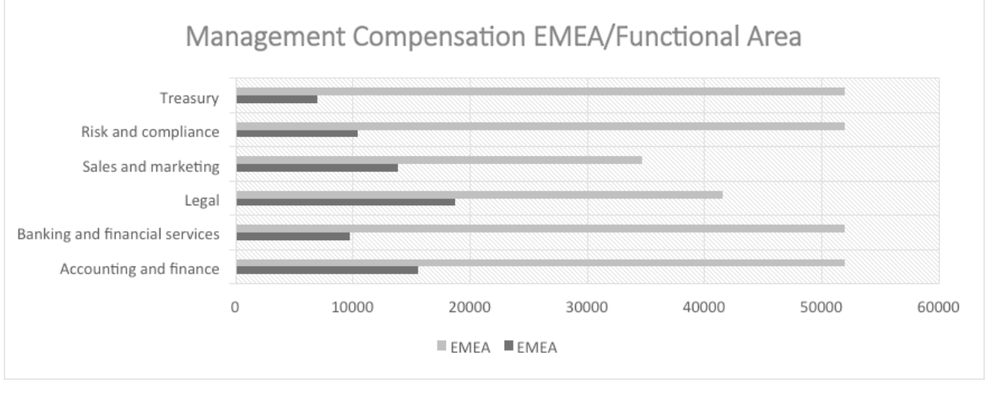


Figure 80: Management compensation by functional area – Middle East

Asia – Regional Overview

In the year 2014, the vast Asian market has experienced the need for qualified managers in almost all fields of practice.

In China, a need for top talent was observable in Accounting, Finance, Operations, Legal, Compliance and Marketing. In Hong Kong, an acute demand for mangers in the fields of Digital Marketing, IT, Cloud computing and Big Data was noticed.

In 2014, Indonesia experienced demand in managerial skills regarding financial control or compliance and risk, especially with newly established multinationals. Having to deal with an aged population, Japan focused on retaining managers that could secure their younger teams. Managerial skill gaps were noticeable in the fields of law and accountancy.

In Thailand, a continuous request for experienced managers with high performing capabilities has been acknowledged, especially in Sales, Digital Marketing, Human Resources and IT project management.

An increasing search for talented people to fill key positions has transformed the process of employing Malaysian managers into a real headhunt for the best leaders. A high demand for Human Resource managers, as well as marketing specialists, has been recorded in the Malaysian market.

When it comes to Singapore, managerial positions proved difficult to fill, as competition for Singaporean skill was predominantly high. In the accounting and finance areas, the oil, gas, shipping and manufacturing sectors experienced a strong demand for managerial skill. Experienced managers with proven track records in treasury, tax, pricing and audit were highly sought after.

The table and charts below illustrate the salary levels of management and top management professionals in the main functional areas across Asia. The data has been compiled and aggregated based on the 2015 Robert Walters Global Salary Survey, as well as individual country data provided by salaryexplorer.com. The gross salary per year of the main management and top management positions within the main functional areas Asia, as well as the average level of management compensation are illustrated by the table and chart accompanying it.

The average management and top management salary in Asia, as revealed by the chart below, registered a minimum of approximately 50k and a maximum of 208k, across the continent.

The performance of management positions within the main functional areas in Asia is illustrated in the following chart. Higher values of gross salaries in related functional areas such as property and construction, legal, compliance, engineering, accounting and finance reveal increased levels of profitability, due to higher performance achievements in the mentioned areas.

	Gross Salary/Year (AUD)	
Industries	**Min**	**Max**
Accounting and finance	$45k	$227k
Banking and financial services	$66k	$157k
Human resources	$46k	$158k
Information technology	$56k	$167k
Engineering	$38k	$200k
Sales and marketing	$35k	$192k
Legal and compliance	$70k	$243k
Operations and manufacturing	$27k	$197k
Supply chain and procurement	$43k	$205k
Property and construction	$70k	$330k

Table 12: Management gross salary in Asia

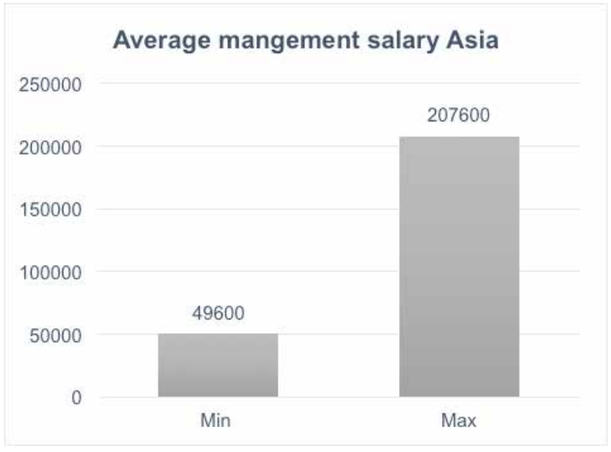


Figure 81: Average management salary in Asia

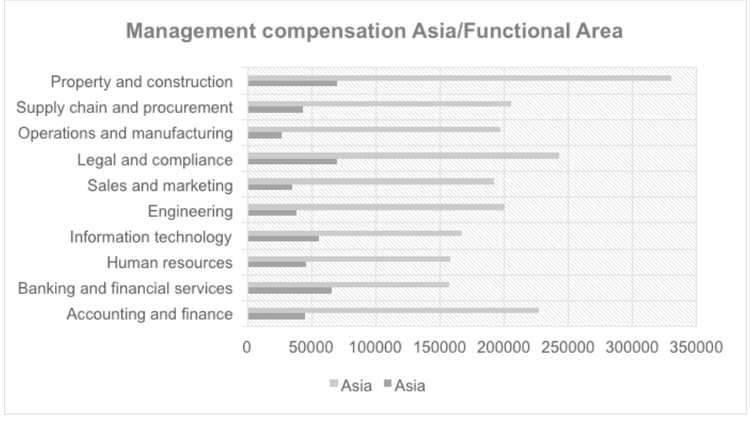


Figure 82: Management compensation by functional area – Asia

Africa – Regional overview

In Africa, the year of 2014 was marked by the search of management professionals who could add business value. Professionals with an international perspective on business were needed in management and top management positions in the Legal, Finance and Engineering functional areas. A scarcity among senior managers with 5 to 10 years professional experience in their field of practice was noticeable in Africa, within all the region's functional areas. Performance management experts and organizational effectiveness managers are two of the African managerial roles in high demand during 2014. Management salaries in Africa are preponderantly leveled, throughout all active fields of practice, although higher levels have been encountered in both South and Sub-Saharian Africa., especially in the fields of finance, accounting and engineering.

The table and charts below illustrate the salary levels of management and top management professionals in the main functional areas across Africa. The data has been compiled and aggregated based on the 2015 Robert Walters Global Salary Survey, as well as individual country data provided by salaryexplorer.com. The gross salary per year of the main management and top management positions within the main functional areas Africa, as well as the average level of management compensation are illustrated by the table and chart accompanying it.

The average management and top management salary in Africa, as revealed by the chart below, registered a minimum of approximately 70k and a maximum of 149k, across the continent.

The performance of the main management positions within the main functional areas in Asia are illustrated in the following chart. Higher values of gross salaries in related functional areas such as Legal and compliance, Engineering, Accounting and Finance reveal increased levels of profitability, due to higher performance achievements in the mentioned areas

	Gross Salary/Year (AUD)	
Industries	**Min**	**Max**
Accounting and finance	$73k	$195k
Banking and financial services	$60k	$121k
Human resources	$72k	$138k
Engineering	$57k	$163k
Sales and marketing	$57k	$114k
Legal and compliance	$99k	$165k

Table 13: Management gross salary in Africa

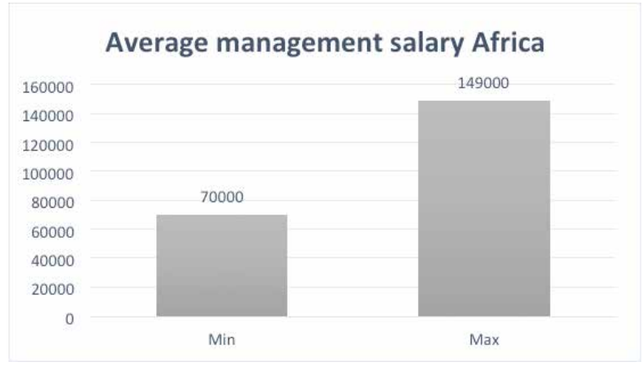


Figure 83: Average management salary in Africa

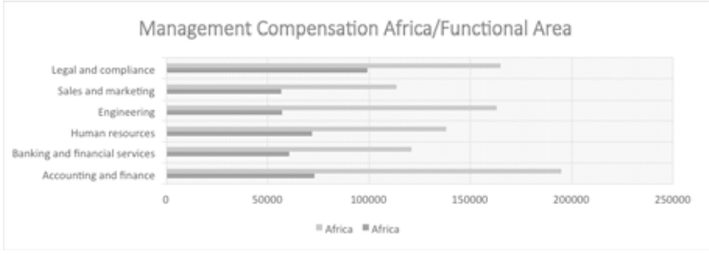


Figure 84: Management compensation by functional area – Africa

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, 2014 and, since then, change might have occurred.

Table 14: Top 10 books on "Performance Management" (December 2014)

Performance Management

No.	Title	Author	Published
1	**StrengthsFinder 2.0**	Tom Rath	2007
2	**The Power of Habit: Why We Do What We Do in Life and Business**	Charles Duhigg	2014
3	**How Google Works**	Eric Schmidt, Jonathan Rosenberg	2014
4	**Good to Great: Why Some Companies Make the Leap... And Others Don't**	Jim Collins	2001
5	**The Five Dysfunctions of a Team: A Leadership Fable**	Patrick Lencioni	2002
6	**The Hard Thing About Hard Things: Building a Business When There Are No Easy Answers**	Ben Horowitz	2014
7	**Getting Things Done: The Art of Stress-Free Productivity**	David Allen	2002
8	**A Year with Peter Drucker: 52 Weeks of Coaching for Leadership Effectiveness**	Joseph A. Maciariello	2014
9	**Strengths Based Leadership: Great Leaders, Teams, and Why People Follow**	Tom Rath, Barry Conchie	2009
10	**The First 90 Days: Proven Strategies for Getting Up to Speed Faster and Smarter, Updated and Expanded**	Michael D. Watkins	2013

Table 15: Top 10 books on "Business Performance Management" (December 2014)

Business Performance Management

No.	Title	Author	Published
1	**Analytics at Work: Smarter Decisions, Better Results**	Thomas H. Davenport, Jeanne G. Harris	2010
2	**Strategic Supply Chain Management: The Five Core Disciplines for Top Performance, Second Editon**	Shoshanah Cohen, Joseph Roussel	2013
3	**Information Dashboard Design: The Effective Visual Communication of Data**	Stephen Few	2006
4	**Performance Dashboards: Measuring, Monitoring, and Managing Your Business**	Wayne W. Eckerson	2010
5	**Applied Insurance Analytics: A Framework for Driving More Value from Data Assets, Technologies, and Tools**	Patricia L Saporito	2014
6	**Future Ready: How to Master Business Forecasting**	Steve Morlidge, Steve Player	2010
7	**The Art of Servant Leadership: Designing Your Organization for the Sake of Others**	Tony Baron	2013
8	**Business Analytics for Managers: Taking Business Intelligence Beyond Reporting**	Gert H. N. Laursen, Jesper Thorlund	2010
9	**Enterprise Performance Management Done Right: An Operating System for Your Organization**	Ron Dimon	2013
10	**Business Dashboards: A Visual Catalog for Design and Deployment**	Nils H. Rasmussen, Manish Bansal	2009

Table 16: Top 10 books on "Corporate Performance Management"

Corporate Performance Management

No.	Title	Author	Published
1	**Analytics in a Big Data World: The Essential Guide to Data Science and its Applications**	Bart Baesens	2014
2	**Process Mining: Discovery, Conformance and Enhancement of Business Processes**	Wil van der Aalst	2011
3	**Key Performance Indicators (KPI): Developing, Implementing, and Using Winning KPIs**	David Parmenter	2010
4	**Applied Insurance Analytics: A Framework for Driving More Value from Data Assets, Technologies, and Tools**	Patricia L Saporito	2014
5	**Reinventing the CFO: How Financial Managers Can Transform Their Roles and Add Greater Value**	Jeremy Hope	2006
6	**Successful Business Intelligence: Unlock the Value of BI & Big Data**	Cindi Howson	2013
7	**Balanced Scorecard Evolution: A Dynamic Approach to Strategy Execution**	Paul R. Niven	2014
8	**Applying Advanced Analytics to HR Management Decisions: Methods for Selection, Developing Incentives, and Improving Collaboration**	James C. Sesil	2013
9	**Management Information Systems**	R. Kelly Rainer, Hugh J. Watson	2013
10	**Time-Driven Activity-Based Costing: A Simpler and More Powerful Path to Higher Profits**	Robert S. Kaplan and Steven R. Anderson	2007

Table 17: Top 10 books on "Enterprise Performance Management" (December 2014)

Enterprise Performance Management

No.	Title	Author	Published
1	**Competing on Analytics: The New Science of Winning**	Thomas H. Davenport, Jeanne G. Harris	2011
2	**Applied Insurance Analytics: A Framework for Driving More Value from Data Assets, Technologies, and Tools**	Patricia L Saporito	2013
3	**Predictive Business Analytics: Forward Looking Capabilities to Improve Business Performance**	Lawrence Maisel, Gary Cokins	2012
4	**Future Ready: How to Master Business Forecasting**	Steve Morlidge, Steve Player	2011
5	**Successful Business Intelligence: Unlock the Value of BI & Big Data**	Cindi Howson	2013
6	**Oracle Business Intelligence Applications: Deliver Value Through Rapid Implementations**	Simon Miller, William Hutchinson	2009
7	**Enterprise Performance Management Done Right: An Operating System for Your Organization**	Ron Dimon	2010
8	**Performance Management: Integrating Strategy Execution, Methodologies, Risk, and Analytics**	Gary Cokins	2013
9	**Data Warehouse Design: Modern Principles and Methodologies**	Matteo Golfarelli, Stefano Rizzi	2011
10	**Visual Intelligence: Microsoft Tools and Techniques for Visualizing Data**	Mark Stacey, Joe Salvatore	2011

Table 18: Top 10 books on "Operational Performance Management" (December 2014)

Operational Performance Management

No.	Title	Author	Published
1	**Top 25 Logistics and Distribution KPIs of 2010**	smartKPIs.com, Aurel Brudan	2011
2	**Best Practices and Strategies for Career and Technical Education and Training: A Reference Guide for New Instructors**	Kinga N. Jacobson	2013
3	**Big Data Analytics: Turning Big Data into Big Money**	Frank J. Ohlhorst	2012
4	**Strategy Mapping for Learning Organizations**	Phil Jones	2011
5	**Operations Proficiency Model: A Path to Success for Educational Institutions**	Jack Spain	2013
6	**Don't blame the tools: The adoption and implementation of managerial innovations**	Elizabeth Daniel, Andrew Myers	2009
7	**Improving Operational Performance and Management of Irrigation System: Improving Operational Performance and Management of Canal Irrigation System Using Hydraulic Modeling**	Javaid Tariq	2010
8	**Key Performance Indicator 26 Success Secrets: 26 Most Asked Questions On Key Performance Indicator - What You Need To Know**	Benjamin Hodges	2013
9	**Top 25 Sales KPIs of 2010**	smartKPIs.com, Aurel Brudan	2011
10	**Top 25 State Government KPIs of 2010**	smartKPIs.com, Aurel Brudan	2011

Table 19: Top 10 books on "Individual Performance Management" (December 2014)

Individual Performance Management

No.	Title	Author	Published
1	**Leading Organization Design: How to Make Organization Design Decisions to Drive the Results You Want**	Gregory Kesler, Amy Kates	2010
2	**The Definitive Guide to HR Communication: Engaging Employees in Benefits, Pay, and Performance**	Alison Davis, Jane Shannon	2011
3	**The Talent Solution**	Edward L. Gubman	2009
4	**Leadership, Happiness & Profit: 12 Steps to a High-Performance Business**	Terry "Doc" Dockery	2014
5	**Performance : Creating the Performance-Driven Organization**	Mark A. Stiffler	2006
6	**Building a Culture of Distinction: Facilitator Guide for Defining Organizational Culture and Managing Change**	Sheila L. Margolis	2010
7	**The Unwritten Rules: Leadership in the Work Place**	Guy P. Fehr	2014
8	**Profiles in Performance: Business Intelligence Journeys and the Roadmap for Change**	Howard Dresner	2009
9	**Legitimate Leadership**	Wendy Lambourne	2013
10	**Rebuilding on Rock: 'leaders re-creating culture'**	Doug Booker, Mark Broadway	2010

Table 20: Top 10 books on "Employee Performance Management" (December 2014)

Employee Performance Management

No.	Title	Author	Published
1	**Technology Made Simple for the Technical Recruiter: A Technical Skills Primer**	Obi Ogbanufe	2010
2	**Gamify: How Gamification Motivates People to Do Extraordinary Things**	Brian Burke	2014
3	**People Follow You: The Real Secret to What Matters Most in Leadership**	Jeb Blount	2011
4	**Reinvent: A Leader's Playbook for Serial Success**	Fred Hassan	2013
5	**Harvard Business Essentials: Performance Management: Measure and Improve the Effectiveness of Your Employees**	Harvard Business School Press	2006
6	**Competency-Based Performance Reviews**	Robin Kessler	2008
7	**Competency-Based Resumes: How to Bring Your Resume to the Top of the Pile**	Robin Kessler, Linda A. Strasburg	2005
8	**The Enemy of Engagement: Put an End to Workplace Frustration--and Get the Most from Your Employees**	Mark Royal, Tom Agnew	2011
9	**Change Management: The New Way: Easy to Understand; Powerful to Use**	Dutch Holland, Deborah Salvo	2012
10	**Performance : Creating the Performance-Driven Organization**	Mark A. Stiffler	2006

Table 21: Top 10 books on "Personal Performance" (December 2014)

Personal Performance

No.	Title	Author	Published
1	**The Millionaire Real Estate Agent: It's Not About the Money...It's About Being the Best You Can Be!**	Gary Keller	2004
2	**Eat That Frog!: 21 Great Ways to Stop Procrastinating and Get More Done in Less Time**	Brian Tracy	2007
3	**The Decision Book: 50 Models for Strategic Thinking**	Mikael Krogerus, Roman Tschäppeler	2012
4	**A Factory of One: Applying Lean Principles to Banish Waste and Improve Your Personal Performance**	Daniel Markovitz	2011
5	**The Power of Story: Change Your Story, Change Your Destiny in Business and in Life**	Jim Loehr	2008
6	**Ministering Cross-Culturally: An Incarnational Model for Personal Relationships**	Sherwood G. Lingenfelter, Marvin K. Mayers	2003
7	**Applied Sport Psychology: Personal Growth to Peak Performance**	Jean Williams	2009
8	**Motor Learning and Development**	Pamela Haibach, Greg Reid	2011
9	**The Ultimate Secrets of Total Self-Confidence**	Robert Anthony	2008
10	**Conative Connection: Uncovering the Link Between Who You Are and How You Perform**	Kathy Kolbe	1997

Table 22: Top 10 books on "Strategy Execution" (December 2014)

Operational Performance Management

No.	Title	Author	Published
1	**The 4 Disciplines of Execution: Achieving Your Wildly Important Goals**	Chris McChesney, Sean Covey	2011
2	**HBR's 10 Must Reads on Strategy**	Harvard Business Review	2013
3	**Accelerate: Building Strategic Agility for a Faster-Moving World**	John P. Kotter	2012
4	**Execution: The Discipline of Getting Things Done**	Larry Bossidy, Ram Charan	2011
5	**The Soft Edge: Where Great Companies Find Lasting Success**	Rich Karlgaard	2013
6	**Rhythm: How to Achieve Breakthrough Execution and Accelerate Growth**	Patrick Thean	2009
7	**Healthcare Strategic Planning**	Alan M. Zuckerman	2010
8	**The Execution Premium: Linking Strategy to Operations for Competitive Advantage**	Robert S. Kaplan, David P. Norton	2013
9	**Management Accounting: Information for Decision-Making and Strategy Execution**	Anthony A. Atkinson, Robert S. Kaplan	2011 2011
10	**The HR Scorecard: Linking People, Strategy, and Performance**	Dave Ulrich, Mark A. Huselid	

Table 23: Top 10 books on "Strategic Management" (December 2014)

Strategic Management

No.	Title	Author	Published
1	**Playing to Win: How Strategy Really Works**	A.G. Lafley, Roger L. Martin	2013
2	**Blue Ocean Strategy: How to Create Uncontested Market Space and Make Competition Irrelevant**	W. Chan Kim, Renee Mauborgne	2005
3	**HBR's 10 Must Reads on Strategy (including featured article What Is Strategy?)**	Harvard Business Review	2011
4	**Strategic Management: Concepts and Cases: Competitiveness and Globalization**	Michael A. Hitt, R. Duane Ireland	2014
5	**Strategic Planning for Public and Nonprofit Organizations: A Guide to Strengthening and Sustaining Organizational Achievement**	John M. Bryson	2011
6	**The Strategic Management of Health Care Organizations**	Peter M. Ginter	2013
7	**Strategic Management: Text and Cases**	Gregory Dess, G.T. (Tom) Lumpkin	2013
8	**Strategic Project Management Made Simple: Practical Tools for Leaders and Teams**	Terry Schmidt	2009
9	**Strategic Management and Business Policy: Globalization, Innovation and Sustainability**	Thomas L. Wheelen, J. David Hunger	2014
10	**Strategic Management: A Competitive Advantage Approach, Concepts & Cases**	Fred R. David, Forest R. David	2014



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, 2015, changes might have occurred in the time lapsed. However, the information presented was accurate at that time.

Table 24: The latest published books on "Performance Management" (January 2015)

Performance Management

No.	Title	Author	Published
1	**Best Practices in Organizational Development: A Systems Approach to Achieving Business Potential**	Quin Childress	Dec. 4 , 2014
2	**Performance Management: Concepts, Skills and Exercises**	Robert Cardy, Brian Leonard	Dec.18th, 2014
3	**Performance Measurement: Building Theory, Improving Practice: Building Theory, Improving Practice**	Patria de Lancer Julnes, Marc Holzer	Dec.18th, 2014
4	**High Performance Through Process Excellence**	Mathias Kirchmer	Dec.13th, 2014
5	**Control Performance Management in Industrial Automation**	Raymond M Oh	Dec.10th, 2014
6	**Business Optimization: Six Steps to a Sustained Performance Culture**	Greg Howes	Nov. 6th, 2014
7	**Sustainability Performance Evaluation System in Government**	Nan Chai	Nov. 6th, 2014
8	**Performance Management in Nonprofit Organizations: Global Perspective**	Zahirul Hoque, Lee Parker	Oct. 23th, 2014
9	**Managing and Measuring Performance in Public and Nonprofit Organizations: An Integrated Approach**	Theodore H. Poister, Maria P. Aristigueta	Oct. 13th, 2014
10	**Performance Measurement and Management for Engineers**	Michela Arnaboldi, Giovanni Azzone	Sep. 15th, 2014

Table 25: The latest published books on "Corporate Performance Management" (January 2015)

Corporate Performance Management

No.	Title	Author	Published
1	**Subject-Oriented Business Process Management**	Albert Fleischmann, Werner Schmidt	Dec. 14th, 2014
2	**Balanced Scorecard 94 Success Secrets: 94 Most Asked Questions On Balanced Scorecard - What You Need To Know**	Brandon Freeman	Nov. 10th, 2014
3	**Design Thinking Business Analysis: Business Concept Mapping Applied (Management for Professionals)**	Thomas Frisendal	Oct. 15th, 2014
4	**A Reference Architecture for Real-Time Performance Measurement: An Approach to Monitor and Control Manufacturing Processes**	Sachin Karadgi	Jun. 3th, 2014
5	**Analytics in a Big Data World: The Essential Guide to Data Science and its Applications**	Bart Baesens	May 19th, 2014
6	**Small and medium companies manage essential series - full of small corporate performance management solution**	Kuang Wu Shou	May 1st, 2014
7	**Performance Management in 2013: State of the discipline annual magazine**	The KPI Institute, Aurel Brudan	Feb. 7th, 2014
8	**The Servant Organization: Framework for Achieving Organizational Excellence Based upon Four Cornerstones**	Ed Dean	Jan. 14th, 2014
9	**How Financial Slack Affects Corporate Performance: An Examination in an Uncertain and Resource Scarce Environment**	Bernadette Gral	Dec. 30th, 2014
10	**Successful Business Intelligence: Unlock the Value of BI & Big Data**	Cindi Howson	Oct. 15th, 2014

Table 26: Top 10 books on "Business Performance Management" (December 2014)

Business Performance Management

No.	Title	Author	Published
1	**Biomimicry in Organizations: Drawing inspiration from nature to find new efficient, effective and sustainable ways of managing business**	Fausto Tazzi et al	Dec. 19th, 2014
2	**Business Optimization: Six Steps to a Sustained Performance Culture**	Greg Howes	Dec. 19th, 2014
3	**High Performance Through Process Excellence**	Mathias Kirchmer	Dec. 13th, 2014
4	**Organizational Optimization**	Robert Hutcherson	Dec. 11th, 2014
5	**Business Information Management: Improving Performance**	Jamie T Warner	Dec. 2nd, 2014
6	**Business Performance Measurement and Management: New Contexts, Themes and Challenges**	Paolo Taticchi	Nov. 14th, 2014
7	**Total Quality Management For Business Performance: A Survey of Indian IT Industry**	Bhushan Dewan	Oct. 1st, 2014
8	**Peak Business Performance Under Pressure: A Navy Ace Shows How to Make Great Decisions in the Heat of Business Battles**	Bill Driscoll et al	Sep. 30th, 2014
9	**7 Razor Sharp Principles: Becoming a High Performance Organization amidst Turbulent Times**	June Liau	Sep. 29th, 2014
10	**Open Innovation through Strategic Alliances: Approaches for Product, Technology, and Business Model Creation**	Refik Culpan	Sep. 18th, 2014

Table 27: The latest published books on "Enterprise Performance Management" (January 2015)

Enterprise Performance Management

No.	Title	Author	Published
1	**Conduct Risk: It's Not What You Do, It's WHY You Do It**	Lee Werrell	Dec. 5th, 2014
2	**Balanced Scorecard 94 Success Secrets: 94 Most Asked Questions On Balanced Scorecard - What You Need To Know**	Brandon Freeman	Nov. 10th, 2014
3	**Enterprise Risk Management: A Guide for Government Professionals**	Karen Hardy, Allen Runnels	Nov. 10th, 2014
4	**Modern enterprise management performance evaluation to quantify the whole case**	Zhou Yong Liang, Zhang Yi	Sep. 1st, 2014
5	**Total Quality Management for Small & Medium Enterprises in India: Team-Building and Quality Certification- For Better the Organisational Performance**	Vijayagiri Bikshapathi	July 28th, 2014
6	**Enterprise Resource Planning 83 Success Secrets (What You Need to Know)**	Matthew Wiley	July 16th, 2013
7	**Enterprise Performance Management Done Right: An Operating System for Your Organization**	Ron Dimon	April 1st, 2013
8	**Open Source Data Warehousing and Business Intelligence**	Lakshman Bulusu	Aug. 6th, 2012
9	**The Analytical Puzzle: Profitable Data Warehousing, Business Intelligence and Analytics**	David Haertzen	July 1st, 2012
10	**Formation of the mechanism of enterprise performance management: a case of the food industry of Ukraine**	Anatoliy Goncharuk	April 17th, 2011

Table 28: The latest published books on "Operational Performance Management" (January 2015)

Operational Performance Management

No.	Title	Author	Published
1	**Web and Network Data Science: Modeling Techniques in Predictive Analytics**	Thomas W. Miller	Dec. 31st, 2014
2	**Team Leadership in High-hazard Environments: Performance, Safety and Risk Management Strategies for Operational Teams**	Randy E. Cadieux	Dec. 28th, 2014
3	**Performance Evaluation and Planning Methods for the Next Generation Internet**	Andre Girard	Nov. 13th, 2014
4	**Performance Measurement**	Luca Quagini	Nov. 12th, 2014
5	**Supplier Relationship Management: Unlocking the Hidden Value in Your Supply Base**	Jonathan O'Brien	Oct. 28th, 2014
6	**Integration of Data Mining in Business Intelligence Systems (Advances in Business Strategy and Competitive Advantage Book (Absca))**	Ana Azavedo	Sep. 26th 2014
7	**Supply Chain Integration and Operational Performance: A Study On Chemical Product Manufacturing Firms in Ethiopia**	Daniel Atnafu Gelagay	Aug. 18th, 2014
8	**Monitoring Business Performance: Models, Methods, and Tools (Routledge Advances in Management and Business Studies)**	Per Lind	July 17th, 2014
9	**Redefining Operational Excellence: New Strategies for Maximizing Performance and Profits Across the Organization**	Andrew Miller	May 11th, 2014
10	**Delivering Value Using Business Process Management (BPM): A Practical Management, Business, Operational, Organizational and People View of Process Improvement**	Ed Burns	Feb. 20th, 2014

Table 29: Top 10 books on "Individual Performance Management" (December 2014)

Individual Performance Management

No.	Title	Author	Published
1	**Well-being and Performance at Work: The role of context**	Marc van Veldhoven, Riccardo Peccei	Dec. 12th, 2014
2	**Left of Boom: Putting Proactive Engagement to Work**	Phillip B. Wilson	Dec. 7th, 2014
3	**Building High-Performance Local Governments: Case Studies in Leadership at All Levels**	Anton Gardner, John Pickering	Sep 5th, 2014
4	**Human Factors Challenges in Emergency Management: Enhancing Individual and Team Performance in Fire and Emergency Services**	Christine Owen	Aug. 28th, 2014
5	**Performance Management (HR Fundamentals)**	Linda Ashdown	Aug. 28th, 2014
6	**The Effectiveness of Performance Appraisal Systems: Employee Relations and Human Resource Management**	Grace Debrincat	Aug. 28th, 2014
7	**The Last Piece - A Guide to Managing People**	Dudley Davidson-Jarrett	Aug. 18th, 2014
8	**Optimizing Talent in the Federal Workforce**	William J. Rothwell, Aileen G. Zaballero	Aug. 1st, 2014
9	**Dream Killers: The Real Reasons Small Businesses Fail**	Gregory L. Walz	July 30th, 2014
10	**The Unwritten Rules: Leadership in the Work Place**	Guy P. Fehr	June 18th, 2014

Table 30: The latest published books on "Employee Performance Management" (January 2015)

Employee Performance Management

No.	Title	Author	Published
1	**$ Remuneration Systems - rewards employees seek**	LSOM	Dec. 29th, 2014
2	**Best Practices in Organizational Development: A Systems Approach to Achieving Business Potential**	Quin Childress	Dec. 24th, 2014
3	**Performance Management: Concepts, Skills and Exercises**	Robert Cardy, Brian Leonard	Dec. 18th, 2014
4	**The Leadership Code: People-Focused, Values-Based Leadership for Maximum Performance**	AJ Slivinski	Dec. 16th, 2014
5	**The Leadership Zone: Lessons from the Front Lines**	Ahmad-Shah Duranai	Dec. 16th, 2014
6	**Creating High Performers: 7 Questions to Ask Your Direct Reports**	William M Dann	Dec. 12th, 2014
7	**According to Human: Putting the Human Back in Human Resources**	Robert J Braathe and Huda Masood	Dec. 11th, 2014
8	**Job Motivation, Satisfaction, and Performance among Bank Employees**	Springer Gary	Dec. 11th, 2014
9	**What Does It Mean To Be A Manager?: Five Phases of Employee Performance and Eighteen Tasks of Management**	Gil Herman	Dec. 9th, 2014
10	**The Best Place to Work: The Art and Science of Creating an Extraordinary Workplace**	Ron Friedman	Dec. 2nd, 2014

Table 31: The latest published books on "Personal Performance" (January 2015)

Personal Performance

No.	Title	Author	Published
1	**Powerhouse: Turbo boost your effectiveness and start making a serious impact**	Mike Clayton	Dec. 31st, 2014
2	**Be More Productive: A Simple Guide on Being More Productive and Getting Things Done**	Justin Dallas	Dec. 30th, 2014
3	**You, On Paper: Expert Help on How to Write a Resume**	Greg Fall	Dec. 22th, 2014
4	**Change Your Mind, Change Your Health: 7 Ways to Harness the Power of Your Brain to Achieve True Well-Being**	Anne Marie Ludovici MS, Dr. James O. Prochaska	Dec. 22th, 2014
5	**The Cosmos Revelation: Practical Ways To Build A Better Life**	Luane Hanson	Dec. 17th, 2014
6	**A runner's guide to sport psychology and nutrition**	Andrew M. Lane, Tracey J. Devonport	Dec. 15th, 2014
7	**Burnout for Experts: Prevention in the Context of Living and Working**	Sabine Bährer-Kohler	Dec. 13th, 2014
8	**Gender and the Work-Family Experience: An Intersection of Two Domains**	Maura Mills	Dec. 10th, 2014
9	**Me, my best self and I: Discover what you really want and how to get it**	Moritz Ostwald	Dec. 7th, 2014
10	**Selfish, Scared and Stupid: Stop Fighting Human Nature And Increase Your Performance, Engagement And Influence**	Kieran Flanagan, Dan Gregory	Sep. 15th, 2014

Table 32: The latest published books on "Strategy Execution" (January 2015)

Strategy Execution

No.	Title	Author	Published
1	**The Future of Strategy: A Transformative Approach to Strategy for a World That Won't Stand Still**	Johan Aurik, Martin Fabel	Dec. 29th, 2014
2	**Always on: Digital Brand Strategy in a Big Data World**	Arve Peder Øverland	Dec. 28th, 2014
3	**Who Stole My Customer??: Winning Strategies for Creating and Sustaining Customer Loyalty (2nd Edition)**	Harvey Thompson	Dec. 22nd, 2014
4	**Strategic Entrepreneurial Finance: From Value Creation to Realization (Routledge Advanced Texts in Economics and Finance)**	Darek Klonowski	Nov. 12th, 2014
5	**25 Need-to-Know Strategy Tools**	Vaughan Evans	Dec. 11th, 2014
6	**Bringing Strategy Back: How Strategic Shock Absorbers Make Planning Relevant in a World of Constant Change (Jossey-Bass Business & Management Series)**	Jeffrey L. Sampler	Dec. 3rd 2014
7	**The Seven Inconvenient Truths of Business Strategy**	Paul Hunter	Nov. 28th, 2014
8	**The Strategic Alliance Handbook: A Practitioners Guide to Business-to-Business Collaborations**	Mike Nevin	Oct. 28th, 2014
9	**Leading Procurement Strategy: Driving Value Through the Supply Chain**	Carlos Mena, Remko van Hoek	Sep. 28th, 2014
10	**Getting There from Here: Bridging Strategy and Execution**	Greg French	Sep. 26th, 2014

Table 33: The latest published books on "Strategic Management" (January 2015)

Strategic Management

No.	Title	Author	Published
1	**Strategic Management of Healthcare Organizations: A Stakeholder Management Approach**	Jeffrey S. Harrison	Dec. 31st, 2014
2	**Strategic Challenges for the Base of the Pyramid**	Patrick A.M. Vermeulen, Edgar Hutte	Dec. 31st, 2014
3	**Play a Bigger Game: Proven Strategies to Design & Grow Your Successful Busines**	Deborah Baker	Dec. 28th, 2014
4	**Introduction to strategic marketing management (Introductory Marketing)**	New Art Technologies Inc.	Dec. 28th, 2014
5	**Strategic Management: Strategists at Work**	Robert MacIntosh, Donald Maclean	Dec. 26th, 2014
6	**Global Strategic Management**	Gerardo R. Ungson, Yim-Yu Wong	Dec. 18th, 2014
7	**Sustainable Strategic Management**	W Edward Stead	Dec. 18th, 2014
8	**The Strategic Mind (Strategic Thinking Trilogy)**	Bob Gorzynski	Dec. 17th, 2014
9	**Essentials and Creating of Balanced Scorecard For Strategic Management by SWOT and Strategic Map**	Tomohisa Fujii	Dec. 12th, 2014
10	**The Future of Strategy: A Transformative Approach to Strategy for a World That Won't Stand Still**	Johan Aurik, Martin Fabel	Dec. 4th, 2014

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 2014.

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.

Table 34: The Latest Published Articles on "Performance Management" (January 2015)

Performance Management

Title	Author	Date	Journal
Impact of Performance Management in Public and Private Organizations	Ulrik Hvidman, Simon Calmar Andersen	January, 2014	Oxford Journal of Public Administration, Research and Theory
Beyond feedback control: the interactive use of performance management systems. Implications for process innovation in Italian healthcare organizations	Chiara Demartini, Piero Mella	January, 2014	The International Journal of Health Planning and Management
Organizational Culture and the Paradox of Performance Management	Jeannette Taylor	December, 2014	Public Performance & Management Review
Beyond the Skinner Box: The Design and Management of Organization-Wide Performance Systems	William B. Abernathy	December, 2014	Journal of Organizational Behavior Management
Availability Payments and Key Performance Indicators: Challenges for Effective Implementation of Performance Management Systems in Transportation Public-Private Partnerships	Wendell C. Lawther, Lawrence Martin	April, 2014	Journal of Public Works Management Policy
The Case for Performance Management In Public Works and Infrastructure	Juita-Elena (Wie) Yusuf, William M. Leavitt	May, 2014	Journal of Public Works Management Policy
Sustainability: the missing element in performance management	Jane Maley	March, 2014	Asia-Pacific Journal of Business Administration
Global performance management systems: The role of trust as perceived by country managers	Jane F. Maley, Miriam Moeller	January, 2014	Journal of Business Research
Performance Management Systems in the Public Housing Sector: Dissemination to Diffusion	Nirmala Nath, Umesh Sharma	March, 2014	Australian Accounting Review
What qualitative research can tell us about performance management systems	Bruno Cohanier	April, 2014	Qualitative Research in Accounting & Management
A Strategic Approach to Performance Management in Banks: The Balanced Scorecard	Elif Ozturk, Ali Coskun	March, 2014	Accounting and Finance Research
Performance management	Chaneta Isaac	February, 2014	International Journal of Managment, IT and Engineering
How good are you at performance management? : technology upgrade - word of mouse	Rob Bothma	January, 2014	HR Future

Performance Management

Title	Author	Date	Journal
Influence of Performance management on Manpower planning	Ankita Dhamija	January, 2014	International Journal of Exclusive Management
Approaches to Achieve Personal Values in Performance Management of Service Government	Huang Lei, Zhou Lu, Wang Bin	May, 2014	International Journal of Business and Social Science
Connotation of Performance Management on Employee Productivity	Khushboo Seth Srivastava	July, 2014	International Journal of Interdisciplinary Research
Performance Management System in International Context	Abhishek Gupta	May, 2014	Journal of Radix International Educational and Research Consortium
A conceptual model for performance management in organizations	Seyed Akbar Nilipour Tabatabai, Mehdi Karbasian, Seyed Mohsen Mirbagheri	June, 2014	Arabian Journal of Business and Management Review
Effect of strategic performance management on organizational niche in a challenging economy	Olufunso Olusanya, Tony Oluwasanya Adewale	June, 2014	International Journal of Marketing and Technology
Changing Routine: Reframing Performance Management within a Multinational	Philip Stiles, Jonathan Trevor, Elaine Farndale, Shad S. Morris, Jaap Paauwe, Günter K. Stahl, Patrick Wright	December, 2014	Journal of Management Studies
Performance Management: Perceiving Goals as Invariable and Implications for Perceived Job Autonomy and Work Performance	Bård Kuvaas, Robert Buch, Anders Dysvik	December, 2014	Human Resource Management
Leveraging employer branding, performance management and human resource development to enhance employee retention	Wayne F. Cascio	April, 2014	Human Resource Development International
Exploring logistics performance management in supplier/retailer dyads	Helena Forslund	March, 2014	International Journal of Retail & Distribution Management
Leveraging human capital through performance management process: the role of leadership in the USA, France and India	C. Lakshman	January, 2014	The International Journal of Human Resource Management
Performance Management in Practice: The Power of Words in the Words of HR Practitioners	Martin McCracken, Paula Marie O'Kane, Travor C. Brown, Nicholas Read	January, 2014	Academy of Management Journal
Management learning, performance and reward: theory and practice revisited	Caroline Rowland	April, 2014	Journal of Management Development
Adopting a contemporary performance management system : A fast-growth small-to-medium enterprise (FGSME) in the UAE	Mohamed Behery, Fauzia Jabeen, Mohammed Parakandi	January, 2014	International Journal of Productivity and Performance Management
Performance Management Models for Public Health: Public Health Accreditation Board/Baldrige Connections, Alignment, and Distinctions	Grace Gorenflo, David M. Klater, Marlene Mason, Pamela Russo, Lillian Rivera	January/ February, 2014	Journal of Public Health Management & Practice

Table 35: The Latest Published Articles on "Performance Measurement" (January 2015)

Performance Measurement

Title	Author	Date	Journal
The relationship between strategic performance measurement system and organizational capabilities: The role of beliefs and boundary control systems	Rapiah Mohamed, Wee Shu Hui, Ibrahim Kamal Abdul Rahman, Rozainun Abdul Aziz	January, 2014	Asian Journal of Business and Accounting
Managerial Influence in Performance Measurement System Design: A Recipe for Failure?	Anne-Marie Kruis, Sally K. Widener	March, 2014	Behavioral Research in Accounting
Is performance measurement and management fit for the future?	Steven A. Melnyk, Umit Bititci, Ken Platts, Jutta Tobias, Bjørn Andersen	June, 2014	Management Accounting Research
Behavioral-Economic Nudges and Performance Measurement Models	Mary A. Malina, Frank H. Selto	May, 2014	Journal of Management Accounting Research
Alpha and Performance Measurement: The Effects of Investor Disagreement and Heterogeneity	Wayne Ferson, Jerchern Lin	August, 2014	The Journal of Finance
The effect of performance measurement systems on firm performance: A cross-sectional and a longitudinal study	Xenophon Koufteros, Anto (John) Verghese, Lorenzo Lucianetti	September, 2014	Journal of Operations Management
Performance Measurement of Major League Baseball Teams Using Network DEA	Herbert F. Lewis	February, 2014	Data Envelopment Analysis: International Series in Operations Research & Management Science
The theory and practice of performance measurement	Pietro Micheli, Luca Mari	June, 2014	Management Accounting Research
The use of performance measurement systems in the public sector: Effects on performance	Roland F. Speklé, Frank H.M. Verbeeten	June, 2014	Management Accounting Research
Performance measurement and indicators for water supply management: Review and international cases	Mateus Ricardo Nogueira Vilanova, Paulo Magalhães Filho, José Antônio Perrella Balestieri	November, 2014	Renewable and Sustainable Energy Reviews
Research opportunities in strategic management field: a performance measurement approach	Rogerio Tadeu de Oliveira Lacerda, Leonardo Ensslin, Sandra Rolim Ensslin	March, 2014	International Journal of Business Performance Management

Table 36: The Latest Published Articles on "Organizational Performance" (January 2015)

Organizational Performance

Title	Author	Date	Journal
Causality Between High-Performance Work Systems and Organizational Performance	Duckjung Shin, Alison M. Konrad	July, 2014	Journal of Management
Knowledge leadership to improve project and organizational performance	Li-Ren Yang, Chung-Fah Huang, Ting-Jui Hsu	January, 2014	International Journal of Project Management
High-Performance Work Systems and Organizational Performance in Emerging Economies: Evidence from MNEs in Turkey	Geoffrey Wood, Kamel Mellahi, Ekrem Tatoglu, David G. Collings, Mehmet Demirbag	June, 2014	Management International Review
Total JIT (T-JIT) and its impact on supply chain competency and organizational performance	Kenneth W. Green Jr, R.Anthony Inman, Laura M. Birou, Dwayne Whitten	January, 2014	International Journal of Production Economics

Organizational Performance

Title	Author	Date	Journal
Corporate Social Responsibility or CEO Narcissism? CSR motivations and organizational performance	Oleg V. Petrenko, Federico Aime, Jason Ridge, Aaron Hill	November, 2014	Strategic Management Journal
Multiple dimensions of human resource development and organizational performance	Sun Young Sung, Jin Nam Choi	August, 2014	Journal of Organizational Behavior
Social Context, Management, and Organizational Performance: When human capital and social capital serve as substitutes	Kenneth J. Meier, Nathan Favero, Mallory Compton	December, 2014	Public Management Review
Board Processes, Board Strategic Involvement, and Organizational Performance in For-profit and Non-profit Organizations	Chris Bart, Pengji Wang, Hongjin Zhu	December, 2014	Journal of Business Ethics
Customer Orientation and Organizational Performance: Mediating Role of CRM	Dae-Yul Jeong, Sung-Min Kim, Dong-Ju Yoon	September, 2014	Advanced Science and Technology Letter
Efficacy of Organizational Intelligence on Hospitals' Performance Indicators	Asadi Mahboubeh, Tabatabaee Seyed Saeed, Khayat Moghadam Saeed	June, 2014	World Applied Sciences Journal
Critical factors, food quality management and organizational performance	Dimitrios P. Kafetzopoulos, Katerina D. Gotzamani	June, 2014	Food Control
Executive Compensation, Organizational Performance, and Governance Quality in the Absence of Owners	Ashley N. Newton	December, 2014	Journal of Corporate Finance

Table 37: The Latest Published Articles on "Operational Performance" (January 2015)

Operational Performance

Title	Author	Date	Journal
Use of cloud computing, web 2,0 and operational performance: the role of supply chain integration	Sebastian Bruque, Jose Moyano, Juan Manuel Maqueira	January, 2014	Academy of Management Journal
Operating internationally—The impact on operational performance improvement	Krisztina Demeter	March, 2014	International Journal of Production Economics
Impact of operational and marketing capabilities on firm performance: Evidence from economic growth and downturns	Muhammad Usman Ahmed, Mehmet Murat Kristal, Mark Pagell	August, 2014	International Journal of Production Economics
Power planning in ICT infrastructure: A multi-criteria operational performance evaluation approach	Sheng-Tun Li, Wei-Chien Chou	December, 2014	Omega
Carbon emission reduction: the impact on the financial and operational performance of international companies	Isabel Gallego-Álvarez, Liliane Segura, Jennifer Martínez-Ferrero	August, 2014	Journal of Cleaner Production
Risk-based operational performance analysis using loss functions	Seyed Javad Hashemi, Salim Ahmed, Faisal I. Khan	September, 2014	Chemical Engineering Science Journal
The impact of advanced analytics and data accuracy on operational performance: A contingent resource based theory (RBT) perspective	Bongsug (Kevin) Chae, Chenlung Yang, David Olso, Chwen Sheu	March, 2014	Decision Support Systems Journal

Operational Performance

Title	Author	Date	Journal
Linking strategic flexibility and operational efficiency: The mediating role of ambidextrous operational capabilities	Sebastian Kortmann, Carsten Gelhard, Carsten Zimmermann, Frank T. Piller	November, 2014	Journal of Operations Management
Aligning Supply Chain Relational Strategy with the Market Environment: Implications for Operational Performance	Karthik N. S. Iyer, Prashant Srivastava, Mohammed Y. A. Rawwas	January, 2014	The Journal of Marketing Theory and Practice
Analyzing banks' intermediation and operational performance using the Hicks–Moorsteen TFP index: The case of Iran	Amir Arjomandi, Abbas Valadkhani, Martin O'Brien	January, 2014	Research in International Business and Finance Journal
Pricing and Operational Performance in Discretionary Services	Chunyang Tong, Sampath Rajagopalan	April, 2014	Production and Operations Management
The impact of sales and operations planning practices on manufacturing operational performance	Antônio Márcio Tavares Thomé, Rui Soucasaux Sousa, Luiz Felipe Roris Rodriguez Scavarda do Carmo	July, 2014	International Journal of Production Research

Table 38: The Latest Published Articles on "Employee Performance" (January 2015)

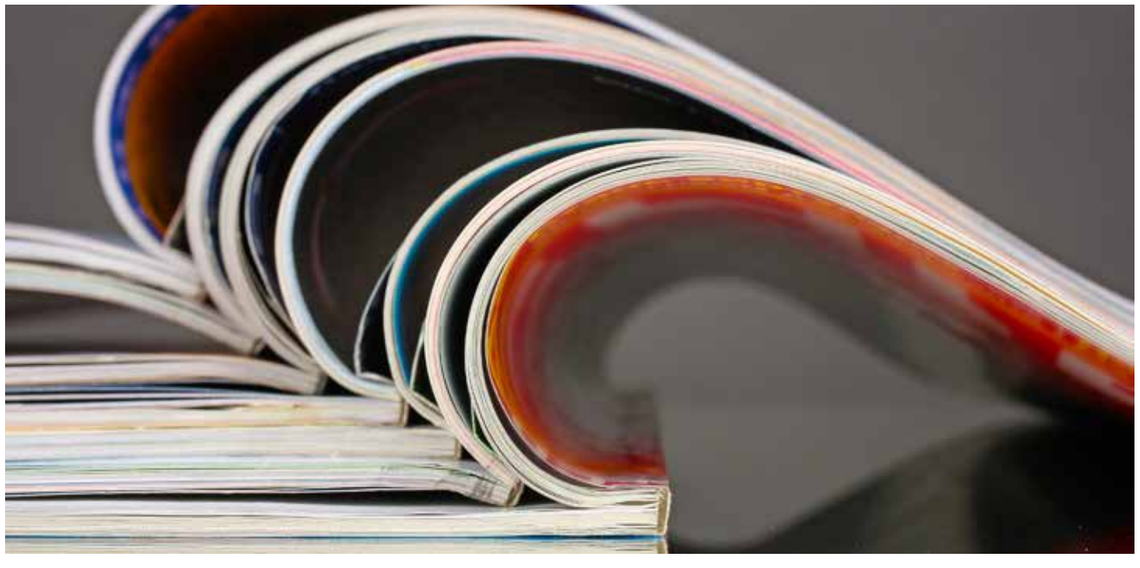
Employee Performance

Title	Author	Date	Journal
A Study on the Drivers of Employee Engagement Impacting Employee Performance	Madhura Bedarkar, Deepika Pandita	May, 2014	Procedia - Social and Behavioral Sciences Journal
Idiosyncratic Deals and Employee Performance: The Role of Team Orientation and Social Comparison	Satvir Singh, Anjali Chaudhry, Prajya Rakshit Vidyarthi, Richard A. Posthuma	January, 2014	Academy of Management Journal
What Could Have Been Done? Circuit City: A Case Study of Management and Employee Performance Failure	Todd A. Campbell	April, 2014	Performance Improvement
Determinants of employee engagement and their impact on employee performance	Anitha Jagannathan	March, 2014	International Journal of Productivity and Performance Management
Organizational Tenure and Employee Performance. A Multilevel Analysis	Niklas K. Steffens, Meir Shemla, Jürgen Wegge, Stefan Diestel	December, 2014	Group Organization Management
Impact of Social Networking on Employee Performance	Naheed Ashraf, Tasawar Javed	December, 2014	Business Management and Strategy
Exploring the Role of Productivity Propensity in Frontline Employee Performance: Its Relationship with Customer Orientation and Important Outcomes	Eric G. Harris, Tom J. Brown, John C. Mowen, Andrew Artis	March, 2014	Psychology & Marketing
The Impact of Applicant Faking on Selection Measures, Hiring Decisions, and Employee Performance	John J. Donovan, Stephen A. Dwight, Dan Schneider	September, 2014	Journal of Business and Psychology
Incentives to Move up the Echelon: Impact of Inter-hierarchical Pay Gaps on Employee Performance	Hui Liao, Wei Chi, Rui Zhao, Lei Wang, Qing Ye	January, 2014	Academy of Management Journal
Work Characteristics and Employee Performance: Does Needs-Supply Congruence Matter?	Scott B. Dust, Christian J. Resick	January, 2014	Academy of Management Journal
On the same side of the fault line: Inclusion in the leader's subgroup and employee performance	Bertolt Meyer, Meir Shemla, Jia Li, Jürgen Wegge	December, 2014	Journal of Management Studies

Table 39: The Latest Published Articles on "Personal Performance" (January 2015)

Personal Performance

Title	Author	Date	Journal
Neural patterns underlying social comparisons of personal performance	Michael Lindner, Sarah Rudorf, Robert Birg, Armin Falk, Bernd Weber, Klaus Fliessbach	June, 2014	Social Cognitive and Affective Neuroscience
Communication, Networking and Personal Development Skills Trained during the Educational Process	Roxana Enache, Alina Crisan	December, 2014	Procedia - Social and Behavioral Sciences
The impact of materialism and anti-consumption lifestyles on personal debt and account balances	Marcelo Vinhal Nepomuceno, Michel Laroche	September, 2014	Journal of Business Research
The personality systems framework: Current theory and development	John D. Mayer	December, 2014	Journal of Research in Personality
Domain of Competence: Personal and Professional Development	Patricia J. Hicks, Daniel Schumacher, Susan Guralnick, Carol Carraccio, Ann E. Burke	March, 2014	Academic Pediatrics Journal
Facebook's potential for personal, social, academic and career development for higher education students	Kenneth Wong, Reggie Kwan, Kat Leung, Fu Lee Wang	February, 2014	International Journal of Innovation and Learning
Cognitive-Behavioral Processes Based on Using the ABC Analysis by Trainees' for Their Personal Development	Oana A. David, Silviu A. Matu, Sebastian Pintea, Carmen D. Cotet, Diana Nagy	April, 2014	Journal of Rational-Emotive & Cognitive-Behavior Therapy
Personal Leadership Development in International Business	Raj Aggarwal, John W. Goodell	January, 2014	Journal of Teaching in International Business
A guided empowerment self-audit as a school improvement strategy	Charity Fleming Smith, Debbie Goodman	September, 2014	Research in Higher Education Journal
Does self-improvement explain well-being in life and at workplace? Analysis based on selected measures of well-being	Anna Maria Zawadzka, Anna Szabowska-Walaszczyk	June, 2014	Polish Psychological Bulletin



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 2013 to the 2014 analysis. If, last year, the Business Intelligence, Big Data, Analytics, MIS Reporting & Database Group had 69,794 members, in 2014 it has grown up to 90,549 members. The Human Resources (HR) & Talent Management Executive group had, in 2013, 254,135 members but, in 2014, it numbered 352,139 members. Also, the group PERFORMANCE: Measurement, Management, KPI, Balanced Scorecard, Business Intelligence, Analytics grew from 10.810 to 15.710 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 (February, 2015). However, given the high dynamism of social media, the number of members for the presented groups might have increased ever since.

Table 40: Performance Management communities

Performance Management	Members
Business Improvement, Change Management and Performance	48,343
PERFORMANCE: Measurement, Management, KPI, Balanced Scorecard, Business Intelligence, Analytics	15,710
Performance Management Professional Group	10,285

Table 41: Balanced Scorecard communities

Balanced Scorecard	Members
Balanced Scorecard Practitioners Global Network	12,549
PERFORMANCE: Measurement, Management, KPI, Balanced Scorecard, Business Intelligence, Analytics	15,710
Balanced Scorecard Group	4,350

Table 42: Business Intelligence communities

Business Intelligence	Members
Business Intelligence, Big Data, Analytics, MIS Reporting & Database Group	90,549
Business Intelligence	37,006
EPM - Business Intelligence	12,242

Table 43: Key Performance Indicators communities

Key Performance Indicators	Members
PERFORMANCE: Measurement, Management, KPI, Balanced Scorecard, Business Intelligence, Analytics	15,710
Performance Measurement	4,788
Key Performance Indicator (KPI) Users Group	4,194

Table 44: Employee Performance Management communities

Employee Performance Management	Members
Human Resources (HR) & Talent Management Executive	352,139
Talent Management Group	3,026
Employee Performance Management (HR)	2,846

PORTALS

It comes as no surprise that today's world relays 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 kpiinstitute.org, KPILibrary.com and smartKPIS.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 45: The most visited portals according to Alexa.com (January 2015)

No.	Name	Rank on Alexa.com
1	**www.kpiinstitute.org**	236,039
2	**www.KPILibrary.com**	241,264
3	**www.smartKPIs.com**	245,309
4	**www.businessintelligence.com**	369,469
5	**www.b-eye-network.com**	469,230
6	**www.dashboardinsight.com**	617,055
7	**www.dashboardspy.com**	864,629
8	**www.enterprise-dashboard.com**	981,341
9	**www.dashboardzone.com**	1,580,240
10	**www.performanceportal.org**	3,305,115

Table 46: The most visited portals according to Ranking.com (January 2015)

No.	Name	Rank on Alexa.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

SOFTWARE

As the entire report proves, one of the biggest trends in 2014 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.

Gartner's Magic Quadrants

The main study that reviews software products is provided by Gartner, the research and advisory company. Three of their Magic Quadrants are quoted below, all reflecting the latest developments in the software market, from three perspectives: Corporate Performance Management, Business Intelligence and Talent Management.

Corporate Performance Management

In March 2014, Gartner released its report, "Magic Quadrant for Corporate Performance Management Suites", which presents a global view of the primary vendors that offer CPM suites.

As a trend for 2014, Gartner mentions that the growth of the overall CPM market has slowed but, opportunities were still identified, and vendors continued to invest in their suites, especially those for cloud, IMC, analytics and integrated planning. In 2014, the need for improved analytics in CPM applications remained strong. "CFOs see facilitating analysis and decision making as top areas for improvement" (Gartner, 2014).

As Gartner states, in 2014 three new CPM vendors were added, namely Adaptive Insight, Axiom EPM and Solver, while no vendors were dropped from the Magic Quadrant.

The software solutions were evaluated based on seven criteria:

1. Product or Service:
CPM suite functionality;
2. Overall Viability:
the organization's financial health;
3. Sales Execution/Pricing:
the vendor's capabilities in all sales activities;
4. Market Responsiveness/Record: effectiveness in the market;
5. Marketing Execution:
evaluated as part of both "Market Responsiveness" and "Operations"
6. Customer Experience:
the capability to deliver presales and post-sales support
7. Operations: the organization's capability to meet goals and commitments regarding CPM suites.



Figure 85: Magic Quadrant for Talent Management Suites (Gartner, June 2014)

In 2014, the Leaders in terms of CPM suites were Oracle, SAP and IBM, the Challengers were SAS and Infor. Prophix Software was rated as the highest niche player, while the category Visionaries clustered vendors such as Host Analytics, Tagetik, Adaptive Insight, Longview Solutions, Board International and prevero.

Business Intelligence

Each February, Gartner releases one of its most important research reports: Magic Quadrant for Business Intelligence and Analytics. As stated in the 2014 Magic Quadrant, this year was considered to be a critical one, dominated by the task of making "hard types of analysis easy," and by the increasing complexity that new data sources and new types of analysis introduced (Gartner, 2014).

Some of the most 2014 important trends in BI and Analytics identified by Gartner are:

The market was in the middle of an accelerated transformation from BI systems, used mainly for measurement and reporting, to those that also support analysis, prediction, forecasting and optimization;

Companies and independent software vendors have embedded both traditional reporting (dashboards and interactive analysis) and more advanced ones, such as prescriptive analytics, built from statistical functions and algorithms available on BI platforms;

A "race" to fill the gap in governed data discovery: Leaders, which "own" the installed base market share, have been trying to address that by focusing their new product investment on business-user-driven data discovery and analysis: Qlik planned to release a completely re-architected, enterprise-ready version of its platform (QlikView), while Microsoft, MicroStrategy and SAS have surpassed others when it comes to integrating their enterprise and new data discovery capabilities;

Advances in self-service data integration, which included: automatic semantic identification, the automation and encapsulation of advanced analytics, exploration with natural-language query technologies. IBM and SAS were drivers of these new approaches;

2014 was a tipping point for cloud adoption: 45% of respondents to Gartner's BI and analytics platform Magic Quadrant survey mentioned they would place their mission-critical BI in the cloud.



Figure 86: Magic Quadrant for Business Intelligence and Analytics (Gartner, February 2014)

Some of the most notable changes by comparison with the 2013 Magic Quadrant were:

Capabilities added: geospatial and location intelligence, embedded advanced analytics, business user data mash-up and modeling, embeddable analytics, support for big data sources;

All vendors in the Leaders quadrant were moved to the left in terms of Completeness of Vision, which reflects the fact that no vendor is fully addressing the critical space in the market for "governed data discovery";

In 2013, Tableau and Qlik occupied similar positions in the Leaders quadrant. In 2014, Tableau surpassed Qlik, as customers rated it as one of the best vendors for the fourth year in a row.

If in 2013, the Visionaries quadrant, dedicated to those software solutions rated as thought-leaders and innovators was empty but, in 2014, Alteryx and Panorama Software migrated toward this quadrant due to their high scores for innovation, market understanding and product strategy.

Employee Performance Management

In June 2014, Gartner launched the second edition of the "Magic Quadrant for Talent Management Suites", which assesses the market for vendors who help organizations "manage the key processes of plan to source, acquire to onboard, perform to reward and assess to develop" (Gartner, 2014).

Gartner defines talent management as a set of applications that includes workforce planning, talent acquisition, performance appraisal, goals management, succession management, compensation management etc. Historically, companies needed multiple software solutions for their HR functions but, as the vendor community increased, talent management suites have become a viable option. In 2014, Gartner mentioned that this market has finally become firmly established. Gartner also emphasized the fact that a growing number of respondents considered that talent management integration is a very important aspect.

When it comes to the results, it can be observed that, just as in the first edition, this Magic Quadrant has no Challengers (as Gartner explains, it seems customers continue to value innovation over execution). The same three suites are the Leaders, namely SAP (Success Factors), Cornerstone OnDemand and Oracle. In the Niche Players section we find vendors such as HR Smart, Meta4 or Adrenalin eSystems, while some of this quadrant's Visionaries are Halogen Software, IBM Kenexa (which moved here from Niche Player), YalentSoft or PeopleFluent.



Figure 87: Magic Quadrant for Corporate Performance Management Suites (Gartner, March 2014)

The G2 Crowd Scores

G2 Crowd is an independent online software review platform, which relies on real feedback from the users of business technology solutions. In order to compile "The Grid", G2 Crowd rates products and services algorithmically, in real-time, and "based on data sourced from product reviews shared by G2 Crowd users and data aggregated from online sources and social networks" (G2 Crowd).
The satisfaction rating is affected by the following factors:
- Overall Customer Satisfaction and NPS Score;
- Customer Satisfaction with 2nd Level Product Attributes;
- Popularity and statistical significance.

G2 Crowd's Grids are also divided into four categories, namely:
- Leaders: vendors who deliver products that are rated highly by G2 Crowd users
- High Performers: their products are highly rated, but have not yet achieved the Leaders' level;
- Contenders: vendors who have received below average user satisfaction ratings
- Niche: they might have good customer satisfaction scores, but they have not received enough reviews.

G2 Crowd states that "the ratings may change as the products are further developed, the vendors grow, and as additional opinions are shared by users".

G2 Crowd features both software examples and reviews, as well as Grids for numerous categories, namely CRM & Related, Marketing, Accounting & Finance, Analytics, Business Intelligence, CAD & PLM, Collaboration & Productivity, Content Management, Digital Advertising, E-Commerce, Hosting Services, HR, IT Infrastructure Software, IT Management, IT Security, Professional Services, Regional Supply Chain & Logistics, as well as Vertical Industry Software.

Out of all these categories, the Performance Management in 2014 report now offers details about the Grids available for three performance related fields, namely the Grid for Performance Management, the Grid for Business Analytics and the HR Management Suites.

Grid for Performance Management

The report, launched in July 2014, featured performance management products ranked by customer satisfaction and market presence. According to G2 Crowd, performance management products are usually sold as part of an HR suite. In order to compile the Grid, the company only gathered reviews from users who specifically stated that they employ the product for performance management.

When it comes to performance management, the Leaders are SuccessFactors and Workday, UltiPro and Halogen TalentSpace are High Performers, Oracle PeopleSoft is a Contender, while SikRoad is part of the Niche category.



Figure 88: Grid for Performance Management (G2 Crowd, July 2014)

Grid for Business Intelligence

The Grid for Business Intelligence was launched in September 2014 and it ranks all the vendors that have at least 10 reviews on the G2 Crowd online platform. In comparison to the Grid for Performance Management, this Grid features more software vendors, thus highlighting the fact that Business Intelligence solutions users are the most active on the G2 Crowd platform out of all the categories our report presents.

In 2014, the Business Intelligence Leaders that G2 Crowd has identified are Tableau Desktop, Qlikview, TIBCO Spotfire, SAS BI and Oracle BI, while vendors such as Alteryx and GoodData BI are considered High Performers. Some of this edition's Contenders are Hyperion, MicroStrategy and IBM Congos, and the Niche vendors are Birst and Pentaho.



Figure 89: Grid for Business Intelligence (G2 Crowd, September 2014)

Grid for HR Management Suites

The Grid for HR Management Suites was launched in June 2014. This Grid also contains numerous vendors, in other words the ones who have received more than 10 reviews on the G2 Crowd platform. Therefore, we can infer that there is a high interest when it comes to HR Management dedicated software solutions.

In 2014, the Leaders in the field were SuccessFactors, UltiPro, Workday, and Oracle PeopleSoft. Vendors such as Halogen TalentSpace, SilkRoad, and Cornerstone OnDemand are part of the High Performers, while Oracle Taleo and IBM Kenexa are Contenders. Just like in the case of the other Grids, the Niche category has the fewest vendors, namely PeopleFluent and Kronos.



Figure 90: Grid for HR Management Suites (G2 Crowd, June 2014)

The following observations can be made by comparing the results displayed in Gartner's Magic Quadrants and, respectively, in G2 Crowd's Grids:
- Business Intelligence vendors: both Gartner and G2 Crowd rated roughly the same companies as Leaders, namely Tableau, Qlik, SAS, Oracle and Tibco. Differences appear within the other categories, mainly due to their different significance, as well as due to the methodologies employed;
- Performance Management vendors: no similarities can be found between Gartner's Magic Quadrant Corporate Performance Management Suites and G2 Crowd's Grid for Performance Management, mainly due to the fact that the latter focuses on the HR function;
- Employee performance vendors: similar companies are included in Gartner's Magic Quadrant for Talent Management and in G2 Crowd's Grid for HR Management Suites. However, Oracle is the only Leader that remains consistent in both approaches.

As a trend for the year 2014, we can notice an increasing interest in different rankings and tools that can help companies make better decisions when it comes to software vendors, which basically proves a higher degree of maturity when it comes to performance related technology solutions.

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Individual Performance Plan. 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. Universita 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. 2014.** Australia: Sydney, Adelaide, Canberra, Brisbane; Canada: Toronto; Denmark: Aarhus; France: Nice; Qatar; India: Mumbai, Mysore; Ireland: Galway; Portugal: Coimbra; Singapore: Marina Bay Sands; Slovakia: Bratislava; South Africa: Cape Town; UAE: Abu Dhabi, Dubai, Sharjah; UK: London; USA: New York, Indiana, Virginia, Chicago, Newark, Kansas, Atlanta, Florida. | **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 15. | **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 Corporate Performance Management Suites, Magic Quadrant for Business Intelligence and Analytics, Magic Quadrant for Talent Management Suites. The G2 Crowd Scores: Grid for Performance Management, Grid for Business Intelligence, Grid for HR Management Suites. | **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

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