INTERVIEWS



LEGISLATION



"A Performance Management system should not only measure KPIs attainment, but also competencies and corporate values."

THE KPI INSTITUTE

PERFORMANCE MANAGEMENT IN 2013

State of the discipline annual magazine

9 781494 969059

OVERVIEW



"Performance Management is at the heart and at the center of any organization's operations and activities."



- **PERSPECTIVES**
  20 interviews. 18 countries. Practitioners. Academics. Consultants
- **AROUND THE WORLD**
  Performance related legislation in more than 200 countries reviewed
- **TRENDS IN SEARCH**
  Statistics for the most popular performance related keywords in Google search
- **EDUCATION**
  Degrees. Subjects. Main events
- **CAREER**
  Job trends by region. Salaries by industry
- **RESOURCES**
  Bestselling books. Latest published books. Academic articles. Portals. Communities
- **SOFTWARE**
  Corporate Performance Management. Business Intelligence. Employee Performance Management

THE KPI INSTITUTE

smartKPIs.com
The smart choice in performance management

Certified KPI Professional Training Course

Getting Key Performance Indicators (KPIs) right by using a rigorous KPI management framework

Over the last 3 years, the team at The KPI Institute:

- Documented 7,000+ KPIs from 15 functional areas and 24 industries;
- Reviewed 1,000+ performance reports from 125 countries;
- Referenced 20,000+ resources (books, articles, performance reports) as part of the documentation process;
- Developed over 150 KPI Dashboards and Balanced Scorecards.

With the insights gained we:

- Assisted over 6,000 organisations in finding solutions for their KPI needs;
- Trained over 1,250 participants in 39 countries on how to work rigorously with KPIs.





3 Key Business Benefits

1. Understand the complexities of working with KPIs and learn how to address them

2. Develop a working knowledge of the Key Performance Indicators Management Framework

3. Use over 30 performance measurement tools to facilitate the deployment and value added by KPIs

"I contacted smartKPIs.com for an in-house training with my team. We found both the material and the way of explaining concepts by doing examples invaluable. I would also say that this is a great value for money if you want to build the competency within your organization."
Fahad A. AlFaadel, Saudi Arabia, Saudi Food and Drug Authority

This certification course trains participants in how to **establish and work with KPIs** and offers them the opportunity to get **certified on the ability to deploy and use KPIs** in accordance with The KPI Institute's **Key Performance Indicators Management Framework**, the main body of knowledge on the rigorous use of KPIs in business.

Executive summary

Performance Management in 2013

2013 was a year of accelerated evolution for Performance Management as a discipline, as the support technology and perception of the field continued to mature. On the technology side, beyond software, new advances in hardware meant easier data gathering and streamlined reporting. At perception level, Performance Management is perceived by many these days as cutting across levels, from organisational to national, from operational to measuring personal performance. The popularity of activity trackers as wristbands to monitor exercise, sleep and even stress illustrates perfectly this trend – hardware supported by software to easily track data otherwise unmonitored, albeit with questionable accuracy. Monitoring such changes is the aim of this report.

Performance Management in 2013 is the second from 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.

One of the main editorial rules followed in the development of the content is that a discipline can only evolve through the combined efforts of practitioners, academics and consultants. Based on this belief, the report presents interviews with a wide range of specialists from 18 countries, who offered rich insights into the state of the discipline in 2013. 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 USA to Australia and from Nigeria to Malaysia.

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

One of the highlights of this report is the "Around the World" section, which provides updates on government efforts from 201 countries in building a performance management culture. The "Media exposure" section illustrates the presence of relevant performance management keywords in the news stories of the year. These statistics are complemented by the ones that reflect the popularity of such keywords in web searches. The "Educational Programs" section presents over 20 university degrees relevant to the field, along with examples of subjects covered in such degrees. As an extension of academic education programs, the events section of the report lists some of the most important educational events on such topics. The career opportunities, resources and software sections conclude the report by providing an overview of the state of each in 2013.

Work has begun on launching additional publications in this series in 2014. 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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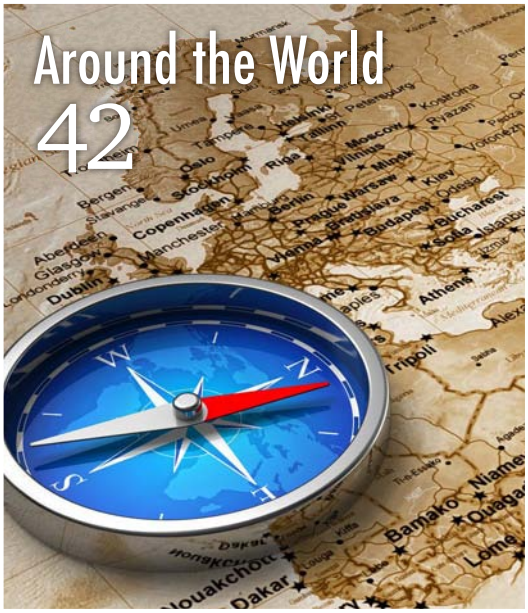
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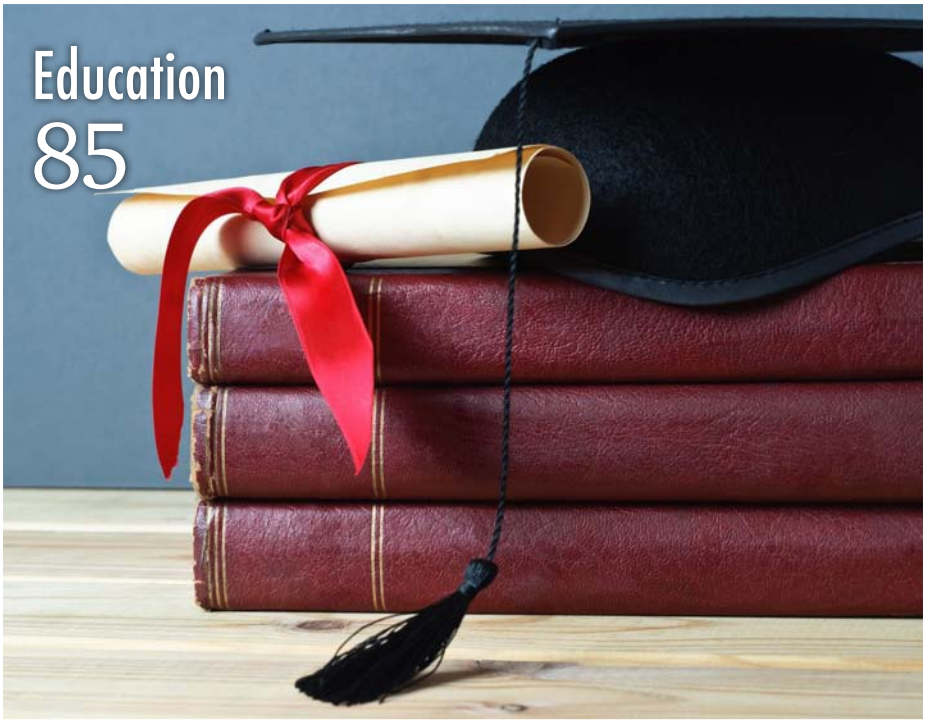
82 Media Exposure



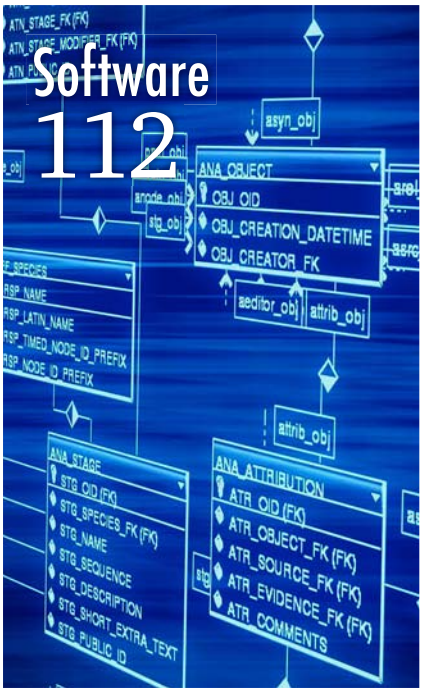














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ABOUT THE REPORT

The report Performance Management in 2013 is the result of a qualitative research study conducted in the period September 2013 - January 2014, by The KPI Institute. The research study used both primary and secondary sources.

Interviews

A total of 20 semi-structured interviews with practitioners, academics and consultants from all the continents were conducted via telephone and e-mail in October and November 2013. In order to create a broader image, practitioners from both public and private sector were interviewed. The rich insights received from professionals in the field created a detailed image on the state of Performance Management as a discipline.

Legislation

Google Search was the source used to research legislation related to Performance Management in different countries. The keywords included the country's name, "performance management" and "legislation". Also, the countries' governmental websites were used for more insights. The 2013 report completes the image created by the first edition, by adding more countries and updating the legislation status where needed. Therefore, the report Performance Management in 2013 analyzes performance related legislation in more than 200 countries and territories all around the world.

Trends in Search

Thirty keywords belonging to the Performance Management field at all levels (strategic, operational and individual) were examined using Google AdWords and Google Trends. Average Monthly Searches from Google AdWords were used to create an overview upon the monthly average number of searches for each keyword in the last 12 months. The graphics provided by Google Trends were used to illustrate the ascendant or descendant tendencies of each keyword's popularity.

Media Exposure

Ten keywords related to Performance Management were used to search for levels of media exposure between 2000 and 2013. The search was restricted to these years as most of the data was only available after 2000. The data source was Google News, which also provided an insight on the "performance management" keyword popularity when it comes to articles headlines.

Education

Google Search was used to research for universities which offer degrees or subjects focusing on the Performance Management area. The data was collected using relevant keywords to Performance Management. Insights into performance related degrees and subjects were also offered by Performance Management academics during interviews.

Events

In order to create a list of the main Performance Management events in 2013, renowned organizations, associations and institutes in the domain were analyzed and the events they organized in 2013 were recorded.

Books

Search was conducted on "Bestselling Books" and "Latest Published Books". Ten relevant keywords were searched using Amazon, a relatively objective and reliable book rankings and sales database. The books were manually checked for relevance to the domain.

Articles

Google Scholar, sciencedirect.com and services. oxfordjournals.org were the sources used to find

THE KPI INSTITUTE

PERFORMANCE MANAGEMENT RESEARCH

CURRENT RESEARCH PROGRAMS

- purposefulidentity.com
- integratingperformance.com
- balancedscorecardreview.com
- smartKPIs.com

integratingPerformance All about Performance Management eabIP.com

smartKPIs.com The smart choice in performance management

purposefulIdentity Values . Mission . Value drivers . Vision vmvdv.com

BalancedScorecardReview Reviewing the BSC (r)evolution BSC20.com

TOPIC

- Mission, Values, Value Drivers, Vision Statemants
- Integrated Performance Management
- Balanced Scorecard
- Key Performance Indicators

WHAT WE OFFER

- Access to the insights of over 60,000 professionals with an interest in performance management
- Support in research design, data analysis and publication
- Access to diessemination platforms

INTERESTED IN RESEARCH ?

Contact us at office@kpiinstitute.org for exploring the opportunity to establish joint research programs

the most recently published articles in the field of Performance Management. Each article found was checked to determine whether the content is relevant for the domain.

Portals

The initial selection of portals was based on recommendations from Performance Management experts. The platforms Alexa.com and Ranking.com were used to obtain traffic rankings for the selected websites.

Communities

For the 2012 research, keywords such as "Performance Management", "KPI" or "Balanced Scorecards" were searched within LinkedIn Groups in order to find the most popular communities that focus on this domain. The groups were divided into five categories, with the omission of software-based groups. This year's research focused on identifying the most popular groups among each of the five categories.

Job trends

In order to determine the number of available positions in the field of Performance Management in six continents and two major markets (China and the Middle East), the keywords "Performance Manager", "Strategy Manager" and "Performance Management" were searched using their most popular job websites. The proportions of available jobs from each category were calculated for all regions.

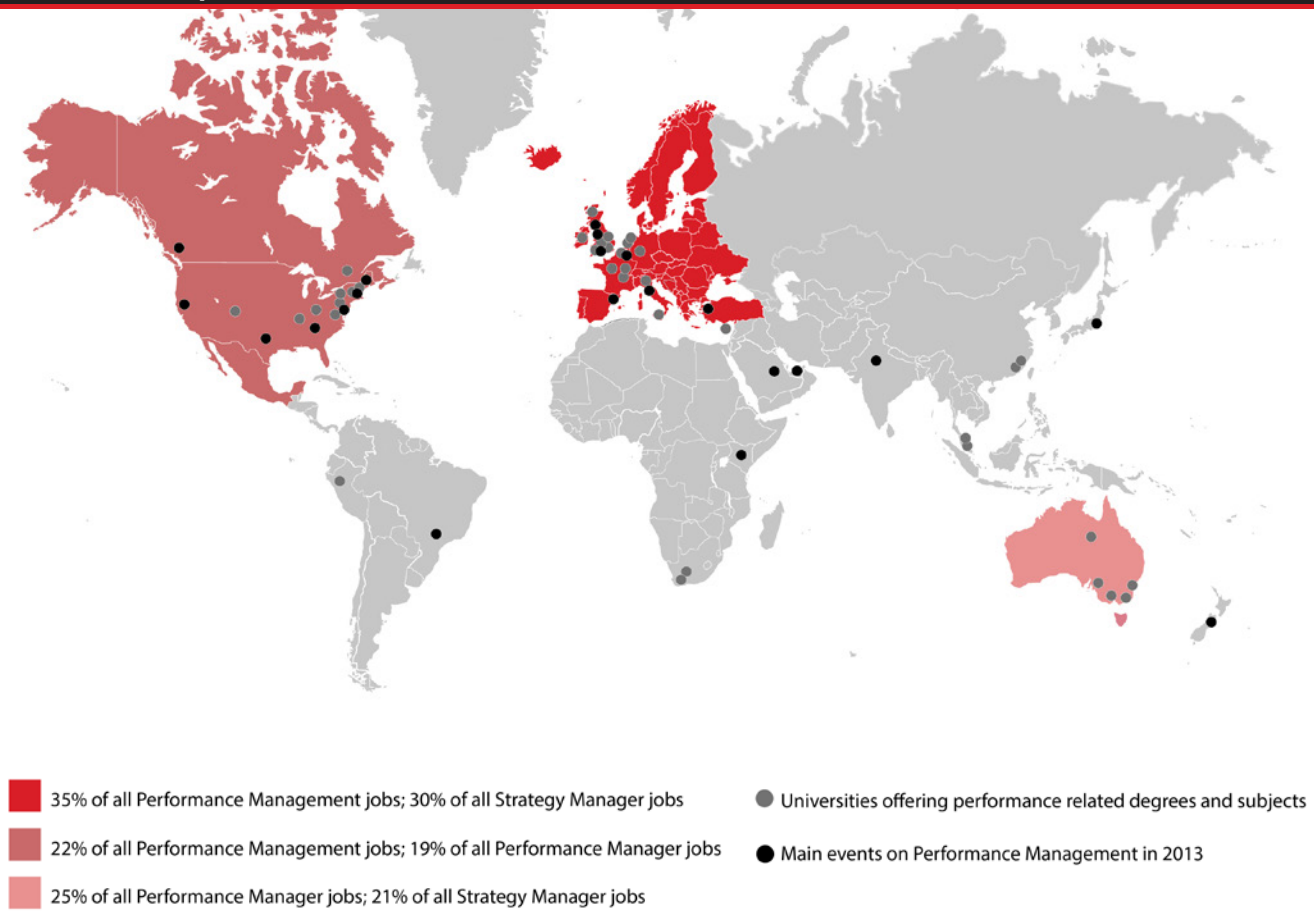
Salaries

The Glassdoor portal (www.glassdoor.com) was used to research information about the range of salaries within the field of Performance Management. The report presents salaries ranges from different industries and areas, for both Performance Managers and Strategy Managers.

Software

The most recent Gartner reports (published in February, March and June 2013) were used to get information pertaining to this year's trends in Performance Management softwares.

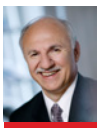
Visual Summary



> "Measurement is the first step that leads to control and eventually to improvement. If you can't measure something, you can't understand it. If you can't understand it, you can't control it. If you can't control it, you can't improve it."
>
> H. James Harrington

Map Overview





Gary Cokins
Analytics-Based Performance Management LLC
USA



Gregory Richards
Telfer School of Management, University of Ottawa
Canada



Richard Tordjaman
Desjardins
Canada



Nicólas Morales
SAP Global Marketing – Ecosystem & Routes
Argentina



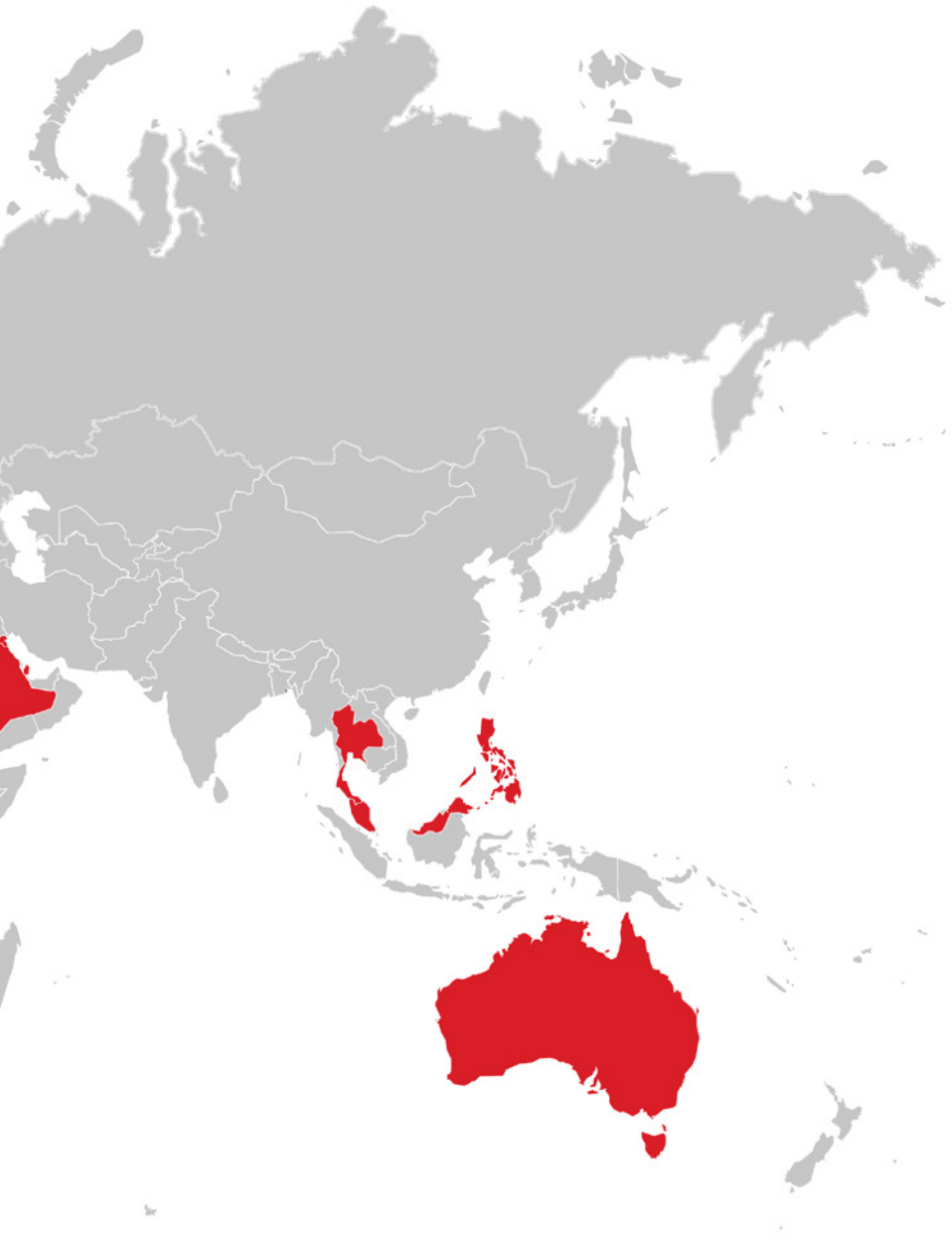
Andrés Felipe Molina Orozco
Tracest Consulting Group
Colombia



José Francisco Rezende
Unigranrio University
Brazil



Maria Elena Sanz Ibarra
Ministry of Transportation and Telecommunications
Chile





Nopadol Rompho
Thammasat University
Thailand



Teresita Villanueva, DPM
TAV Systems, Inc.
Philippines



Murukappan Subramaniam
Malaysian Communication Multimedia Commission
Malaysia



Eve Blackall
Smart Accounting
Australia



Paolo Panza
Ericsson Network Services
Italy



Carmine Bianchi
University of Palermo
Italy



Vinod Kambrath
Ashghal – Public Works Authority
Qatar



Sydney Chukwukelu
Office of the Special Adviser to the President on Technical Matters
Nigeria



Luana Patacconi
European Space Agency
Netherlands



Ali El Dirani
American University of Middle East
Kuwait



Bintu (Kenneth) Peter
Uganda Revenue Authority
Uganda



Elena Hristozova
Leadership Development Freelancer
Bulgaria



Khalid Al Shonaifi
Saudi Telecom Company
Saudi Arabia

PERSPECTIVES

13 Questions - 20 Interviews - Practitioners. Academics. Consultants.

Argentina. Australia. Brazil. Bulgaria. Canada. Chile. Colombia. Italy. Kuwait. Malaysia. Netherlands. Nigeria. Philippines. Qatar. Saudi Arabia. Thailand. Uganda. USA.

In any domain, progress can only be achieved with the collective efforts of academics, consultants and practitioners. Academics help develop a discipline through their research, consultants help the new discoveries break into the world and practitioners take the discipline to a superior level by providing day-to-day insights from practice. The following interviews reveal both theoretical and practical aspects, as well as emerging trends in Performance Management in 2013.

All the interviewees, regardless of the category, answered the same set of questions. Question 13 varied depending on the type of professional.

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 2013 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 of Performance Management in practice today?

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

9 What would you consider best practice in Performance Management?

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

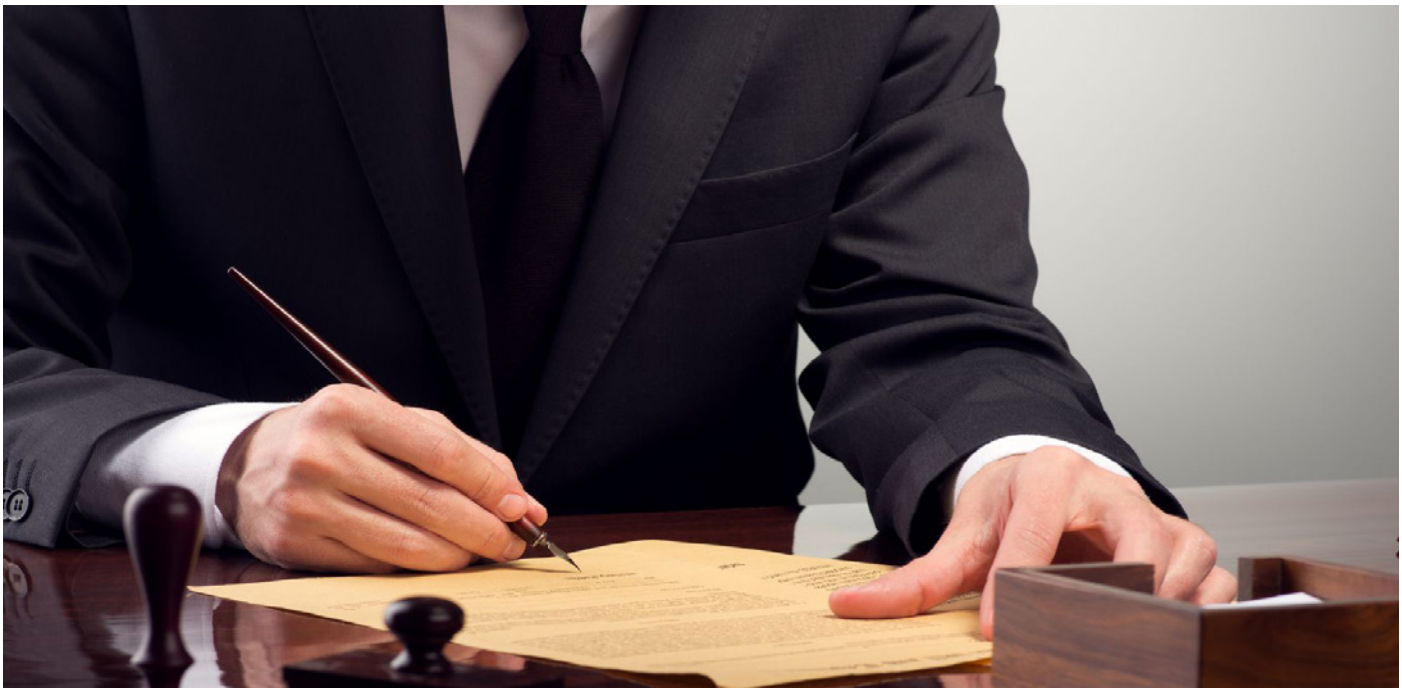
11 Which are the limits in order to achieve higher levels of proficiency in Performance Management among practitioners?

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

13a Practitioners: Which are the recent achievements in generating value as a result of Performance Management put in practice in your organization?

13b Consultants: As a consultant, what are the most common issues that your customers raised related to Performance Management?

13c Academics: 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)



1 What does the term Performance Management mean to you?

Due to its broad understanding, Performance Management is usually defined in different ways by different groups of professionals. In its empirical definitions, Performance Management is frequently identified with some of its components, such as Individual Performance Management or performance measurement.

Performance Management is considered to be an ensemble of methods, tools and processes used to align the individual, departmental and organizational levels within a company, as well as to ensure the achievement of the organization's strategic objectives. Specifically, the practices include establishing clear objectives, relevant Key Performance Indicators (KPIs) and targets and monitoring their achievement at all levels.

Performance Management also offers all the knowledge needed in order to make informed decisions regarding the organization's path, to take the corrective actions and to make the adjustments needed in order to continuously improve the overall performance of the organization.

2 What drives interest in Performance Management?

The popularity of Performance Management is continuously increasing. If regarding the private sector there is no surprise concerning the need to thrive and surpass the competitors, it is interesting to see the rising interest of the public sector in different aspects of Performance Management.

The panel of academics, practitioners and consultants offered multiple examples of reasons why organizations are more and more interested in Performance Management. These drivers can be divided in three general clusters:

1. Improving organizational performance

The interviewed professionals have identified a strong connection between Performance Management and efficiency, increased productivity, process improvement, the ability to make informed decision and to take corrective measures.

2. Alignment to the organizational strategy

An effective Performance Management system is supposed to align the different organizational levels to the overall strategy. An important driver mentioned by professionals is offering the employees a clear vision of the way they can contribute to achieving the organization's strategic goals.

3. Pressure from the business environment

The business environment is also seen as an important driver, due to the increasing dynamism and competitiveness that businesses have to cope with. In this context, Performance Management is seen as a competitive advantage enabler.

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

It is generally known and accepted that the individual, departmental and organizational levels should be aligned within a company. Therefore, individual performance should, at least in theory, lead to departmental performance and, ultimately, to a high performance of the organization. However, in practice, many companies face the challenge of aligning objectives and measures between different levels.

All the interviewed professionals emphasized the importance of alignment between these three levels, the coherence of the objectives and measures and interdependence of different levels for achieving the organization's strategic goals.

4 What are the 2013 key trends in Performance Management from your point of view?

Due to the high dynamism and continuous development of the Performance Management field, new trends are constantly appearing. For 2013, the main trends identified by the panel of professionals included:

1. Innovative tools;
2. Risk-based Performance Management;
3. Continuous refining of the tools and processes;
4. Companies' shift from product-centric to customer-centric;
5. Maturation of the discipline;
6. High interest in the discipline;
7. Increased interest in strategic planning.

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

Some of the aspects proposed for research by the interviewed academics, practitioners and consultants are:

1. Performance Management at individual level: compensation and rewards system, performance appraisal forms, motivation factors, training follow-up.
2. KPIs selection and balancing;
3. Linking the Performance Management system to the organization's strategy;
4. Data gathering;
5. The relationship between organizational and inter-organizational performance;
6. The cultural aspect of Performance Management.

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

Besides the well-known large companies that have implemented successful Performance Management systems, useful insights can be also gained from local or national companies that have achieved outstanding results due to performance related tools and processes. The examples offered by the interviewed academics, practitioners and consultants can be divided into four clusters:

1. Recommended industries:

- Consulting;
- Telecommunications;
- Financial industry;
- Business Process Outsourcing organizations.

2. Public sector:

- London local administration;
- Ministry of Transportation and Telecommunications of Chile;
- Abu Dhabi Government;
- Ashghal - the Public Works Authority of Qatar.

3. Multinational companies:

Apple, Google, Microsoft, IMB, Samsung, SAP, TelCo Systems, Cisco (IT & technology), Toyota, BMW (automotive), Kickstarter (crowdfounding platform for creative projects), Accenture (consulting), Infosys (business consulting, information technology and software), Barclays Bank (banking), Gerdau (the largest producer of long steel in the Americas), AMBEV (Americas' Beverage Company), and Carval of Colombia (a company based in Colombia which operates in manufacturing and commercialization of animal health products and has subsidiaries in most of the Latin American countries).

4. National companies:

- Telecenter Panamericana (Subsidiary of DirecTV) – a Colombian mass-media company;
- Al Sayer Group: one of the major trading companies in Kuwait.
- Banco Itaú: a private bank from Brazil;
- Banco do Brasil: the largest Brazilian and Latin American bank by assets, and the third by market value;
- Qatar Steel: Government corporation operating in the Steel Milling industry;
- Techmahindra – an Indian provider of information technology (IT), networking technology solutions and business support services (BPO) to the telecommunications industry.

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

The main challenge identified by the interviewed professionals is the slow adoption rate of the Performance Management systems. According to them, some of the main reasons are resistance to change, misunderstanding of the performance related tools and processes and the focus on financial aspects only.

Another challenge is represented by the Performance Management system's complexity itself. Most of the interviewed academics, practitioners and consultants have considered challenging aspects such as KPIs selection, alignment of the objectives and measures, target setting, individual performance assessments and rewards and data gathering (due to the extensive amount of data and the poor assignment of roles). All these aspects are completed by lack of knowledge and competences among practitioners.

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

The major issues identified in terms of Performance Management tools and processes can be divided into two major clusters:

1. Creating the proper organizational environment: nurturing a Performance Management culture, emphasizing the importance of communication and the employees' involvement.

2. Specific improvements on tools and processes: clear frameworks for measuring performance against specific targets, embedment of analytics, simplification of the tools and processes and increasing their dynamism level.

9 What would you consider best practice in Performance Management?

The aspects that the panel of academics, practitioners and consultants considered as best practice examples are:

- Using well-defined KPIs;
- Balanced Scorecard;
- Embedding analysis in each method;
- 360 degrees evaluation;
- Setting clear performance targets;
- Using Performance Management as a learning vehicle;
- Engagement of the entire staff, starting from the top management and board.

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

The answers to this questions have shown that there are still multiple aspects of Performance Management that are not properly emphasized during educational programs.

The interviewed professionals mentioned target setting, Human Resources Management, strategic management, dynamic planning, setting measures, communication (how to manage feedbacks), time management, cost management, alignment, soft skills used for performance related purposes, shift in focus from process to outcomes and the connections between Performance Management and leadership or collective intelligence.

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

The limitations identified by the interviewed professionals are mainly related to the human capital, at two different levels:

1. Management: reluctance, lack of commitment, expertise, experience, focus on financial achievements only.

2. Employees: lack of training, knowledge and motivation.

Besides these, the panel of academics, professionals and consultants have also mentioned financial and budgeting restrictions, poor time management and the continuous and rapid changes occurring in the business environment.

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

When asked to summarize the main aspects related to Performance Management, the interviewed academics, practitioners and consultants emphasized especially the individual level. Some of the main aspects they identified are:

1. At organizational level: planning, strategy, well trained performance managers;

2. At operational level: relevant KPIs, Dashboard, Balanced Scorecard (used at all levels);

3. At individual level: performance reviews, monitoring, evaluation, Pay for Performance systems and feedback.

13a Practitioners: Which are the recent achievements in generating value as a result of Performance Management put in practice in your organization?

Most of the interviewed practitioners consider that Performance Management has been an important pillar in their companies' modernization and transformation process. Both in private and public sector organizations, performance related practices have led to a more efficient use of the resources, they have helped in identifying value, generating initiatives, and in increasing employee engagement, satisfaction and performance. The financial results have also been enhanced through the use of Performance Management. Some of the interviewed professionals even mentioned the understanding of the Performance Management concept itself as an achievement.

13b Consultants: As a consultant, what are the most common issues that your customers raised related to Performance Management?

When requesting a consultant's expertise, clients raise issues at all levels, starting from individual performance assessment tools and practices, problems regarding specific measurement tools and even misalignment between the performance at different levels and the organization's performance and strategic goals. Other issues include even misunderstandings and misconceptions regarding the Performance Management methods or the adoption of wrong tools and processes, which sometimes leads to reluctance regarding the entire system.

13c Academics: 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 multiple examples of degrees and subjects related to Performance Management, emphasizing the importance of education in creating a performance based culture. Moreover, some responses even showed the fact that nowadays, besides offering education in Performance Management, universities also focus on measuring their own performance and offering an example of good practice.

Practitioners' Perspectives

For the interviewed practitioners, Performance Management facilitates the alignment between the organization's levels and ensures the achievement of the objectives. It also offers a real picture of the company's current condition, provides the management with the information needed in the decision making process and finally increases the organization's effectiveness.

When it comes to the relationship between the organizational, departmental and individual level, most of the practitioners mentioned the importance of alignment between these three levels of an organization and their contribution to the overall performance.

Some of the 2013 key trends in Performance Management emphasized by the interviewed practitioners are the maturation of performance related tools and processes, the evolution of risk-based Performance Management and the increasing popularity of the Balanced Scorecard approach.

The aspects that should be explored more through research from a practical perspective are monitoring departments' and individuals' performance, the cultural aspect of Performance Management, the usage of performance related approaches during crisis periods, Big Data and KPIs selection.

When it comes to challenges of Performance Management today, some differences can be noticed between the public and the private sector. While the interviewed practitioners from the public sector mentioned lack of integration, lack of skills, data gathering and shared responsibility for KPIs as challenges, for the private sector practitioners the most challenging aspects are the alignment of the performance measures with the business strategy, KPIs selection and the overrated focus on numbers and financial achievements.

The interviewed practitioners also offered many examples of best practices, such as standardizing the KPIs monitoring process, engaging the board in the Performance Management processes, effective communication or benchmarking.

Some of the aspects that the interviewed practitioners would be interested in when it comes to educational programs are: communication, time management, cost management, KPIs, employee performance, rewards systems, the Balanced Scorecard or the relationship between Performance management and collective intelligence.

Academics' Perspectives

According to the interviewed academics, Performance Management is a continuous and systematic process which involves planning, measuring, monitoring and using data in order to make decisions. It also includes the understanding of an organization's results and the factors leading to those results, as well as the evaluation of employees' performance and their contribution to the organization's performance. The academics also emphasized the importance of aligning the organizational, departmental and individual levels within an organization, from the strategic vision and goals to the employee's assessment plans. Performance Management is also seen as a monolith, where all three levels are interrelated.

The 2013 key trends identified by academics are mainly focused on the Human Resources Management and include the development of standards for individual performance assessment, the heterogeneousness of the human capital within the organization, compensation and benefits systems and individual scorecards. Other trends refer to innovative tools or the increasing connection between studies and practices in the area of corporate governance.

From the academic perspective, research should focus on the definition of Performance Management itself, on KPIs usage, on the interaction between people and data, as well as on the relationship between organizational and inter-organizational performance.

The main challenges identified by the interviewed academics relate to designing the most appropriate performance measures, linking performance results to compensations, the lack of trained evaluators, skills gap within organizations and finding a good Performance Management system designer.

Some of the examples of best practice in the field offered by academics are Balanced Scorecard, 360 degrees evaluation, establishing clear goals and using Performance Management as a learning vehicle.

Finally, when it comes to developing educational programs, the interviewed academics considered that the following aspects should be taken into consideration: how to implement a Performance Management system, the link with Strategic Management, dynamic planning and the proper use of benchmarking tools.

Consultants' Perspectives

The interviewed consultants first wanted to eliminate all misunderstandings that might appear regarding the Performance Management definition. The first confusion is to perceive Enterprise Performance Management (EPM) as a CFO initiative that includes measurements for feedback. Another confusion relates to Performance Management as a strictly theoretical model. Putting these confusions aside, consultants see Performance Management as a whole practical process of planning, monitoring, evaluation and rewarding, designed to align the organization's levels to the overall strategy. It is also seen as an umbrella concept which includes both operational and financial information into a single framework. When it comes to the organization's different levels, the interviewed consultants mentioned the importance of alignment and the establishment of specific objectives and KPIs for each level.

What drives interest in Performance Management is, according to the consultants, the failure to accomplish the strategy, unfulfilled ROI, the need for a quick decision making process, broken budgeting process, along with a continuous need for efficiency and effectiveness.

When it comes to this year's key trends, the interviewed consultants mentioned the refining of Performance Management processes and models, the increased acceptance of the Strategy Map and Balanced Scorecard, the integration of EPM with Enterprise Risk Management, as well as Analytics embedded in EPM methods.

Measuring performance, creating simple Performance Management architectures, receiving the top management's support, preparing Performance Managers, along with the fear of change and the difficulties in selecting the right KPIs are the main challenges identified by consultants.

Concerning the aspects that should be emphasized more during educational programs, the consultants mentioned the development of right objectives and KPIs, the Human Resources Management, as well as different types of expenses (operational, strategic, risk mitigation and capital expenses).

Some of the issues that consultants have encountered regarding Performance Management are the misconceptions of specific terms and methods, the ambiguous assignment of performance monitoring tasks, as well as the usage of unsuitable theoretical approaches.

INTERVIEWS

The following interviews are alphabetically arranged with regards to the interviewee's surname within each of the three categories: Practitioners, Academics and Consultants.

Practitioners



Interviewee name: **Khalid Al Shonaifi**

Title: **Director, Strategic Planning, Strategy Management**

Organization: **Saudi Telecom Company**

Country: **Saudi Arabia**

Region: **Middle East**

> "Each level of the organization is linked to other, and contribute to it. The leaders should play a vital role in this relationship."

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

Performance Management has two sides. On the one hand, it means how well an organization did against the expectations, the objectives set. On the other hand, it refers to how much the individuals contribute to the overall team/company performance.

2. What drives interest in Performance Management?

One aspect that drives interest in Performance Management is represented by rewards, either monetary or others. Another aspect is self-esteem.

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

Each level of the organization is linked to other, and contribute to it. The leaders should play a vital role in this relationship.

4. What are the 2013 key trends in Performance Management from your point of view?

One key trend is represented by more stress on accountability.

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

An aspect that should be explored more is the best practice of linking benefits with performance for all employees within the organization.

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

One company that comes to my mind is Apple.

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

The main challenges are managing expectations and management practice for Performance Management.

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

The communication and change management should be improved.

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

From my point of view, consultancy firms are an example.

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

The aspects related to communication.

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

Managing politics and motivation can be considered limitations.

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

System & Quality monitoring of PM, so managers & employees feel exposed and have commitment to the Performance Management system.

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

The main achievement is accountability.



Practitioners



Interviewee name: **Bintu (Kenneth) Peter**

Title: **Supervisor Corporate Performance Reporting, M&E**

Organization: **Uganda Revenue Authority**

Country: **Uganda**

Continent: **Africa**

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

From my point of view, Performance Management is ensuring that goals are effectively and efficiently met at all different levels from the individual employees, departments, processes and other areas throughout the organization while ensuring that all the different levels are aligned in order to achieve the ultimate purpose of the organization.

It can further be the process by which organizations align their resources, systems and employees to strategic objectives and priorities.

2. What drives interest in Performance Management?

Most organizations are interested in Performance Management because it can help them align performance at all levels from the employee to the organization. In most cases, the lack of alignment keeps them from achieving the goals and delivering against their mandate. With this in mind, many organizations turn to Performance Management.

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

Usually, Performance Management at all these levels is done in distinct ways, yet it should be done together. So I believe Performance Management is very effective when aligned and connected all the way from the top, from the organizational level, and cascaded down to ensure that every employee in the organization knows how his particular role is aligned to the overall and how what he does affects the bigger picture. I believe such an alignment achieved in Performance Management contributes to the overall performance of the organization.

4. What are the 2013 key trends in Performance Management from your point of view?

From my point of view, I can say that most companies see Performance Management as aligned to the financial aspect. So more and more companies are mainly focusing on the bottom line, on the profitability, in terms of expenditure and getting revenue. They are so concentrated on the financial aspects and they forget that performance usually involves other aspects, like innovation. There is usually not enough attention paid to these aspects although they usually contribute a lot to the performance and the dynamic of the organization.

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

One of the areas I think that could be looked at is measuring very clearly how training, for example, helps increasing the performance of individuals. A lot of companies today are spending lots of money in trying to build up capacity, and this is hard to translate and monitor when it comes to how much they recover from this investment. So it would be interesting to know and to be able to say how performance is supposed to improve at this level, so that organizations would know how much they should invest in it, to be accountable for people who have been trained, in case they are not able to deliver as expected.

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

One company I'd recommend would be Barclays Bank. I've had the opportunity to look at their Performance Management and the way it's aligned is quite impressive. They structured their Performance Management system starting from the organizational level to all the other levels, and all the way to the very last employee, so at this point everyone knows how their particular role contributes to the overall performance. I think that this would be one company that gives a good picture of a Performance Management system.

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

Performance Management is not yet seen as important by many companies, and this is a big challenge, as they feel they can do well without it. In my country, many businesses start up, but they don't make it, because they usually focus just on bringing in money, and they rarely look at Performance Management. Most businesses in Uganda just look at the bottom line, they don't consider Performance Management as one of the critical factors that contribute to their success. It is all based on reliability, so for example when people are hired, it is assumed that they are productive just by looking at the number of hours worked, and this is not always accurate. Maybe this is also one of the reasons why our businesses have a very high mortality rate.

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

I believe the tools and processes could be simplified, so that even small and medium companies will be able to utilize them. As we can observe, Performance Management has usually been left to the bigger companies. However, small companies should be able to gradually grow and become big, so it's important to have simplified tools, for the developing companies to able to implement them. In this case, we would see many businesses succeeding because they can measure their performances throughout their life cycle, and when evolving the tools can be adjusted. Perhaps small and medium companies are unable to hire people with extensive knowledge of Performance Management and HR practices, as we see in big companies, so the tools should be simplified in order to ease their access.

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

I'd consider a best practice, and here I offer Barclays as an example again, when all the staff in the organization is involved in Performance Management, when all employees understand how it is implemented in different departments, when they understand that Performance Management is not just a management tool, but it is something that helps management to monitor performance, something which could also help them see the areas where they are not being thorough and show them where they can improve. I think these aspects represent effective Performance Management at all different levels, as the individuals will understand its purpose and this will become part of the organizational culture, so the employees will be able to embrace it and really utilize it in order to improve the performance of the organization.

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

I think people should be trained on the alignment aspect, in order to learn how to make the alignment and then how to set up objectives at different levels. Most of them have a problem with cascading, as you will find companies which, at the organizational level, have almost the exact measures as the ones established at a team level, so it doesn't come out clearly what the difference is in how the two of them contribute to the overall image.

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

The first limitation is the level of commitment, for example from management to people, as most employees feel that they are not behind all the process, as it is something that only management should know and managers should just say when they are performing or not.

Another limitation is that organizations right now are changing very quickly in order to catch up with the competition, to catch up with the environment and the different changes. The organizations are adapting, but Performance Management is not adapting as fast as the organizations do. Most organizations have improved their processes, their way of doing business and measuring performance, so a sort of disconnection appears, which also limits the proficiency of Performance Management.

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

One aspect would be just in time feedback. If people receive feedback on their performance as soon as possible, they can easily align to the overall image.

Then, I believe people should be deployed in terms of their strengths, and the Performance Management at individual level should emphasize these strengths and also identify their weaknesses.

Also, I believe that Performance Management should focus on the outcome. Most of the performance operations don't usually end up being well aligned throughout the organization because you find people performing very well, in terms of processes, but the outcomes are not getting better. So I think there should be a higher focus on the outcome, as opposed to the processes.

Lastly, I think there should be more coaching and mentoring from the senior staff. Different employees should be able to coach their immediate subordinates, as this usually helps not only in terms of knowledge and skills, but also in terms of improving people's attitudes. In this way, they could gain appreciation for Performance Management as a whole.

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

Currently, we are in a process of reviewing our Performance Management practices, because last year we noticed that we had so many individuals performing, but the organization as a whole did not perform as well. So now we are trying to make sure that we align our individuals' performance to the organizational performance, based on the idea that when people will perform outstandingly, then ideally the organization should be performing in the same line.

> "I believe Performance Management is very effective when aligned and connected all the way from the top, from the organizational level, and cascaded down to ensure that every employee in the organization knows how his particular role is aligned to the overall and how what he does affects the bigger picture."

When it comes to data from our performance reviews, for the last quarter we are seeing an improvement in the way we are performing and we hope we will be able to sustain that improvement across the rest of the year and the forthcoming years.

Practitioners



Interviewee name: **Vinod Kambrath**

Title: **Senior Strategic Planning Specialist, President's Office**

Organization: **Ashghal – Public Works Authority**

Country: **Qatar**

Region: **Middle East**

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

Whether the global economy slips into the second half of the "W shaped" curve or not, there is a clear signal for the managers of business enterprises to continue looking within to their organizations to ensure that their firms can live through and survive during crisis or in the dynamic market. With access to both equity and debt capital as well as other vital resources being under severe strain, the managers have to focus on "sweating" their assets more than ever before. Their stakeholders – capital providers, employees, customers etc. - have never been more nervous.

To tide through these challenging times, there are a number of management tools and measures that managers have at their disposal. To me, the major tool is "Performance Management". It is a must for assessing performance, improving operational efficiency and aligning employee behaviors.

My favorite quote is "Not everything that counts can be measured. Not everything that can be measured counts" - Albert Einstein.

2. What drives interest in Performance Management?

Today's business environment is more dynamic than ever, and to resist in this atmosphere, organizations needs to be agile, adaptable and efficient. The "bullet train" of time is moving ahead and if the organizations are not innovative, don't manage/monitor how they perform, don't have the ability to sense change and respond to it, or don't have the right systems in place to manage enterprise information, they will be left behind.

Performance Management has been at the forefront of academic research as the topic has been recognized as one of the critical success factors that distinguish a good firm from a bad one. The firms measure performance in the first instance in order to:

•Monitor and control;

•Drive improvement;

•Maximize the effectiveness of the improvement effort;

•Achieve alignment with organizational goals and objectives;

•Reward and discipline.

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

All organizations measure performance to some extent. However, there is a large disparity among organizations in terms of which performance measures are used with a majority of them traditionally focusing on financial measures. There has however been a general move away from financial measurement since the early 1980's. This was accelerated in the 1990's and 2000's by the worldwide acceptance of "business excellence models" and performance measurement frameworks that address all stakeholders' needs.

One of the hallmarks of leading-edge organizations - be they public or private - has been a structured approach towards and successful application of performance measurement to gain insight into, and make judgments about the organization and the effectiveness and efficiency of its programs, processes and people. However, leading organizations do not stop at the gathering and analysis of performance data; rather, these organizations use performance measurement to drive improvements and successfully translate strategy into action. The line of sight between individual, department, organization and to the National strategy will be evident and clear. Having a good Performance Management system means that each person will have goals and measures that are linked directly to the organization's strategy. The process of developing individual measures starts by taking the strategy of the organization and cascading the strategic objectives down through the diverse departments. Once managers of the different departments have set their goals and objectives, each person in the department should be assisted by means of a co-operative goal setting session to set his or her goals and the associate measures.

Performance standards serve as the "Yardstick" to evaluate how well employees have achieved each objective.

4. What are the 2013 key trends in Performance Management from your point of view?

•Linking National strategy to the employees;

•Applying technology for Performance Management simulation;

•Risk based Performance Management;

•Agile methods and practices;

•Business Intelligence & Performance Management (BIPM) solutions;

•Merging PMO's and strategy management offices.

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

Even though there are various studies and papers produced on this topic, I believe there should be more research on:

•The cultural aspect;

•The organizational readiness aspect;

•What measures to choose, why, and how to use them - what to do with the results;

•How well did the organizations who adopted good Performance Management discipline performed during the crisis and how well they are performing now;

•The technological aspect;

•The cost and benefits of adapting Performance Management;

•The Balanced Scorecard is a very popular tool, but how are organizations actually using it in practice? Does it deliver the benefits claimed for it?

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

•Qatar Steel;

•Abu Dhabi Government;

•Ashghal, Qatar;

•Techmahindra, India;

•Infosys.

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

The challenge for most organizations today is how to match and align their performance measures with business strategy, structures and corporate culture, the type and number of measures to use, the balance between the merits and costs of introducing these measures, and how to deploy the measures so that the results are used and acted upon.

Another challenge would be the management of selected KPIs. Whatever the theory is, the reality is that no one wants to be measured and, hence, getting the right data for these metrics becomes another hurdle. I would also add that, being in this technology era, if we are not using the right software, we will end up spending more time and money with no real value to business and decision makers.

> "To me, the major tool is Performance Management. It is a must for assessing performance, improving operational efficiency and aligning employee behaviors."

When it comes to managing their performance, it's not just Gen Y, employees of every generation have shifted from being passive recipients to active agents and want more involvement, more accountability and more transparency. Paradigm shifts in roles of managers and senior executives.

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

•Conflicting nature of performance dimensions such as long-term growth and short-term profitability;

•The balance between the non-financial as well as financial performance indicators;

•Performance measurement systems must be used for more than compiling data. They should provide decision makers at all levels as well as timely, relevant and concise information to assess progress toward achieving predetermined goals;

•Performance evaluations and rewards need to be tied to specific measures of success, by linking financial and non-financial incentives directly to performance;

•Need to introduce agile and lean processes;

•Awareness of technology usage.

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

Decision making is an ongoing process in every organization and to answer the questions related to any kind of strategic decision making i.e. – what, where, how, when and why, an organization must have a Performance Management system that aids such decision making.

Such a system should cover the following areas:

•The planning, control and reporting cycle;

•Enables decision making;

•Promotes accountability;

•Allows for organizational learning and

improvement;

•Optimizes investments;

•Provides means of performance comparison.

Performance Management not only helps the management with various kinds of decisions that affect the organization operations but also enables stakeholder satisfaction, thereby ensuring that they keep supporting the organization/business.

Effective communication with employees, process owners, customers and stakeholders is vital to the successful development and deployment of Performance Management.

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

•Its linkage to organization strategy, employee performance, rewards and recognition;

•Selection criteria, right measures and tools;

•Soft skills on Performance Management implementation;

•Usage of technology;

•Shift in focus from process to outcomes;

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

To me, we can't identify such a limit. Practitioners should ensure that the necessary senior management leadership and support through articulating the organizational strategy, its objectives and its alignment to Performance Management are in place. Practitioners need to give more prominence to social, cross-national and cultural aspects.

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

The Balanced Scorecard (BSC) is the most widely applied Performance Management framework today. Unlike earlier systems, the BSC measures performance across a number of different perspectives—a financial perspective, a customer perspective, an internal business process perspective, and an innovation and learning perspective. Through the use of the various perspectives, the BSC captures both leading and lagging performance measures, thereby providing a more "balanced" view of the company's performance.

Performance Management can be seen as a means of getting better results from organizations and teams by understanding and managing performance within an agreed framework of planned goals, standards and attributes. Whether or not companies use the tailored Performance Management systems or the BSC approach, the effectiveness of the system depends on how well it is utilized and managed within an organization.

•A conceptual framework is needed for the performance measurement and management System;

•Accountability for results must be clearly assigned and well understood;

•Performance measurement systems should be positive, not punitive;

•Results and progress toward program commitments should be openly shared with the employees, customers and stakeholders.

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

By putting in place the right performance measures we were able to take the right decisions on areas that we couldn't do before. Also, it helps us in focusing on the future and to execute our programs in an efficient and effective manner.

Practitioners



Interviewee name: **Nicolás Morales**

Title: **Strategy, Planning, and Performance Management Senior Specialist**

Organization: **SAP Global Marketing – Ecosystem & Routes**

Country: **Argentina**

Continent: **South America**

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

Performance Management (PM) is about helping the company run better. PM is about:

a) Aligning execution with core strategic initiatives;

b) Increase the companies' capabilities to deliver consistent and predictable outcomes to their stakeholders and, at the same time, improve effectiveness by the adoption and/or creation of best practices.

2. What drives interest in Performance Management?

Here, we have two different types of interest, from the supplier (companies) and demand (employees/ professionals).

From the suppliers' perspective the interest is about being effective in translating corporate strategy into actionable goals and to deliver against them. But this is not new at all, it has been here for centuries, since capitalism started. The new approach that makes PM an independent area is the recognition that when running a large business you need someone with a holistic approach from planning through execution and later on in optimization. It's also the recognition of the need of collaboration of the different companies' departments. Great performance in each of the departments does not equal to extraordinary achievements for the company. In order to make that happen you need a streamlined organization with objectives and strategies that are not in conflict among the different areas.

From a demand perspective the interest is about influencing. You, even as an analyst, can tell, recommend and raise questions. Important questions. You are constantly surrounded and in touch with the Key Players in your organization. You have the information about the issues and the connections. If you are smart enough you will build a plan and try to sell it to prove your value.

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

The answer will truly be changed depending on the size and the type of the organization. The bigger and the more vertical the organization is the weaker those links will be. This is partially due to the fact that in large organizations you will have interest in conflict from one department to another and, on the other hand, first-hand information is more difficult to obtain. In small organizations the issues of each department are easy to see and the alignment of departments is much easier to achieve. Changes are also easier to be made and reverse in small organizations.

4. What are the 2013 key trends in Performance Management from your point of view?

Problems and opportunities in Performance Management are highly linked to IT trends. A long time ago, the main issue of any decision was not having enough data, nowadays it's completely the opposite. You have Terabytes of information that have the potential to influence the performance of any particular business or area. Big Data is the key issue and opportunity in our business, going through tons of information and finding the right answers will make the difference. The key topic are about time and information. Insights and decisions need to be fast, and once it's fast you need it to be faster. How real time analytics impacts Performance Management is another thing that needs to be evaluated.

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

This is a tough one. Performance Management is a discipline that nurtured from lots of different sources. You can find useful information in almost any paper or analysis that you read. From IT, project management, economics, marketing, HR, to name my personal Top 5. For that reason, I think that what we need is a sort of "freakonomics" approach to PM where we make PM about PM in the key industries, or departments to have an approach that integrates all those different bodies of knowledge.

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

I think that the most competitive environment is in technology related areas. The ones that I would select to analyze are Samsung, SAP and Kickstarter. Samsung, because in the last 5 years it has become a key player in most of the key electronic devices, SAP for the transformation that is making from a Big ERP company just for big companies to be heavily focused on Innovation products like Cloud and Big data. Kickstarter because it was capable to understand entrepreneurs' problems and come with a new disruptive solution in the financial industry.

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

Besides the key trends mentioned (the impact in PM of Big Data and Real Time Analytics) from a practical point of view, the other challenge is to differentiate Performance Management from Controlling and Reporting. In many companies those three positions are confused.

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

One thing that's sometimes frustrating is about confidential information. PM feeds from tons of different sources of information, most of them confidential because of different reasons. These restrictions about systems access should be reviewed in many companies to adapt to the new environment.

> "Great performance in each of the departments does not equal to extraordinary achievements for the company. In order to make that happen you need a streamlined organization…"

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

Best practices are everywhere. It's just a matter to sit down, observe, ask, analyze and see how you can apply this to your department, to other countries or how you can leverage those efforts. The best practice for me is to meet people, see what they do, ask why they do it and see if it can be improved or adapted for your benefit.

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

I know that it will be somehow boring but for me it's important to emphasize Statistics and Econometrics. To that I would add work on problem solving skills.

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

PM should take a similar path like the one taken by Project Management in order to unify the approach and the body of knowledge necessary to be recognized as a professional.

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

We already have a good picture of our main KPIs and we can have a nice looking dashboard. We gained our key stakeholders' trust though thorough analysis and suggested a couple of corrective measures. Now we need to go a step further into optimization. There are way too many ways to dissect the information, too many sources and sometimes limited knowledge about the interaction or correlation between them. This is what we need to address.

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

According to my perspective, PM success is quite difficult to tell, since success is proven by execution and PM practitioners are not responsible for that. For me, successful value of PM is proven by a change in terms of strategy or the company' s adoption of a best practice. I think that the main achievement is about the usage of Advanced Analytics, not only in the execution phase with customer roadmaps but also throughout the whole planning cycle.



Practitioners



Interviewee name: **Paolo Panza**

Title: **Performance Manager**

Organization: **Ericsson Network Services**

Country: **Italy**

Continent: **Europe**

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

Performance Management (PM) has to provide to the managers of the company, not necessarily to ICT managers only, the information to take decisions.

2. What drives interest in Performance Management?

PM must identify the Key Performance Indicators (KPIs) required by the objectives of the company. PM should use methods and models agreed between the parties: who is "measured" and who measures. PM must perform the setup and the monitoring of KPIs. PM needs to improve the internal processes of the company, or between customer and supplier, for example in an outsourcing contract.

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

Depending on the company's size and organization, PM must clarify the cooperation among the actors that participate to the KPI measurement. For example in ICT KPIs must look at ITIL best practice, realizing simple processes or procedural behaviors to match and harmonize the communications between the actors. We can imagine PM like a Project Management Office present in the company in the department with strategic functions (relational or Internet like connections).

4. What are the 2013 key trends in Performance Management from your point of view?

PM must consolidate its function in the company by getting recognition of its role in decision making processes. To obtain this, PM must standardize the main functions of KPIs process: setup and monitoring.

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

BIG DATA and ICT KPIs (not only) must be explored. In particular I'd like to explore the automation of KPI production and the construction of algorithms to perform correlations between the KPIs and the setting or self-correcting of Service Level Agreement (SLA) if defined. A good cooperation with universities must be settled.

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

I think that today there are few companies that use Performance Management to build ICT projects with less human discretion. In particular during the cost-benefit analysis of an ICT project there is no adequate quantitative control: I invest X money to have Y performance improvements or Z cost reduction. Still too many companies talk about SLA and not KPI method. We need to pay attention to the companies that deal with KPIs but in reality these companies have jurisdiction only of SLA.

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

For ICT PM the main challenge is to persuade ICT managers that it is important to govern the ICT processes and projects with KPIs, not only with specific ICT KPIs (direct ones) but also with business e2e KPIs (indirect ones). These KPIs must be produced automatically by ICT systems with minimal human post processing. ICT managers need to accept the challenge of being measured with these kinds of KPIs.

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

N/A

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

PM best practice is to standardize the KPI production and monitoring, addressing properly the loss of performance to the KPIs owners, activating quickly the decision for improvement plans.

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

Performance Management produces KPIs technical measures to allow people to talk to each other. If KPIs are correctly used and on time, they reduce conflict because they clarify the responsibilities and the consequent actions. KPIs are a very powerful method, not only a tool to accelerate decisions to reach or modify rapidly business objectives.

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

I think that cultural constraints and the natural law of inertia are the principal limits that reduce the achievement of the objectives or introduce a serious delay, thereby jeopardizing the objectives themselves.

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

PM has an important role during a setup of an ICT environment or a transformation. It is fundamental to govern ICT projects through quantitative indicators outside of ambiguous interpretations of the actors participating in the ICT projects.

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

The governance of outsourcing contracts in the different phases of the project through KPI methods has allowed to properly define the goal of the activities, to monitor the trends of the quality of services, identifying the process and organizational weaknesses.

> "Performance Management must consolidate its function in the company by getting recognition of its role in decision making processes."

Practitioners



Interviewee name: **Luana Patacconi**

Title: **Organisational Development Manager**

Organization: **European Space Agency**

Country: **Netherlands**

Continent: **Europe**

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

I think that Performance Management is becoming an area of emerging interest, in particular considering the economic situation of the contributors which has an impact in terms of funds availability and requires a more and more careful management.

Performance Management is a known discipline in our organization. It has been introduced by identifying some indicators to provide our contributors with information related to the strategic achievements of our Agency.

The challenge that I still see for Performance Management to exploit all its potentials is the culture change: from being perceived as a methodological exercise/tool for judgment to being seen as a practical tool for management being part of the daily life by providing a better awareness, improving communication and supporting decisions.

2. What drives interest in Performance Management?

The Agency has made in the past years quite a progress in formalising the internal processes and related responsibility. Setting up Performance Management is a natural step in order to increase process efficiency and accountability. In this respect, we are proposing to introduce more extensively Performance Management within our organization by starting from corporate functions such as Procurement, where the process is spread out among the entire organization. The aim is to provide the KPI owners with some practical information and tools (scorecards and dashboards) to support and enhance management decision making and alignment with strategy.

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

A consistent Performance Management framework ensures that once the strategic objectives are defined they are cascaded to the departmental and individual levels. In such a framework, the communication is enhanced and people's behaviour at the various levels of the organization are aligned with the strategy. The implementation of a framework like this is a key ingredient for a successful organization.

4. What are the 2013 key trends in Performance Management from your point of view?

Performance Management is a discipline that is becoming more and more mature. It is about providing concrete tools to measure progress, achieve results and to be successful. The research activities in this field, like yours, further support the development, concrete application and value added of such a discipline.

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

Navigating your resources, we paid attention to the SMART objectives definition. The objective definition itself is not an easy task and it becomes even more difficult when we come to define an objective with the same standard terminology and understanding and the KPIs and targets have to be set. That would be an area to be more explored and documented in order to provide more concrete examples to users who face the challenge of implementing this new discipline for the first time.

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

In terms of government and international organizations, I think that there are lots of opportunities to grow. In the public sector, the concept of performance is most of the times associated with the concept of judgment. I've seen several government organizations, when I was working in consulting, which had issues with measurement, feeling that an unique activity is difficult to be assessed. To overcome this culture of uniqueness, it might be interesting to see whether there are some good practices that can be shown as an example, providing a good insight for the remaining organizations.

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

I see data gathering as one of the main challenges, along with the clear definition of responsibilities about a KPI.

To be more specific, with regards to the data gathering, once we define what we need to measure, the challenge that we immediately face is the one of not having the underlying data available/ready. When this happens, the lead time to concretely activate the KPI might become long and a lack of interest might appear, as Performance Management might be perceived as an activity which is more methodological than practical. In this case, our approach is trying to identify among all the KPIs that emerge a few that eventually can be immediately activated as a quick win, always keeping in mind what is relevant to measure and not what is simply available.

The second challenge that I see is the KPIs' responsibilities definition, especially for those corporate processes that are spread out throughout the overall organization. This challenge can be overcome by clearly defining which part of the KPIs is responsibility of whom among the overall process in order to achieve the final result, and also to engage a larger and wider group of stakeholders to focus on the common expected outcome.

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

The target setting process is not an easy one, especially when establishing new KPIs. It would be useful to have more concrete examples of target setting that overcomes the typical issues connected with it.

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

For any organizations, I would consider a best practice having all the top executives on board, engaged, and being the ones sponsoring such a culture. This would make much easier for the overall organization to accept the model as a normal modus operandi, and therefore it would allow a smoother practical introduction of the tools into the daily working life.

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

I think it would be interesting to explore more the KPI balancing, used to avoid that KPIs are set by looking only at one

> "The challenge that I still see for Performance Management to exploit all its potentials is the culture change: from being perceived as a methodological exercise/tool for judgment to being seen as a practical tool for management…"

component, without considering the overall picture. This risk is there when setting KPIs, especially at the operational level. There might be too much focus on a specific aspect bringing benefits only to one organizational unit without enough balance of the different needs to achieve the final outcome. Therefore, more insights about the balancing techniques in practice and more examples of how to balance the possible KPIs in different corporate areas like Procurement, Finance or HR would be an asset.

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

Well, the limit that I see is the limit that the organizational context might set to the implementation of the full Performance Management discipline and approach and this comes from the maturity knowledge within the organization. Therefore, creating a common ground by promoting awareness sessions to have a common language and understanding is in my view a pre-requisite to the introduction of such a discipline.

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

I would say: top management involvement and sponsorship, formal recognition of this function within the organization, structured approach and methodology in place to govern the overall Performance Management framework and culture development initiatives to boost the real adoption of such a discipline.

13. Which are the recent achievements in generating value as a result of Performance Management in your organization?

I consider a first important achievement the interest and attention we are receiving by Management and the availability to engage themselves in conducting a first KPI selection workshop within one of our corporate functions.

Practitioners



Interviewee name: **Maria Elena Sanz Ibarra**

Title: **HR Director**

Organization: **Ministry of Transportation and Telecommunications**

Country: **Chile**

Continent: **South America**

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

Performance Management for me is a key process in people management, as it makes it possible to align people's performance with short and long term organizational goals.

2. What drives interest in Performance Management?

The elements that drive interest in Performance Management are the following: the organizational need to have formal systems and processes to ensure the achievement of short and long term organizational goals and the employees' need to have a clear vision on how they can contribute to the organizational strategy.

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

Performance Management is a key element for organizations today since business, the markets and also the relations with stakeholders are immersed in global and changing environments that move really fast. Today organizations need to focus on the short term strategy while re-thinking the long term one continuously. The process of strategy planning must be continuously reviewed on year term basis and the link with Performance Management is key (1) at organizational level in order to deploy strategy in long term goals, (2) at departmental level to set priorities intra- and inter- business units avoiding silos and (3) at individual level, to have a clear sense of contribution.

4. What are the 2013 key trends in Performance Management from your point of view?

Bottom up and co-creation by implementing collaborative processes in the definition of goals and initiatives.

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

How 2.0 technologies make that need of co-creation possible in big organizations.

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

Ministerio de transportes y telecomunicaciones (Ministry of Transportation and Telecommunications – editor's note) of Chile has a very good practice in how strategic planning and Performance Management are helping to the modernization of a public institution. The co-creation in the strategic planning process has been a pillar in the modernization and transformation process of the institution.

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

A challenge is considering the value of collective intelligence.

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

- How to share vision, values and strategy to build a shared set of targets that would help to align organizational, departmental and individual performance.
- Monetary and emotional salary also must be taken in consideration.

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

An example of good practice is improving the emotional salary strategies.

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

- Performance Management and leadership;
- Performance Management and collective

intelligence;

•Performance Management and emotional salary.

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

The only limit is the organizational barriers to change and the traditional structures. This can be solved by moving to new organizational models based on networks and knowledge.

> "Performance Management is a key element for organizations today."

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

Strategy, performance, engagement, collective intelligence, co-creation and emotional salary.

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

Performance Management has been a key pillar in the modernization and transformation process that the organization is facing, where knowledge and people contribution play a key role.

Practitioners



Interviewee name: **Murukappan Subramaniam**

Title: **Director**

Organization: **Malaysian Communication Multimedia Commission**

Country: **Malaysia**

Continent: **Asia**

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

Ensuring objectives are met in the most efficient and effective manner, Performance Management measures performance of an employee, department, organization as a whole, and even products and services.

2. What drives interest in Performance Management?

Some of the factors that drive interest in Performance Management are: the ability to operate efficiently, increasing productivity in personnel, process improvement and development needs of the individuals and for the organization.

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

Individual performance is typically self-centric, while the organizational and departmental levels are more collective and cooperative. Though this may not be the case for certain organizations as they may work in silos and only safeguard their department.

4. What are the 2013 key trends in Performance Management from your point of view?

The most evident and noticeable key trends in 2013 for Performance Management are sustainability measures and energy efficiency (green technology). Companies are measuring progress in core sustainability strategies and green technology in order to sustain in the long-run, in order to cut-back costs in energy/utility consumption, while maximizing its positive impact in operations.

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

Monitoring Performance Management is an aspect that should be explored more through research. Monitoring in itself is a rigorous process, but the surveying of one's company, departments, and individuals' performance requires a certain force. Monitoring does not only entails monitor, but also demands critical feedback and communications between personnel, in the form of rewards, praise or constructive criticism. These 'feedbacks' and communications must be researched thoroughly in order for Performance Managers to better engage stakeholders and personnel professionally and aptly. It is also imperative to explore other avenues of monitoring, for the sake of the company (online, live-updates, and/or other ways that may improve monitoring performance).

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

In my humble opinion, I would recommend Ford Motors from the USA due to their robust approach in overall management (manufacturing operations, finances and also human capital challenges with strong labor union encounters). They faced all these challenges while going through an economy in distress and the automotive industry at rock-bottom; all these without a single dime from the US government's TARP funds in 2008, contrast to their Detroit counterparts like Chrysler and GM. Their relentless pursuit of performance while facing countless obstacles was commendable. Though their financial returns weren't stellar, it is still laudable how they managed the situation and yet continued to anticipate such measures as we speak for the longest run.

7. What are the main challenges of Performance Management in practice today?

Some of the challenges that may pose threat to Performance Management in practice today are:

- Lack of integration and communication support. Without integration, no Performance Management System can succeed on its own. Synergy must be formed between key personnel and performance managers, in order for the strategic objectives to be harmonized.

- Incompetence is also a challenge that needs to be rectified, as those involved in the Performance Management process must possess the appropriate knowledge,

> "Without integration, no Performance Management system can succeed on its own. Synergy must be formed between key personnel and performance managers, in order for the strategic objectives to be harmonized."

expertise and attitude. Lack of any of these characteristics may lead to a disaster.

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

Software or automation systems for Performance Management tools and processes should be improved for a better facilitation, accelerated processes and attentive monitoring of Performance Management.

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

I would consider timeliness as the best practice in Performance Management. Timeliness represents structure and appropriate deliverables of the related output.

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

Implementation is one of the aspects in Performance Measurement that should be emphasized during educational programs. This is very important as it exhibits a transformation. Some of the facets of this educational program would include:

a) Communication (managing constant feedbacks and handling reproaches);

b) Adapting to the transformation and/or managing resistance;

c) Time Management (for timely deliverables and structured implementations);

d) Cost Management (managing operations with the capacity given – e.g. Human Capital and/or Finances – and develop measures that address the cost-effectiveness on specific objectives).

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

The most evident ones are human capital limitations (lack of manpower or technical/ knowledge in Performance Management), finances (minimal budget) and time restrictions.

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

Planning, Reporting, Integration, Responsive, Review, Rewards.

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

a) Utilizing resources in the most efficient manner;

b) Identifying value generating initiatives;

c) Improved employee engagement and employee performance (increased in productivity);

d)Understanding the concept of Performance Management meticulously in itself is a value.

Practitioners



Interviewee name: **Richard Tordjaman**

Title: **Strategic Advisor Business IT**

Organization: **Desjardins**

Country: **Canada**

Continent: **North America**

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

It means supporting the organization by giving the real picture about the current condition and providing a good view of the target to follow for reaching corporate vision.

2. What drives interest in Performance Management?

The drivers are: we want to be informed, we want to get something tangible as baseline and measures and we want to be able to take action and not only reconcile situation.

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

Performance Management is the business of everybody and every day. It gives us reasons to do what we do and drives our focus on what is important. We are all part of the process and as it, we own a bit of it.

4. What are the 2013 key trends in Performance Management from your point of view?

Try to make people understand that Performance Management is a tool toward continuous improvement process and not a simple dashboard.

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

It should be explored more through research as a mean to leverage HR and competitive avenue.

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

I would recommend to look at selling companies and governance department from UK, from the public sector, as London City Hall.

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

Main challenges are focusing on the right thing and not only to report numbers. Then the target is to demonstrate the "what's in it for me" and how it is a strength.

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

Performance Management tools and processes should have a life cycle and reinforce action plan with concrete results and benefits.

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

Continuous improvement and the "Plan Do Study Act" cycle combined with the DMAIC.

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

See the Balanced Scorecard from Kaplan and Norton.

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

The management staff itself, they do not see all the opportunities in this kind of practices.

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

Dashboard, KPI, forecast and variation.

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

An action plan process has been started and targets have been established.

> "Performance Management gives us reasons to do what we do and drives our focus on what is important."

Academic



Interviewee name: **Carmine Bianchi**

Title: **Full Professor of Business & Public Management**

Organization: **University of Palermo**

Country: **Italy**

Continent: **Europe**

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

To me, Performance Management is, first of all, understanding the results of an organization, secondly understanding the factors impacting on results, thirdly understanding the levels on which it is possible to act in order to influence the factors that affect the results and also understanding how the results will affect future performance. Of course, this is not a mechanistic activity, so it is not only about making calculations, there is an organization behind this concept, there is a responsibility about performance measures. So when you ask me about Performance Management, in my mind there is the Performance Management cycle, starting from the definition of objectives, not only at the operational level, but primarily starting from a strategic point of view, then there is the definition of actions and performance indicators, the implementation, the responsibilities assigned to the people in order to be able to understand how each area will contribute to the final results and then monitoring in progress and ex-post, after the implementation, the results. So that's primarily Performance Management.

What I don't include, something which is often considered as Performance Management, is external reporting. It is very important for an organization to communicate to external parties the performance results, like reporting about intellectual capital or social capital, but it is not primarily Performance Management, this is about the transparency of the organization. It facilitates the implementation of Performance Management, but it is not purely Performance Management.

2. What drives interest in Performance Management?

Let's first of all make a distinction between the different patterns I envisage about the interest in performance management in private and public sector organizations. There is, of course, a historical interest in using performance management systems into private sector organizations, mainly in businesses. The Balanced Scorecard is a typical example of Performance Management application, tool and approach that was primarily used in private sector organizations. In my opinion, the reason why people are interested in Performance Management is to generate some kind of value added to the planning and control systems, i.e.: those traditional, conventional planning and control systems that businesses still have. These planning and control systems are focused on the measurement of only or primarily financial values, not the non-financial values. So the interest in the area of businesses is related to the lack of flexibility of conventional planning and control systems focused on financial values to measure what actually drives performance, which are usually non-financial indicators. This is what, to me, drives interest in Performance Management on the business point of view.

Today, in my perception, there is a rising interest in Performance Management also in the public sector. From this perspective, as I have seen in the last ten years, I can say I am surprised by the fact that Performance Management is becoming a buzzword, in the public sector and in the public opinion, rather than a means to help an organization understanding how it can generate the desired outcomes for the achievement of which it exists. There is a sort of abuse of Performance Management as a term: I think people often don't understand properly what really Performance Management is. *Doing more with less* is a typical slogan that has been used in many governments in the last decade. There is an interest to pursue efficiency and effectiveness at the same time, and to use proper tools. Concerning this, what I am going to say maybe is quite strong, but this is what I perceive: regarding the reason for using performance management in the public sector, the public interest tends to be shifted towards the means, rather than the ends. I mean the focus is primarily on the tools that might allow different stakeholders in a society to *control* from outside a public sector organization. The interest is very much focused on compliance, on reporting, on transparency. But in my opinion, in the public sector, there is not a corresponding strong interest about the possibility to have internal drivers of change inside public sector organization. I mean: to staff such organizations with good analysts, good people who can support the line functions in different steps of the Performance Management cycle.

So, the dynamics I can see in the public sector, particularly in Italy (as I live in Italy - though at the moment I'm in the USA - but I see similar dynamics sometimes also in other countries), it's quite different from the dynamics that it is possible to see in the private sector. In the public sector, the effect of this strange focus is the fact that organizations tend to accumulate huge amounts of data, and then they have difficulties in using it. So why do they have these difficulties? Because there is not a focus on design, and because, in my opinion, the driving forces are not genuinely working towards the possibility to help an organization to get better, to improve, so it's like a control, not really a way to be interested in improving the organization. This is originated by the fact that it is probably implied that organizations hold the necessary skills to design and implement a good Performance Management system. But this is not granted at all – particularly in the public sector – due to the big cultural, knowledge and organizational gaps that such institutions have in this field.

3. What are your thoughts on the relationship between Performance

Management at organizational, departmental and individual level?

Performance Management is not something that can be seen as a monolith, as one single block, because at the very end Performance Management is the *management of an organization's performance*; and, to achieve organizational performance, the departments – and inside departments, the groups and individuals – should understand their own role.

Concerning this, we have to take two aspects into consideration. My thought is that the three levels are deeply interrelated to each other, and there should be a consequential relationship between them. I would even add another level before the organizational, which is the inter-organizational one, meaning that both the public and private sector organizations today must also see their own performance related to the territory. So, the question is: "to what extent is my organization contributing to the results, to the performance of the territory where I operate?" and "to what extent and how can the territory's performance feedback on my organization's performance?". So this relation, seeing also the inter-organizational and the territorial performance, is very, very strong, particularly for public sector organizations. A municipality cannot, in my opinion, evaluate and manage its own performance by only considering the institutional results, i.e. the results of the municipality, since the institution converges into a territory. So it is very simplistic to say that in order to establish a financial equilibrium, which is of course very important for a municipality, a wise policy is to simply and irrationally cut a number of expenditures, without considering the negative effects that this might generate into the territory. Furthermore, it is simplistic to only focus on the financial results of a Municipality, since often these measures are not able to gauge the outcomes of the municipal services on the territory. Generating poor outcomes on the territory due to irrational spending reviews, may lead in the long term to more financial problems for a Municipality. I believe this is an important cause underlying the vicious circle where a number of local governments I know are struggling today. Detecting such vicious circles and finding the proper levers to counteract them is an important part of the learning process underling performance management.

So, the first thought is that the institutional, i.e. organizational, performance is very important as a synthetic measure of performance. This level should be considered as related to an inter-organizational or territorial performance.

I give you an example of the relevance of this issue also concerning enterprises: as an entrepreneur, I can do very well on the financial and competitive points of view for my business, but at the same time I may pollute the environment, the territory, I pollute the rivers, I am always exploiting the local labor force. Is my performance going well? Probably, in a proper evaluation of my performance I should consider that in the long run this way of managing the company will generate problems, will contribute to reducing the social capital in the territory and this, sooner or later, will feedback negatively into my performance. It's just a matter of time. So this kind of analysis cannot be a static one, it should be articulated in both space (so an organizational vs. inter-organizational or territorial dimension) and time, as when we adopt broader system boundaries in our analysis, we can get a better perspective of the time variable, which is really essential in managing and in assessing performance.

My specific thoughts about the relationships between organizational, departmental and individual levels are the following: there are two dichotomous perspectives in order to design a Performance Management system. In my opinion, one is top-down, the other one is bottom-up. If I want to understand how each part of the institution will contribute to the organizational results, there are two possibilities: starting from the bottom in analyzing what each individual does, then grouping these activities into departmental or intradepartmental activities and then understanding how the department contributes to the organization's performance. I have respect towards such an approach, which I call as bottom-up, but I don't believe that this approach is very productive, particularly when an organization doesn't have experience and an established Performance Management system, or when the organization is very large – I'm thinking about a number of public sector organizations particularly. I would describe this relation not as if you put commas or dashes between the three elements, organizational, departmental, individual, but if you would put arrows. I would put arrows from left to right, organizational vs. departmental vs. maybe intra-departmental groups in a department, and then individuals. This goes to the need to understand how strategic goals at organizational level can be articulated into lower level goals, so how each department with specific objectives will contribute to them, how to measure them, which actions will be taken, what each department will have to produce. In order to develop a viable action plan at an aggregated level into a department, it is needed to envisage how each lower level in the organization will contribute. Analyzing performance and articulating it from organizational to departmental and to the bottom, i.e. at an individual level, is not that easy when the object of an organization is not producing shoes, but it's delivering services. This

"I would add another level before the organizational, which is the inter-organizational one, meaning that […] organizations today must also see their own performance related to the territory. So, the question is: "to what extent is my organization contributing to the […] performance of the territory where I operate?" and "to what extent and how can the territory's performance feedback on my organization's performance?"

is particularly true for public services, where the problem of linking different components of the organization (back and front offices) is a key for producing a viable action plan. Very often, in the public sector, back office units operate in a far remote environment from the delivery of service to the users. So the way through which Performance Management system designers should have to implement such a sequential analysis, organizational -> departmental -> individual, should be once more from top to bottom, from the synthesis to detail, otherwise it might be an asymmetrical analysis.

I have a last thought concerning this point: when you mention the individual level, you give for granted that each individual in an organization at all levels must be accountable for his or her contribution to the overall performance, and that's fine for me. But when formal Performance Management systems are established, particularly when you pretend to measure the performance of the individuals who are operating at the very bottom levels of an organization, it becomes quite hard or illusory to use the same performance management metrics for them. I want to be very straight with a very simple example about this: using performance indicators to measure the performance of a car driver is illusory. Here what is needed is more a qualitative analysis, i.e. a description of how the car driver has to behave and actually behaves. Therefore, I think that the performance management/measurement metrics can be properly used if applied to individual performance at management or middle management level. In the public sector, for instance, I would apply it to the first three organizational levels in a department, and therefore to all the managers and direct collaborators operating in the three

departmental levels. When it comes that the performance of a gate keeper or a car driver in a department is evaluated, is it realistic to adopt the same kind of system or metrics that we have for the upper levels of the organization? We should use different metrics. Probably this is a different field from Performance Management. It's understanding what kind of behavior the person should have to adopt and how to motivate individuals and communicate with them. Of course, this is also common to the other levels of an organization. But here it's hard to find a direct link from individual to organizational performance. Maybe also in the lowest levels of an organization we might also have the possibility to identify some kind of measures. But it would be very hard to include such measures into a broader organizational performance management system. The more one goes in detail through the organizational chart, the harder it becomes applying the same logic of Performance Management to individuals who just have a very operational task. When you have a very low employee level, the metrics and the logic of Performance Management can be borrowed, but not applied in the same way they are applied for managers and middle managers. I see very often in public sector organizations very risky, very dangerous approaches which try to measure everything and they actually measure nothing, as they gather a very chaotic mass of data, and the final result is bureaucratization of the Performance Management system, so it's mismanagement.

4. What are the 2013 key trends in Performance Management?

Well, in my perception, an important trend is linking the different elements of the Performance Management cycle. In my opinion today there is an overemphasis on the transparency of organizational results towards stakeholders, i.e. only on the last segment of the performance management cycle. When an organization does not have a viable Performance Management system, it's hard to make results transparent. Results transparency is not only the availability of information on the services provided, but it is also related to the possibility that an organization is able to identify how to modify actions to improve results, as claimed by stakeholders.

But if we want to consider the genuine term of Performance Management, I see a key trend on understanding how an organization is able to contribute, not only to generate financial results, but also to generate value for the territory, as I said before. This is another key trend, which can be found actually in the system, in nowadays life, so there is a trend regarding the measurement and the management of results, of performance regarding intellectual capital for instance. This is not a new phenomenon actually, but in general social reporting is a very important trend.

Another trend I envisage is related to the possibility to connect to Performance Management intended as information system (only oriented on accounting measures), to the other components of Performance Management, i.e. the organizational and the strategic one. So we have different aspects of performance that should be taken into account.

This issue also leads to the discussion of the functional role of the performance management unit. Very often, in organizations it's hard to understand that such unit should have to take a staff position. So, understanding the role of the staff of the analysts, of those people who design Performance Management system is another key trend which should be taken into account. If you consider, for instance, the relatively recent reform we had in Performance Management in the public sector in Italy, there is no emphasis about this, there is a big implicit consideration that by default someone in the organization has designed the Performance Management system and someone will implement it. Therefore, the role of the designers is a very important trend that should be taken into consideration.

Last, but not the least, there is another important trend, which is related to innovative tools that can be used in Performance Management. They are very important, but they can become useless or even dangerous in their use, if you don't have a proper design of Performance Management systems. Of course, intrinsic to the Performance Management design there is the design of tools, then the use of tools that can be more responsive towards strategic decision making and the possibility to link strategic decision making with implementation. Simulation is part of this trend, for instance I use system dynamics, which is a methodology that is adopted to model the feedback loops which drive the dynamics of performance measures. I call this as "Dynamic Performance Management" (DPM). DPM can facilitate the understanding of the linkages between variables and between different parts of the organization, in order to generate results. So, one important aspect of DPM refers to the modeling of performance indicators (i.e. drivers and end results, and related strategic resources) through a system dynamics model, and how to link this model with the existing Performance Management system. So the possibility to use, to combine and to link system dynamics models and traditional performance management systems is another interesting and important trend.

Let me clarify one thing: when I mention the term "trend", I don't necessarily have in mind positive trends. There are also erratic and dangerous trends on this concern. Sometimes I envisage a *stop-and-go* behavior, concerning Performance Management in public sector organizations. As it emerges from a research I have recently conducted with a colleague in North Carolina, particularly in the public sector, governments are only focused on Performance Management when there is some kind of financial relaxation. When it comes to – like it happens today – big budget cuts and problems in the allocation of resources arise, then Performance Management paradoxically is taken out from the governments' agenda. Rather, the governments' focus tends to become only the very "last mile", i.e. the very last segment of Performance Management, i.e. transparency, communication to the parties. Only this last aspect becomes crucial and part of this transparency, also with the purpose to prevent and detect corruption in the public sector. Though such activity is very important, I would not define it as "Performance Management".

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

Well, my previous answers in a sense may give insights for this question, so I mentioned before the relationship between organizational and inter-organizational performance, this is what I am exploring more through my applied research.

Another one that I mentioned is the role of the staff function and the staff units, i.e. the analysts, or Performance Management system designers and how this role should be better focused. It's a very old topic; research has been done on this topic since the early '70s, but paradoxically if you look at the actual behavior of many organizations, the design of Performance Management system is not taken in very high consideration, it's more a matter of using tools, so this is a very important element as well.

I also mentioned the use of simulation to facilitate the understanding, the measurement and the framing of strategy, very often strategic plans are just, as we say in Italian, *fried air*, very intangible, not easy to understand, just pure declarations of intents, even in very good organizations, and it is difficulty to actually understand what are the purposes, what are the goals and how to implement them so this is a very important and difficult activity that can be facilitated through the use of proper methods and tools, and Dynamic Performance Management can substantially help, concerning this.

The last element I mentioned before is the method through which you can design and then implement a Performance Management and measurement system starting from the organization towards the departmental and the individual, so the synthesis vs. details vs. analysis. This is another important element and

the measurement of results in those organizations can be hard when back offices may have difficulties in understanding what their own role is. This implies the possibility to go towards the measurement of performance and not only in terms of input, process and output, but even in terms of outcome.

The very last that comes to my mind, which I am also researching, is related to the unintended consequences of Performance Management on behavior of people in an organization. When you have a formal Performance Management system and the matter of measurement and individual performance evaluation is related to social issues, like policing, for instance, or education, you have to be very careful, as you can run the risk that employees, individuals or even managers will try to achieve "the numbers", regardless of the implications, the actions they will implement to get the result, so making the number of the performance measure. This is specifically related to the linkages between the Performance Management system and the rewards systems. There is a risk of cannibalization: the reward system can cannibalize the Performance Management system in some areas, particularly in some situations.

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

I could give as examples those companies who have implemented the Balanced Scorecard, or those companies who have tried to move from a static Balanced Scorecard towards a dynamic Balanced Scorecard, there is a literature about this. I envisage that I didn't mention the Balanced Scorecard until now, I just implicitly mentioned it but now I'm explicitly mentioning it. I have been consulting for a company in the telecommunications industry, they had a static Balanced Scorecard and they asked me to help them in creating a dynamic Balanced Scorecard. In the causal analysis of the linkages between different performance measures, this kind of conversion through the Balanced Scorecard method is a little bit difficult and dangerous as sometimes performance drivers, i.e. measures which drive other measures, are confused with indexes, just the ratios, such as for instance the return on investment. The ROI is not generally a driver; it is just an index measuring profitability.

7. What are the main challenges of Performance Management in practice today?

In practice, first of all, it's about having good Performance Management system designers. If you don't have Performance Management system designers you have just an automatic, a mechanistic activity and this is why performance is becoming, or has become in many areas, buzzword and has lost a lot of possibilities to generate good results. For a more detailed answer regarding challenges, you have to go back to my answers about the key trends and about the aspects that should be explored more through research.

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

Again, this is related to what I said before, so I anticipated a number of issues which are here in the practice section. In terms of tools I mentioned before simulation tools. I didn't mention precisely, as I am doing now, performance measures. This is not a matter of reinventing the wheel, but very often performance measures are inappropriately calibrated. Before I said that sometimes there is a confusion between what I called performance indexes and performance drivers, as well as between performance measures and resource measures. If I want to measure performance, I have to measure a result not the means, I must measure and manage the factors which lead to the result from the use of the means. Sometimes there is a confusion, so the proper use of performance measures is another important element.

Another aspect is related to what I said before. It's not a theoretical concept, it's a very practical one. I will give you an example. In the telecommunications industry, there is the phenomenon of customer churn, i.e. the high and frequent mobility of customers from a provider to another. You can measure the number of customers in a given time, but if you want to understand the behavior of critical variables affecting the customer base over time, you must be able to link the different dots, the different elements together. This may allow organizations to understand the patterns of behavior of critical variables over time. Only then you may say "I'm in the right lane to manage and measure performance".

Another important aspect is avoiding to be obsessed about the objective measurement. An objective measurement is not disputable in terms of errors in measurement. So, if I want to measure customer satisfaction, this is not that an objective measure. However, understanding non-objective measures and the factors which generate them, which have an impact on them is very important, if those measures relate to critical success factors from the financial, competitive or social point of view. Jay Forrester recently said something like this: if you ignore an intangible measure and an intangible variable, since it is very difficult to measure it, and that intangible variable is critical for the results, you are giving a precise value to this variable, and the value is 0. So when you ignore something because those factors are not objectively measurable you are just taking a precise position that they are not important but you are saying that they are important. So dealing with the complexity, accepting complexity and understanding that Performance Management is not just clicking buttons in a computer machine, but first of all framing reality, learning from the system, putting people around the table in a possibility to have a learning process around the performance of the company to improve or to keep it stable is very important and this is not something which happens from a day to another in an organization, this goes to the mental models of an organization. So there is a soft part of Performance Management which is as important as the hard part in terms of tools or reports. Learning facilitators and modelers have an important role too. I believe that the learning facilitator and the modeler role can be embedded in the role of the Performance Management systems analysts, the designers, that's why I give such big importance to the design; is not the design itself, but the design as a means to verify whether the Performance Management system is used in a way that it is really functional to the development of an organization, or is just a bureaucratic tool and, therefore, a useless tool.

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

Using Performance Management as a learning vehicle, meaning what I said before, this can be perceived as very abstract. But this means verifying, even when you have performance measures, which can be counterproductive, which can induce unintended behavior in people, which can measure something that actually does not matter in terms of results, but it's just a resource. In synthesis, I consider best practice a "learning oriented" approach to Performance Management, embodying what I said before, the proper use of performance measures, the possibility to use performance measurement in order to force a collaboration between different people in a group, understanding the counterintuitive and unintended effects as I mentioned earlier. So, I would label such best practice as a "learning oriented" planning and control system design and implementation, leading to a good Performance Management. If you want a specific term, I would say "Dynamic Performance Management". I published several articles about this and now I'm writing a book.

10. What aspects of Performance Management you think should be emphasized more during educational programs?

I think that in education, one aspect is

related to the organizational implications of Performance Management, so I go back to what I said before. Another aspect is related to the tools, so I go back again to what I said before, to the method for setting performance measures, again – what I said before.

An aspect, which I didn't mention, and it comes to my mind now, is the proper use of benchmarking tools. Benchmarking is very important in Performance Management, but when you don't have an idea of how your company or your organization is performing, benchmarking can be very difficult to implement, as you don't have an idea of what to measure, how to measure and whether the measure is a realistic one, and why the results have been produced when you don't have a Performance Management system. So benchmarking is very interesting and potentially useful, as it can become a powerful lever for an organization which has a sophisticated and advanced Performance Management system to improve.

Simulation is another important aspect to consider, I mentioned it before.

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

I believe that the major limitation relates to the linkage between line and staff. When I say staff I refer to the Performance Management systems designers, those people who have the keys of the Performance Management systems in their own minds and hands, metaphorically speaking. It is not possible to disregard the controller; once upon a time they were called controllers, now we talk about performance managers, but again this is a role of a learning facilitator. We're talking about a group of people, a staff, trying to help other people operating in a line position in understanding the factors impacting on results, and in better setting goals and objectives, to link different parts of the organization, and the organization with its environment.

On this regard, particularly in the public sector, it is crucial the role of the controller in facilitating the communication between elected officials and managers. So, I can also mention, from the experience that I've accumulated in the last decade in the public sector, the number of limitations related to the relationship between the political and the managerial level in an organization, political goals vs. managerial objectives, but also the design and implementation of action plans and the possibility to have viable action plans until you reach the individual level, so this goes back to your third question.

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

In a few words, Performance Management should be driven, or should be governed by a learning oriented perspective, a dynamic perspective, so considering time, considering linkages, considering how, from the synthesis to the detail and not vice versa, the organization can perform. I would mention "learning oriented", as a first element, and from synthesis to analysis, and dynamic. But these are just very, very few words, just symbols that should be explained.

I would say that the keywords for Performance Management today are: Learning oriented, meaning that you, as an organization, don't have to implement a mechanistic approach to Performance Management systems.

The other keyword is related to the approach from synthesis to analysis. When implementing a system of performance measures, you have to first of all understand from the synthesis, i.e. what kind of results are getting produced and then to analyze the factors impacting on them. This relates – on the one side – to what I call the instrumental view of Dynamic Performance Management, i.e. relationship between end results, performance drivers and the strategic resources. On the other side, it goes back to what I call the objective view of Dynamic Performance Management, meaning the processes. Analyzing processes is not going from detail to synthesis, but going from synthesis to detail; from the synthesis you then understand what factors impact on results. So, process analysis becomes a selective method, to understand how each part of the organization contributes to the KPIs of the organization, and to understand how such KPIs can be found not only at organizational or departmental level but also at the intra-departmental level, inside a department. Through process analysis it becomes a very important element.

I mentioned a third one which relates to using a dynamic approach, so nothing is static in real world and not everything can be objectively measured, even financial values, like sales revenues, have inside them non-financial and even a bit difficult to measure factors. In order to understand and then manage performance one has to accept a level of difficulty and lack of precision in measuring performance, so performance measurement is not only something related to static and objective values. Understanding delays or patterns of behavior is critical, particularly in those dynamic and complex systems where the organization may operate, so it becomes crucial for those companies operating in unpredictable environments.

13. 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 can mention a very good program which is delivered by the University of North Carolina at Chapel Hill in the USA by the School of Government. It's on Performance Management but it's also focused on benchmarking. There is also, at this university, a Benchmarking Program, they collect data from municipalities, they compare the results from organizations in their "research triangle", which is an area of different municipalities around Chapel Hill, and they have periodical meetings with the managers, I think twice a year. I've been invited twice in such meetings and they are very well conducted, and although my colleagues at Chapel Hill don't use system dynamics, the spirit is very similar, they try to understand the factors that may have given rise to different results in performance and it is very interesting to me the fact that the managers from different municipalities accept to talk about their own system in the same context with other colleagues coming from other "competing" municipalities, so that is something that I directly know and this is something that I really appreciated in terms of behavior.

In Europe I know there are a number of schools doing good stuff in Performance Management, in the last 10 years I've been more involved in public sector Performance Management so I can for instance mention a school in Leuven and Antwerp, in Belgium, but I don't know in detail the programs they perform.

At the moment I'm here in the Albany University, they are not focused on Performance Management itself, but they actually do Performance Management through modeling so the work they have done, both in research and in education, on system dynamics modeling around performance is very interesting.

Another group of people with whom I'm in touch is the Baruch College, New York, and I've published even papers with a colleague of mine based in Baruch College, related exactly to the issue I mentioned before about the unintended effects of performance measurement systems. They also teach Performance Management in the public sector.

In Italy, the Bocconi University in Milan and the Pisa and Siena Universities come to my mind specifically, since I am in touch with them for Performance Management more closely than with the others, but I have a great respect also for many other colleagues in Performance Management in Italy.

At the University of Palermo, besides the PhD program in "Model Based Public Planning, Policy Design and Management", we have also a master, European Master in System Dynamics, which covers only a semester in Performance Management, but we are going to launch a master in public management, which will be explicitly focused on Performance Management. Also we offer a one year program on Dynamic Performance management.

Academic



Interviewee name: **Ali El Dirani**

Title: **Assistant Professor in Management**

Organization: **American University of Middle East**

Country: **Kuwait**

Region: **Middle East**

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

I will put Performance Management in a definition from my experience and my readings as an ongoing, continuous and systematic approach and process for evaluating employees' performance and group performance and linking this evaluation to the organization's strategy, the unit strategy, the mission and the vision of the organization for the sake of continuous improvement and increasing individuals' and groups' productivity and, therefore, the productivity of the entire organization. So, for this definition I have three main issues: it's a continuous and systematic approach, so it's something that should be done regularly, it's not a one time process, it should be linked to the strategy of the organization and it should, in the end, increase the whole performance of the organization.

2. What drives interest in Performance Management?

What drives interest in Performance Management is increasing the performance of employees and therefore increasing the performance of the organization. It's a whole system, it's a very critical and essential part of any organization's life and cycle. You cannot do human resources management without Performance Management and you cannot increase the productivity of individuals without having a performance system. So it is like the DNA of any organization and at the heart and center of any organizational plans and development objectives.

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

This is the whole story of Performance Management, you cannot see Performance Management without seeing the whole picture of the organization, so it all starts from the mission, vision and strategy of the organization. If you put these things on top, under these, it comes the strategy and the mission and the vision of the units inside the organization, and then if you move one more level down, you come to Human Resources practices that are linked to these 2 components, and then at the end it comes the individual performance, so it's all linked together, you cannot separate them from each other. It starts from the broader understanding, the direction of the organization, how the organization sees itself in the future and what matters for the organization and it finishes with the individual performance. So they are all linked together, and you cannot understand individual performance without understanding and clearly linking it to the mission and the vision of the organization, and that's what we consider as being the strategic and the general considerations in any Performance Management system.

4. What are the 2013 key trends in Performance Management from your point of view?

It depends on the context. If we are talking about the Middle East, the main issue here is defining standards in order to evaluate individuals' performance. Also, there are the external influences of globalization, of technology, of learning organizations, of stakeholders' inputs into Performance Management. In my opinion, finding a link between a well-established and implemented Performance Management system and Key Performance Indicators for the organization is what makes the Performance Management system stronger, the link between Performance Management and, for example, the profitability of the organization, Performance Management and the reputation of the organization, Performance Management and key human resources management practices, such as over rates, employee satisfaction, employee motivation and loyalty to the organization.

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

Through research we need to find more practical and applicable Key Performance Indicators and we need to study more the balance between the results and behavior and how important these two aspects should be in any Performance Management system. Also, we have to study how we should link Performance Management to the strategy of the organization, because one of the big risks is to have a Performance Management system that is disconnected from the strategy of the organization and, therefore, employees are disconnected as well and their performance is not clearly linked to the overall picture.

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

Of course the multinational, big companies, they have well established Performance Management systems - like Toyota, BMW, Apple, Google or Microsoft, all these companies have very good Performance Management systems. Here in Kuwait, things are still at the start, but I had the opportunity to know more about Performance Management system at Al Sayer company, and I can say they have a really good Performance Management system.

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

There are many challenges, I will list them in no particular order. First of all, there are no trained raters, and there is a lack of communication, especially with employees, and this is very important in Performance Management, to communicate very well with employees. Secondly, Performance Management is not clearly linked and connected to the HRM functions, such as reward and compensation, training and development and career planning, you cannot have a Performance Management system without linking it with to HR functions. Also, there is no clear link between Performance Management and the strategy of the organization, there is a lack of clear job analysis and clear job description and specifications, no clear link between Performance Management and core competencies and standards, and also there is no regular evaluation. We also have an important issue related to raters' distortion. Sometimes, raters give inflated or deflated evaluation for employees. These are some of the main challenges in any Performance Management system.

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

If we defined the challenges as barriers for the implementation, now we need to work on those areas. So we need to emphasize the importance of communication and increase the involvement of the employees, we need to have well trained raters, we need to train as well the managers, we need to link

> “Performance Management is at the heart and at the center of any organization’s operations and activities.”

Performance Management with reward and benefit, training and development, career development and advancement systems, we need to clearly link and define the relationship between Performance Management and job analysis, and we need to do it on a regular basis. Also, we need to raise the awareness upon the damage of raters’ distortion.

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

Best practice in Performance Management could be 360 degrees evaluation, communication, employee involvement, a strong link between Performance Management system and the strategy of the organization.

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

During educational programs we need to emphasize the link between Performance Management and strategic management, so in education you need to bring more from the strategic management literature and studies into Performance Management to give it this strategic aspect. We need as well to link Performance Management and different Human Resources management courses, I mean training and development, employee relations, benefits and rewards, retention management, strategic human resource management. Also, we need to link Performance Management to operation research and management control operations, Performance Management and risk management, Performance Management and total quality management. So we can bring Performance Management into different disciplines and educational programs.

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

The lack of knowledge, lack of training, lack of tools for evaluating employees’ performance and the lack of understanding of the links between Performance Management and the strategy of the organization. Those are some of the barriers, some of the challenges for practitioners and professionals. You can, for example, find line managers, junior managers or even senior managers who know nothing about Performance Management, they are not trained, they haven’t received professional training on Performance Management.

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

The main aspects of Performance Management: strategic and general considerations, application and implementation, communication, involvement and engagement, performance review and performance renewal and re-contracting.

13. We are developing a database of Performance Management subjects and degrees. Which are the subjects and degrees that you have come across and at which university?

I came across for example a Masters in Operational Research and Performance Management at Aston Business School in the United Kingdom, I came across programs about managing organizational performance, management control and business performance, risk management and business performance, Performance Management and workplace training, I came across Masters in Managing Organizational Performance and Masters in Total Quality and Performance Management.

In the end, I would like to emphasize the importance of Performance Management, I would like to raise some concerns about the lack of trust in Performance Management and the perception of Performance Management as cost and time consuming and including a lot of administration. However, if organizations are seeking growth and competitiveness over the long run they cannot do it without having a well-established, a systematic and ongoing Performance Management system linked to the strategy of the organization and without linking employees’ individual performance to the strategy of the organization. I cannot see a competitive organization without a Performance Management system, I cannot see an HR department without Performance Management, I cannot see managers without education and awareness about Performance Management, I cannot see an organization functioning without a Performance Management system, I cannot see motivated, loyal, satisfied, highly productive employees without a clear Performance Management system linked to rewards and benefits, training and development within the organization. So all in all, Performance Management is at the heart and at the center of any organization’s operations and activities.

Academic



Interviewee name: **José Francisco Rezende**

Title: **Associate Professor**

Organization: **Unigranrio University**

Country: **Brazil**

Continent: **South America**

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

Performance Management is an approach both systemic and comprehensive, covering choices and ways to value an organization or an individual in what concerns its activities and objectives, both finalistic with support.

2. What drives interest in Performance Management?

Desires, expectations and needs of stakeholders.

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

The three levels need to be aligned for no lack of coherence between ends and means, there must be a language that brings about performance levels, areas and people, combining quantitative aspects of objectives towards qualitative aspects dealing with visions in which there may be some ambiguity.

4. What are the 2013 key trends in Performance Management from your point of view?

- Growing links with studies and practices in the area of corporate governance;
- Interest in capturing value from organizational knowledge;
- Causal links with variable compensation programs;
- Integration with competence based management; Individual scorecards.

> "Performance Management is an approach both systemic and comprehensive, covering choices and ways to value an organization or an individual in what concerns its activities and objectives."

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

Organizational culture, behavior of players at every level of the organization; Semantics of metrics and indicators; Mimetic isomorphism and the adoption of performance models.

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

Banco Itaú, Gerdau, Banco do Brasil, AMBEV.

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

Adapting concepts to local realities of each organization; full computerization of procedures; training evaluators; time to formalize and feedback.

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

•Creation of international standards, followed by local application of broad standards;

•Creation of models of certification programs for performance evaluation and performance evaluators;

•Creation of performance models very focused on individual small teams.

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

Balanced Scorecard, one that balances short and long term visions, internal and external qualitative and quantitative indicators, lag and lead indicators, in addition to being customizable to each company and strategy.

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

Each company should have its own strategy and its own basket of indicators; Intensive care with dysfunctional controls that leads to results contrary to those expected; Creating a sense and a common language around the indicators adopted; Giving and receiving feedback; Linkage between economic results and profit sharing.

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

•Knowledge: business economics, management control, business strategy, organizational behavior;

•Experience: business rules of the industry in which the company operates;

•Attitudes: coaching.

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

Value, Balance and Justice.

13. We are developing a database of Performance Management subjects and degrees. Which are the subjects/degrees you have come across and at which university?

My MSC thesis (Toulon – FR) and DSc dissertation (UFRJ – BR) were about strategic alignment, balanced scorecard and intellectual capital modeling practices.

Academic



Interviewee name: **Gregory Richards**

Title: **Professor of Performance Management**

Organization: **Telfer School of Management, University of Ottawa**

Country: **Canada**

Continent: **North America**

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

There are two different interpretations: one is Performance Management at the individual level, and normally that's about setting targets and performance appraisals and those types of one to one management practices. The other is at the organizational level, and there we're talking about strategic planning, measuring performance and using data in order to make good decisions to improve the business.

2. What drives interest in Performance Management?

I think the interest has always been there, if you look back in history, at the scientific management movement in 1895, this was a conversation about organizational Performance Management. I think nowadays what's happening is that organizations work in much more complex environments, so for example in a global environment we have many more competitors, many more customers to think about, and we have lots of data, information in both structured and unstructured format, so we're seeing a renaissance of interest in how to actually use all of this data in a very complex environment in order to improve performance.

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

They should really be closely aligned. In some of the work I do, we talk about the organizational performance measurement framework for example, and that breaks down to departmental and eventually to individual levels. I think that discipline in the planning literature has been there for a long time. What's interesting is now that we're able to deliver information to people across the organization much more easily, it's changing the way in which we connect the Performance Management expectations at the different levels, for the better I think; it makes it easier when we can communicate effectively across those three levels.

4. What are the 2013 key trends in Performance Management from your point of view?

I think there are three main areas of exploration here: one is what we're referring to as Big Data and analytics, there's a lot of conversation about this integration of information from a variety of different sources, so I think that's one key trend.

The other is around the notion of planning itself. Years ago we would build a strategic plan for 3 years and sometimes for 5 years. Nowadays with the environment changing so quickly, there's a sense that you need some kind of model in place to be able to adjust your plans on a regular basis, so the notion of business models is becoming very important.

Thirdly, there is the question of the different types of people who are now getting into the organization. They're not the same as in the past where you came in at the bottom and worked your way to the top, they have different expectations, and so we have to now think about how to manage individuals differently within that context.

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

I think right now we know about Performance Management frameworks, they've been around for a while, I think we know how to capture information and how to disseminate it. To me, the big questions are how do people actually interact with this data, how the decisions get made using this information, and what is the latency between information delivery and the actual decisions. I think that's the area for exploration now, how do we actually use the data to make the decisions.

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

I think there are a number of organizations that are doing really well, if you look in the financial sector for example, a number of large banks have very good Performance Management practices in place, not only that, but they also have pretty good risk management practices in place. I personally see risk as part of Performance Management; a lot of organizations separate it completely. Some of the technology companies who have been doing very well, especially the large ones, companies like IBM, Cisco for example, Intel, they all have pretty good frameworks in place that seem to work. In the literature by Kaplan and Norton on the Balanced Scorecard you'll find lots of companies who are using Balanced Scorecards and doing quite well with them.

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

In practice I think there are probably two challenges: one goes back to the big data conversation we had earlier, just trying to find efficient ways to capture and transform that information. Some of the research out there by McKinsey and Gartner suggests that there's a skills gap in organizations. That means we don't have enough analysts and we don't have managers who fully understand how to use all this information. The second is related to the first, it's the management's skill gap in terms of working with this new generation of employees that I talked about, within the context of a high performing environment.

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

There are I would say three areas: I think we're pretty good at planning, I think what we need to do there is to think about how to make planning a little bit more dynamic, it can't be a static process anymore.

Another one is the integration of Performance Management processes with risk management processes, we need to bring those two together, because in a lot of cases the performance measures can also be risk indicators and so the integration between those two would be important.

The last area I believe is resource management, as in capital investments and assets that will drive our performance. There's a business case process that's been around for a while, I don't know how well it's used within the context of managing organizational performance. I think these are the three areas that can be improved.

9. What do you consider best practice in Performance Management?

Some of the research we've done suggests that the most important thing is that the organizations should have a plan for what they want to do with their Performance Management program. Many organizations adopt it just because others are adopting it, and I'm not sure if they do it completely well in terms of knowing exactly what they want to get from the Performance Management program that they put in place. There are many different frameworks out there that you can use, it doesn't matter that much which one, as long as you know what you're trying to accomplish with it. So to me, the key best practice is understanding what it is you want to accomplish and then be disciplined in how you apply it. Many organizations will give up before they actually start to get the results. It's about these two things: know what you want and be disciplined in applying the tools to get it.

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

Some of the things I talked about earlier, which is what we're emphasizing in our program here at the Telfer School of Management: it's about dynamic planning, so creating a plan that allows you to adjust very quickly when conditions change, using

"The most important thing is that the organizations should have a plan for what they want to do with their Performance Management program. Many organizations adopt it just because others are adopting it …"

data effectively, knowing what data you need and being able to analyze it to make very quick decisions and understanding a little bit about the data infrastructures that organizations use. Change happens so quickly in the information technology field that I think we really need to keep up on the many types of tools that are out there to allow us to capture information.

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

To me I think there's a sense that most people understand how to do Performance Management, but the field has evolved over the last few years. There are some frameworks and methods out there now that are specific within the domain of organizational Performance Management, so I think that there's a need for managers to understand that these tools can really enable them to do what they're doing a lot better; so that's one, just awareness of what's happening in the field of Performance Management. And the other, as a lot of people tell me, is the time. Do you want to spend time learning how to apply those tools and frameworks or do you want to get on with the operational activities that you're doing? Many organizations don't spend time looking up (from their operational activities) to say there's a way that we can do things better. I think those are two constraints that I've seen.

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

I would say that data and information obviously is one, because this is raw material that we use to make decisions about what to do, and probably the other is adaptability in Performance Management frameworks, realizing that things really can't be static, you need to be able to adjust quickly. So putting a program in place and never revisiting it I think is one of the issues that we have to be aware of.

13. 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 know Cardiff University has a Masters on Organizational Performance, I believe that's what they call it. What we're seeing in a lot of universities are degrees related to business analytics: Master degrees in Business Analytics or Organizational Analytics. I would say there are probably 50 or 60 such programs launched within the last year. Many of them don't use the term "managing organizational performance" specifically, but that is the implication of these programs.

Academic



Interviewee name: **Nopadol Rompho**

Title: **Associate Professor**

Organization: **Thammasat University**

Country: **Thailand**

Continent: **Asia**

> "The definition of Performance Management should be discussed in more details. People use this word differently in different contexts. More research should be done to identify the common definition of Performance Management."

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

It is the knowledge of how to manage performance of organizations by designing and implementing performance measures and supporting infrastructure including data collection system and reporting system.

2. What drives interest in Performance Management?

Many organizations are now dealing with complicated issues. Environment is changing more rapidly and competitions in industries are more intense. Thus, it becomes more and more difficult for managers to monitor and control organizations. Performance Management can be a tool that helps them manage organizations better and easier.

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

They must be aligned. Organizational Performance Management must be designed first according to the organization's strategy. Next, departmental Performance Management must be designed to be aligned with organizational Performance Management. Lastly, individual Performance Management is designed to be in line with the upper level Performance Management.

4. What are the 2013 key trends in Performance Management from your point of view?

I think that how to design and implement Performance Management that is aligned with changing strategies can be difficult and should be studied. It is the key trend in this field.

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

The definition of Performance Management should be discussed in more details. People use this word differently in different contexts. More research should be done to identify the common definition of Performance Management.

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

No specific companies, I would suggest that companies operating in telecom and financial industries are interesting sources when you want to find best practices in this field.

7. What are the main challenges of Performance Management in practice today?

Three main challenges in practice are how to design performance measures that really reflect the actual performance of the organization, how to set up targets that are acceptable for users and how to link performance results to compensation of employees.

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

It depends on which tools we are talking about. Generally, PM tools should be simple and easy to understand. Academics tend to come up with frameworks that are sometimes very hard to understand.

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

Are you talking about the best tool? If yes, I think that Balanced Scorecard seems to be the one that is quite useful if implemented properly. It is the tool that links strategy to action by using Performance Management as a driver.

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

All of aspects in PM should be emphasized. However if time is limited, I think that how to implement PM in organizations should be taught in educational programs.

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

I think that it will be time constraints. Managers seem to be very busy persons that do not have much time to learn.

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

Valid, Reliable, and Easy to understand.

13. We are developing a database of Performance Management subjects and degrees. Which are the subjects/degrees you have come across and at which university?

MSc (Masters) in Managing Organizational Performance (Modular) Cranfield University; MSc in Performance Management and Workplace Learning, University of Leicester; MSc Operational Research & Performance Management, Aston University; Master of Science (MSc) in Economics and Business Administration – Management Accounting and Controlling, Aarhus University; Specialized Master in Management Control and Business Performance, ESCP Europe.

Consultants



Interviewee name: **Eve Blackall**

Title: **Group Director**

Company: **Smart Accounting**

Country: **Australia**

Region: **Oceania**

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

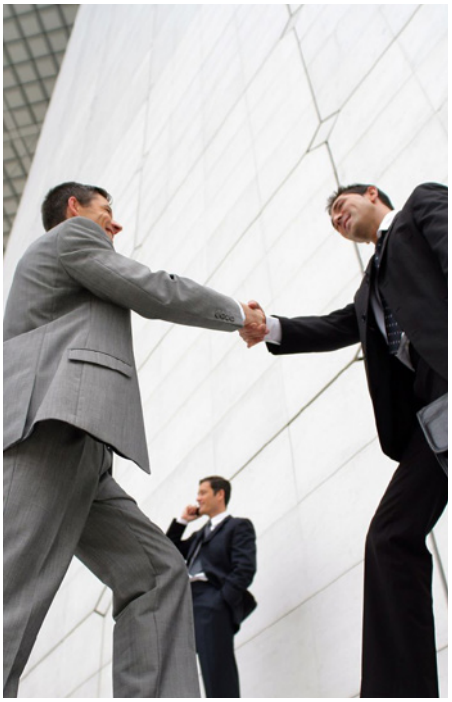
It means being aware of inputs and outputs to a process or situation and understanding how they interact in order to be able to influence the outcomes – and Performance Management can be used to both improve and deteriorate performance. This can relate to people, processes, businesses, or ecosystems.

2. What drives interest in Performance Management?

People are fascinating, and in business it is people's Decisions that affect and influence performance – good decisions, bad decisions, ones within our control and decisions such as laws, that we simply must bend to.

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

It is all interrelated, because the culture of an organization will drive the decisions that affect departmental resources and thereby individual behaviors.



4. What are the 2013 key trends in Performance Management from your point of view?

More awareness of a broader circle of influence on individual performance than just individuals "attitude" or setting disparate KPIs - greater understanding of systems behavior.

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

How, and why people make decisions – this impacts performance enormously and yet factors such as fear, or stability are generally not captured by current research into Performance Management.

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

I am actually having difficulties in naming an area that has done it really successfully. However, Telstra in Australia and the telecommunications companies in general are probably worth taking a look at.

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

Businesses don't understand how effective Performance Management can be, as they are scared of change – and blame an "unstable environment" instead of their own culture, decisions etc.

> "People don't understand how to influence performance – they think that by simply putting a few "KPIs" in their job specification that will be sufficient to affect organizational change."

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

The start is best at the head, better socialization of the concept as a whole of business approach – it doesn't have to cost more because the scope is bigger; it simply needs to be inclusive at more levels of the organization.

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

Any methodology that uses a comprehensive, top down, whole of business approach to Performance Management looking at roles and responsibilities as well as conduits between roles and inter-responsibilities. This is about organizational and departmental performance as well as individual deliverables.

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

Performance is influenced by more factors than just individual attitudes, people can be working very well at the tasks they have been given, but if the tasks don't all fit together to benefit the whole organization, then overall performance of the organization will still be poor.

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

It is a very fluid process – like science, practitioners need to be able to quickly assess and adapt and change and learn and be proactive and in some cases intuitive – not everyone can do all of these things easily.

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

People and Communication.

13. As a consultant, what are the most common issues that your customers raised related to Performance Management?

People don't understand how to influence performance – they think that by simply putting a few "KPIs" in their job specification that will be sufficient to affect organizational change. By forgetting that the organization is an interconnected network of systems and processes performed in an "organized" way by people, customers overlook the ripples in their pond.

Consultants



Interviewee name: **Sydney Chukwukelu**

Title: **Head Forensic & Value for Money Audit**

Organization: **Office of the Special Adviser to the President on Technical Matters**

Country: **Nigeria**

Continent: **Africa**

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

Performance Management (PM) is the process of work appraisal for a constructive purpose of action, if it is performed according to a plan and delivered based on objectives. Otherwise, it involves agreeing on the strategic work-plan that will give optimal solutions.

2. What drives interest in Performance Management?

The aspects that drive interest in PM are organizational ground rules, delineated understanding of the expectations, passion, self-esteem and self-worth of the participants.

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

My thoughts on the relationship between PM at organizational, departmental and individual levels are: there must be goal congruence across all levels, interdependency of the objectives among them, as well as verifiable, measurable, realistically and systematically determined key performance indicators.

4. What are the 2013 key trends in Performance Management from your point of view?

A key trend in PM from my point of view is having a common acceptable denominator for all the metrics used for measuring and assessing performance.

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

The aspect of PM that should be explored more through research is having industry-wide accepted and normed KPIs for managing performance at any point in the system. Such denominators should synchronize with the KPIs adopted by an independent reviewer to verify and confirm the initial report.

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

The service industry comes to my mind. In this industry, the processing tools need harmonization and re-appraisal.

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

The main challenge of PM in practice today is in the determination of the acceptable measurement standard and the metrics for each niche industry.

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

The major improvement needed in PM is in the area of education on the objectives, methodologies, and how to arrive at a verifiable result.

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

The best practice in PM is agreeing on the ground rules by all stakeholders in an organization before the execution, having delineated measurable metrics that will be used for assessment, agreeing on the timing of the performance evaluation, and the application of the results.

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

The aspects of PM to be emphasized during educational programs are setting objectives, having standard measurable tools and metrics (KPIs), having determinable and conformable evaluation methodologies, garnering a scientific interpretation mode.

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

There should be institutional informed processes and control mechanisms drilled down from cradle to grave within the organization. This should be communicated to other third parties.

> "There must be goal congruence across all levels, interdependency of the objectives among them, as well as verifiable, measurable, realistically and systematically determined key performance indicators."

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

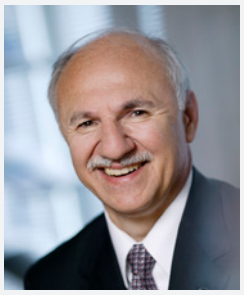
The main aspects governing PM today are in the areas of agreeing on KPIs, putting in place the institutional controls that will drive the processes, having standard performance metrics, having organizational frameworks for results' feedback, interpretation and sanctions, and having a sustainable business environment.

13. As a consultant, what are the most common issues that your customers raised related to Performance Management?

Most customers mentioned challenges in the following areas: aligning each department's performance indicators with the overall objectives of the organization to achieve the objectives and to deliver on the targets set.



Consultants



Interviewee name: **Gary Cokins**

Title: **Founder and CEO**

Organization: **Analytics-Based Performance Management LLC**

Country: **United States of America**

Continent: **North America**

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

There is confusion in the marketplace about the term, Performance Management. Just Google the term and you will see what I mean.

The confusion begins with which phrase should we call Performance Management? This confusion in part is due to semantics and language. We often see in the press and media the acronyms BPM for Business Performance Management, CPM for Corporate Performance Management and EPM for Enterprise Performance Management. For this interview, I choose to use Enterprise Performance Management and its acronym EPM. I will also use analytics-based enterprise performance management when there is emphasis on analytics imbedded in the various EPM methodologies.

Additional confusion is that EPM is perceived by many as far too narrow. It is often referenced as a CFO initiative with a bunch of measurement dashboards for feedback. It is much, much more. More recent confusion comes from the term being narrowly applied to a single function or department, such as marketing performance management or information technology performance management.

Some good news is EPM is not a new methodology that everyone now has to learn, but rather EPM tightly integrates business improvement and analytic methodologies that executives and employee teams are already familiar with. Think of EPM as an umbrella concept. EPM integrates operational and financial information into a single decision-support and planning framework. These include strategy mapping, balanced scorecards, costing (including activity based cost management), budgeting, forecasting and resource capacity requirements planning. These methodologies fuel other core solutions such as customer relationship management (CRM), supply chain management (SCM), risk management, and human capital management systems, as well as lean management and Six Sigma initiatives. It is quite a stew, but they all blend together.

Primitive EPM methods existed decades ago. These methods were present before EPM was given a formal label by the information technology research firms and software vendors. Arguably EPM existed before there were computers!

2. What drives interest in Performance Management?

There have been, in my opinion, eight major forces that have caused interest in Performance Management because it resolves these problems:

1) Failure to execute the strategy – I have already mentioned this. Although executive teams typically can formulate a good strategy, their major frustration has been failure to implement it. The increasing rate of involuntary job turnover of CEOs is evidence of this problem. A major reason for this failure is most managers and employees cannot explain their organization's strategy, so they really do not know how what they do – each week or month – contributes to their executives' strategic intent. Strategy maps, balanced scorecards, key performance indicators (KPIs), and dashboards are some of the components of EPM's suite of solutions that address this.

2) Unfulfilled return on investment (ROI) promises from transactional systems – Few if any organizations believe they actually realized the expected ROI promised by their software vendor that initially justified their huge large-scale IT investment in major systems (e.g., customer relationship management [CRM], enterprise resource planning [ERP]). The CIO has been increasingly criticized for expensive technology investments that, although probably necessary to pursue, have fallen short of their planned results and return on investment (ROI). The executive management team is growing impatient with information technology investments. EPM is a value multiplier that unleashes the power and ROI payback from the raw data produced by these operating systems. EPM's analytics increase the leverage of CRM, ERP, and other core transactional systems.

3) Escalation in accountability for results with consequences – Accelerating change that requires quick decisions at all levels is resulting in a shift from a command-and-control managerial style to one where managers and employees are empowered. A major trend is for executives to communicate their strategy to their workforce, be assured the workforce understands it and is funded to take actions, and then to hold those managers and employee teams accountable. Unlike our parents' workplaces where they retired after decades with their employer, today there is no place to hide in an organization anymore. Accountability is escalating, but it has no teeth without having consequences. EPM adds teeth and traction by integrating KPIs from the strategy map-derived scorecard with employee compensation reward and motivation systems.

4) The need for quick trade-off decision analysis – Decisions must now be made much more rapidly. Unlike in the past where organizations could test-and-learn or have endless briefing meetings with their upper management, today an employee often must make a decision on-the-fly. "Yes or no?" "Go or no-go?" This means employees must understand their executive team's strategy. In addition, internal tension and conflict are natural in all organizations. Most managers know that decisions they make that help their own function may adversely affect others. They just don't know who is negatively affected or by how much. A predictive impact of decision outcomes using analytics is essential. EPM provides analytical tools including regression and correlation analysis. Insights gained range from marginal cost analysis to what-if scenario simulations that support resource capacity analysis and future profit margin estimates.

5) Mistrust of the managerial accounting system – Managers and employees are aware that the accountants' arcane "cost allocation" practices using non-causal broad-brushed averaging factors (e.g., input labor hours, percent of sales) to allocate non-product-related indirect and shared expenses result in flawed and misleading profit and cost reporting. Some cynically refer to them as the "misallocation" system! Consequently, they do not know where money is made or lost or what drives their costs. EPM embraces techniques like activity-based costing to increase cost accuracy and reveal and explain what drives the so-called hidden costs of overhead – the indirect and shared expenses. It provides cost transparency and visibility that organizations desire but often cannot get from their accountants'

traditional internal management accounting system.

6) Poor customer value management – Everyone now accepts how critical it is to satisfy customers to grow a business. However, it is more costly to acquire a new customer than to retain an existing one. In addition, products and standard service-lines in all industries have become commodity-like. Mass selling and spray-and-prey advertising are obsolete concepts. This shifts the focus to require a much better understanding of channel and customer behavior and costs-to-serve. This type of understanding is needed to know which types of existing customers and new sales prospects to grow, retain, acquire, or win back using differentiated service levels – and how much to optimally spend on each type of customer that is worth pursuing. It requires working backwards by knowing each customer's unique preferences. EPM includes sales and marketing analytics for various types of customer segmentations to better understand where to focus the sales and marketing budget for maximum yield and financial payback. Return on customer is an emerging term.

7) Dysfunctional supply chain management – Most organizations now realize it is no longer sufficient for their own organization to be agile, lean and efficient. They are now co-dependent on their trading partners, both upstream and downstream, to also be agile, lean and efficient. To the degree their partners are not, then waste and extra unnecessary costs enter the end-to-end value chain. These costs ultimately pass along the chain resulting in higher prices to the end consumer which can reduce sales for all of the trading partners. Sadly, there have been centuries of adversarial relationships between buyers and sellers. EPM addresses these issues with powerful forecasting tools, increasing real-time decisions, and financial transparency across the value chain. It allows trading partners to collaborate to join in mutually beneficial projects and joint process improvements.

8) The broken budgeting process – The annual budget process is often viewed as a fiscal exercise by accountants that is disconnected from the financial executive team's strategy and does not adequately reflect future volume drivers. Many budgets are often scorned as being obsolete soon after they are produced; biased toward politically muscled managers who know how to sandbag their requests. Though some organizations revert to rolling financial forecasts, these projections may include similarly flawed assumptions that produce the same sarcasm about the annual budgeting process. What is the solution? Entrepreneurs know the adage, "You need to spend money to make money." In other words, excessive belt-tightening can jeopardize an organization's success. Rather than evaluating where costs can be cut, it is more prudent to take a different view: Ask where and how the organization should spend money to increase its long-term sustained value.

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

Historically, the term "Performance Management" referred to individual employees and was used by the personnel and human resources function for employee appraisals. But today, the term is widely accepted as Enterprise Performance Management (EPM) of an organization as a whole whether it is a commercial, not-for-profit, or government organization. Clearly the performance of employees is an important element to improve an organization's performance, but in the broad framework of EPM, human capital management is just one component.

4. What are the 2013 key trends in Performance Management from your point of view?

In my opinion there are nine 2013 key trends with EPM although some are extensions from prior years:

1.Increased acceptance of the importance of strategy and execution using a strategy map with its companion, the balanced scorecard, from which KPIs are derived;

2.The need for more cost visibility and understanding cost driver behavior using activity-based costing (ABC) principles;

3.The shift from suppliers being product-centric to customer centric which requires customer profitability analysis;

> "Think of Enterprise Performance Management (EPM) as an umbrella concept. EPM integrates operational and financial information into a single decision-support and planning framework. These include strategy mapping, balanced scorecards, costing (including activity based cost management), budgeting, forecasting and resource capacity requirements planning."

4.Relentless improvements in planning, forecasting, budgeting, driver-based rolling financial forecasts, and predictive analytics;

5.The integration of EPM with enterprise risk management (ERM);

6.Greater use of internal chargeback invoices for IT and shared services with service level agreements (SLAs);

7.Integration of managerial accounting with popular process improvement methods (e.g., "cost of quality" for six sigma quality management; "lean accounting" for lean management);

8.Analytics (e.g., correlation, regression, segmentation, clustering analysis) imbedded in EPM methods;

9.Greater reliance on behavioral change management techniques to gain user buy-in and overcome resistance to change.

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

Three aspects of EPM that deserve more research are:

1)Better understanding of motivational theory to drive behavior for increased accountability with consequences (e.g., incentives for pay-for-performance incentives against KPI targets).

2)Methods for calculating "customer lifetime value (CLV)" for marketing and sales initiatives (e.g., marketing campaigns) with business-to-consumer (B2C) industries.

3)Improved linkages of predictive driver-based decisions (e.g., what-if analysis, make-versus-buy, rolling financial forecasts) that reflect the changes in resource capacity expenses classified as sunk, fixed, step fixed, linearly variable, non-linearly variable or discretionary. This involves marginal / incremental expense analysis.

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

There are hundreds, possibly thousands, of companies applying various EPM methods that are at different stages of maturity with each method and collectively with EPM as a whole. Rather than name specific companies, my suggestion is for the creation of "stages of maturity" assessments (or refinements of existing ones).

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

In general, one of the frustrations of those of us in the EPM advocacy community is

the slow adoption rate of EPM methods. Technology is no longer the obstacle. Software from various vendors are proven. As earlier mentioned as a key trend, the obstacles and challenges involve behavioral change management (to gain buy-in) and cultural issues.

However, to be specific, main challenges with two EPM methods are:

1)Selecting the correct strategic KPIs for use in the balanced scorecard and selecting appropriate operational performance indicators (PIs) displayed in dashboards.

2)Right-sizing activity-based costing (ABC) models to prevent them from being overly complex and well beyond diminishing returns on extra accuracy relative to the incremental administrative effort to collect, validate, calculate and report the information.

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

I note that this question is not about improvement with EPM tools but rather the "use" of the tools. Although the former is not being asked, I would answer that a major improvement would be more robust integration of the EPM methods. For the latter, their "use," my answer would be imbedding analytics into the various methods. As an example, with a strategy map and its companion balanced scorecard, to apply correlation analysis to measure the explanatory value that "influencing" KPIs have on "influenced" KPIs to validate the quality of the KPI selection.

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

There is often ambiguity when it comes to describing a "best practice." Since EPM is such a broad integration of various EPM methods, at its "umbrella" level I repeat my opinion that a "best practice" is the seamless information integration among the methods combined with more imbedding of analytics in each method.

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

The challenge to selecting specific aspects for EPM educational programs is that there first needs to be sufficient education about core methods of EPM as I have previously described. Once those basics reasonably well understood, an important aspect is how each method can be combined as sources for continuous rolling financial forecasts. This would draw on the four core elements:

1.Operational expenses (OpEx) – for recurring demand driven capacity and spending;

2.Strategy expenses (StratEx) – for projects derived from the strategic objectives in the strategy map;

3.Risk mitigation expenses (RiskEx) – for projects derived from the popular enterprise risk management (ERM) grid with its two axis of (1) financial impact of a risk exposure event, and (2) the probability of occurrence of the risk event;

4.Capital expenses (CapEx) – for traditionally determined capital projects.

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

The most significant "limitations" among EPM practitioners are (1) their likely lack of sufficient experience in implementing each EPM method, and (2) their lack of skills with behavioral change management to gain user buy-in and overcome the natural resistance to change that is to be expected (e.g., suspicion that the method is of little use, not wanting to be measured or held accountable, fear of knowing the truth).

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

I interpret this question as related to main aspects governing "the rate of adoption" of EPM methods today. It will appear as if I am repeating myself from my earlier answers (which I am). The slow adoption rate is much more behavioral, social and cultural. One aspect I have hesitated to mention is weak leadership. If the executive team does not have the vision of a fully integrated EPM suite of methods nor the emotional will to expand their level of maturity, then their organization will not attain a competitive advantage.

13. As a consultant, what are the most common issues that your customers raised related to Performance Management?

Unfortunately the most common issues involve misconceptions about the EPM methods. They typically misperceive that there are pre-requisites like perfect data quality, a single data warehouse (in contrast to disparate data sources), employee time-sheet data collection systems, and data from IT systems in place of some estimates from reasonably informed employees. EPM can be attained without these. If these misconceptions could be removed, there will be more impetus to "get started" or "go further."

Consultants



Interviewee name: **Elena Hristozova**

Title: **Management Consultant – Strategy, OD, HRM, Leadership Development Freelancer**

Country: **Bulgaria**

Continent: **Europe**

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

For me the term includes all tools and processes in a Performance Management System, designed to align individual employee performance with the overall organizational strategy.

2. What drives interest in Performance Management?

Organizations need Performance Management (PM) to achieve effectiveness and efficiency. These are the two main drivers, which imply staying focused, tracking results in line with strategy, as well as getting the best possible Return on Investment.

You cannot improve, or even manage, what you cannot measure! Therefore, measuring results makes it easier to manage an organization. Performance Measurement as a part of PM allows companies to be more flexible when executing their strategy.

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

As a Balance Scorecard fan I believe that these levels should be aligned. In my

opinion, this is the most effective way you can encourage people to contribute to the overall strategy. All individual objectives should contribute to those of the department, and in turn the departmental performance should add to the overall performance of the organization.

4. What are the 2013 key trends in Performance Management from your point of view?

Currently, there are two central trends – finding KPIs to accurately measure performance and ensuring employees' buy-in for those KPIs.

A new trend - called BIG DATA - is emerging at the moment. It affects Performance Management primarily in terms of business intelligence. The focus is more on the market rather than on internal processes and performance. However, the expertise to capture and create value from BIG DATA will be gaining importance to internal organizational aspects of performance.

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

I would once again mention the KPIs: on the one hand - which KPIs are relevant, and on the other how to prevent "the cobra effect"* when defining objectives, KPIs and incentives.

Another aspect is how to define relevant KPIs having into consideration the domain of control when more than one unit contributes to the same objective/KPIs or when individual performance depends to a great extent on externalities.

*The term "cobra effect" is coined by Horst Siebert, referring to a solution of a problem which made the situation even worse. The British government was concerned about the large cobra population in Delhi and offered a bounty for each dead cobra. However, this practice encouraged people to breed cobras for income. When the government became aware of this, it stopped the reward program, causing the cobra breeders to set the now worthless snakes free. Thus, the cobra population increased further.

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

Companies from the consulting industry are now doing a lot to improve their Performance Management. I would also recommend best practices from the TelCo and the FMCG. These are usually companies where the market, in terms of customers and competition, is traditionally challenging and both managers and employees are not "spoiled" with large profit margins.

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

From a top-down perspective one of the greatest challenges is to create architecture simple enough to be actually executed afterwards. It is also difficult to ensure the genuine support of the top management and to expect all of them to act as a role model.

A third challenge is convincing and preparing line and senior managers to play their roles as Performance Managers. The latter means to do simple day-to-day duties such as to communicate objectives/KPIs, observe individual performance, give feedback and guidance etc. However, these actions demand a lot of time, energy and good will.

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

To be able to benefit from their PM tools and processes, organizations should develop a real Performance Management culture, which implies the necessary attitudes and behaviors of the performance managers. In addition, the way of dealing with the qualitative aspects of Performance Management needs improvement. I believe that Performance Management is more than putting checkmarks in boxes of KPIs. It is about giving feedback and offering guidance to individuals to improve and develop. Unfortunately, performance managers are not always willing to provide this feedback on a regular basis and to help people meet their objectives.

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

As far as I have observed, Balanced Scorecard is a practice that works. Another good practice is the traditional Performance Management process - defining objectives at the beginning of the year, then having mid-term reviews (it is really important to find the time for this mid-term reviews) and eventually - the final review. It is crucial to make sure that all performance managers within the organization follow these steps in order to create a best practice.

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

One aspect would be the feedback meetings between performance managers and employees - how to motivate employees to be an active part of the process, encourage them to prepare themselves for these meetings by collecting feedback for their own performance from peers and from other managers.

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

"To be able to benefit from their Performance Management tools and processes, organizations should develop a real Performance Management culture, which implies the necessary attitudes and behaviors of the performance managers."

One limitation for the top managers is that they do not always find time and resources to start a Balanced Scorecard project to ensure alignment of individual objectives with the strategy, as they are not really convinced about the possible benefits.

Similarly, for performance managers the greatest limitation is their motivation, but also their PM expertise. They should find the time to collect examples for relevant observable behaviors of their direct reports and help them meet the quantitative and qualitative objectives.

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

- Balanced approach towards quantitative and qualitative objectives;
- KPIs which are relevant and accepted by all employees;
- Performance managers who give feedback and guide individuals towards meeting their objectives.

13. As a consultant, what are the most common issues that your customers raised related to Performance Management?

Based on my experience, customers often inquire how to help performance managers to assess in an impartial manner the performance of their subordinates and how to structure a feedback session with an employee. Performance Management as a methodology is not a challenge anymore, what makes a difference is the way it is implemented in practice.

Consultants



Interviewee name: **Andrés Felipe Molina Orozco**

Title: **Director and Consultant**

Organization: **Tracest Consulting Group**

Country: **Colombia**

Continent: **South America**

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

Performance Management is a business model which manages a number of tools that organizational leaders use to measure and to increase the motivation of employees, who therefore understand the importance of their role in the productivity of the organization.

Although Performance Management may be seen as a theoretical model, it is a way to modify the behavior of the members of the organization to achieve greater results. It is a way of creating an organization governed by principles rather than by rules, allowing each of the coworkers to make their job the best they can without hierarchical boundaries.

2. What drives interest in Performance Management?

Performance Management should be based on showing the importance of each role in the organization in achieving the strategic objectives.

The interest of a company that uses Performance Management should be the human development of employees in order to achieve economic development of the organization.

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

The relationship between organizational, departmental and individual level must be clear and consistent, individual goals must be raised so that it becomes easy to understand how a role is crucial in achieving the objectives of the department and of the organization.

For so long, the organizations have based their performance on fulfilling tasks and functions to deliver a service or product. This worked for a while at the local and regional environment, with little access to the globalized world. However, at present, any discipline, service or product is easily imitated, and then the differentiating factor will be based on the behaviors of organizations' members. It is at this point where the Performance Management gets its real value.

If the performance of individuals is according to the departmental goals, and the performance of each department is consistent with what top management is committed to, sustainable results will be achieved.

4. What are the 2013 key trends in Performance Management from your point of view?

In 2013, the organizations have continued to redefine their measurement models to create better internal customer's experiences. A great internal customer's experience generates the ability to deliver an unique and positive experience to external customers.

Therefore, Performance Management has been designed to establish the link between individual performance and the achievement of the strategic objectives of the organization. It can be seen as the bottom line of the Balanced Scorecard throughout the organization.

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

Individual aspects should be explored more. Organizations must understand that they are made up of human beings who are moved by emotions rather than by reason.

In addition, the Performance Management must recognize the context of each organization, especially organizations developed in family environments. Conflicts that do not allow a high performance in family businesses are very different from those in companies that are not managed by family members.

Family businesses are the basis for developing economies and, therefore, this should be the new focus of Performance Management.

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

In the case of Colombia, and more specific, the region in which I work as a consultant, a great example of Performance Management achievement are Telecenter Panamericana (Subsidiary of DirecTV) and Carval of Colombia.

These companies have made a difference in the behavior of their members, which has led them to achieve exceptional results, expand their operations and be considered great places to work at.

They have succeeded in defining the roles of their employees so that everyone knows how to achieve their best performance and deliver the best results in a sustainable manner.

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

The biggest challenge in Performance Management is the fear of change, fear of taking on new administrative practices that challenge the type of management that organizations had.

Managers who take on the challenge of cultural change in their organizations and have the patience to wait for results are scarce. Boards should also have confidence in their managers to meet the challenges that Performance Management has.

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

Human irrationality should be taken into consideration. People base their behavior on emotional reactions, every day is different in the way we treat customers, and each customer is different every day.

Therefore, to achieve success in the development of Performance Management models, teams' and departments' Balanced Scorecards must consider how the members of the team will react to their tasks.

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

Practices that can relate work environment, sales and development of employees.

An organization must ensure to be focused on development for the people working in it, must allow each employee to deliver their best performance every day, and at the same time, it must allow each employee to improve their skills and knowledge day after day.

This generates good teams and people willing to deliver their best to the customers, as well as compact teams with similar values and beliefs, that allow low levels of personnel rotation and low costs of training.

Therefore, an organization with good Performance Management practices must deliver excellent business and financial results.

> "If the performance of individuals is according to the departmental goals, and the performance of each department is consistent with what top management is committed to, sustainable results will be achieved."

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

The emphasis in education should be the human character of organizations.

The training of the organizations' leaders must provide the tools to understand that performance is guided by the understanding of the employees and the importance of their role in achieving strategic objectives.

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

The limits are drawn from the perspectives of senior management; it all depends on the direction the organization wants to go and in what time.

The most important is the commitment of the board and members of the organization to be patient in order to achieve long-term results.

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

An organization must be prepared to answer the following questions:

• Individual Aspirations: What do I want to be? When do I want to be? Why do I want to be?

• Departmental Wishes: What do we want to be? How do we want to be? Why do we want to be?

• Organizational Fears: What do we want to be? How do we want to be? Why do we want to be?

Leaders must gain an understanding of the aspects that motivate each member of the organization and each team.

13. As a consultant, what are the most common issues that your customers raised related to Performance Management?

The biggest problem I find with my clients is that they have tried to establish the model of Performance Management guided by unsuitable texts and unprepared people. This has led them to have beautiful theoretical models but evil practices. Unfortunately, for this reason, the Performance Management models have lost credibility within senior management of companies.

The leaders of the organizations must be able to adapt the models to the reality of their company, the surrounding environment and the mission statement of the company.

If handled properly, Performance Management can be the best ally of a successful organization, but if handled improperly, can be a great enemy in achieving strategic objectives.

Consultants



Interviewee name: **Teresita Villanueva**

Title: **Managing Director**

Organization: **TAV Systems, Inc.**

Country: **Philippines**

Continent: **Asia**

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

It means the whole process of performance planning and commitment, performance review and monitoring, performance evaluation, developmental action planning and rewarding performance.

2. What drives interest in Performance Management?

The desire of companies to measure organizational performance through the performance contribution of every individual and teams in achieving corporate goals.

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

At the organizational level, top management sets the corporate objectives which are geared towards the attainment of the strategies for the year. At the departmental level, every department or team sets their department objectives that should be linked towards the attainment of the corporate objectives. At the individual level, depending on the role of every individual in the organization, their objectives are likewise linked towards the attainment of their team objectives. In the end, every individual's performance links to the attainment of the team/department's performance that in turn supports the attainment of the organization's overall performance based on the corporate objectives that the top management sets for the year.

4. What are the 2013 key trends in Performance Management from your point of view?

• Performance Management systems should use the right KPIs to ensure objectivity in performance measurement;

• Performance Management systems should not only measure KPIs attainment but also competencies and corporate values. Actual performance based on KPIs however carry the biggest weight in determining an individual/team's actual performance in the organization;

• Performance Management systems are most effective when the organization implements the whole PMS phases as mentioned in item 1 above.

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

a) Rewarding individual and team performance – What is the relationship between rewards to individual and team performance? What is more rewarding to the individual or the team – is it monetary or non-monetary rewards?

b) Composition of the Performance Appraisal Form – Objectives? KPIs? Competencies? Corporate Values? – What is the common composition among companies?

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

Business Process Outsourcing organizations because every output is timed and measured per person.

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

It is monitoring performance, more particularly making it easy for managers as well as for the employees themselves in how to monitor their performance based on the KPIs that are set for the year. How can performance monitoring be made easy for them so that they don't waste their time on doing this.

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

It is setting the formula to be used in monitoring actual performance vis-à-vis actual targets.

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

Using well-defined KPIs with a tracking system for monitoring performance year round.

Managers who practice performance coaching and performance feed-backing as often as possible tend to increase the actual performance of their people.

> "A Performance Management system should not only measure KPIs attainment but also competencies and corporate values."

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

How to develop the right objectives, KPIs and levels of performance. People should know when their performance is poor, below satisfactory, satisfactory, very satisfactory and excellent at the very start that they are agreeing with their managers as to what are their performance targets for the year.

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

They should be experts in all the skills and knowledge required in implementing all the phases of the Performance Management system as mentioned in item 1 above.

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

- Performance Planning and Commitment;
- Performance Review and Monitoring;
- Performance Evaluation ;
- Developmental Action Planning.
- Rewarding Performance – Pay for Performance

13. As a consultant, what are the most common issues that your customers raised related to Performance Management?

a) How objective is the tool in measuring performance? It is important that baseline data are set so that performance targets are realistic;

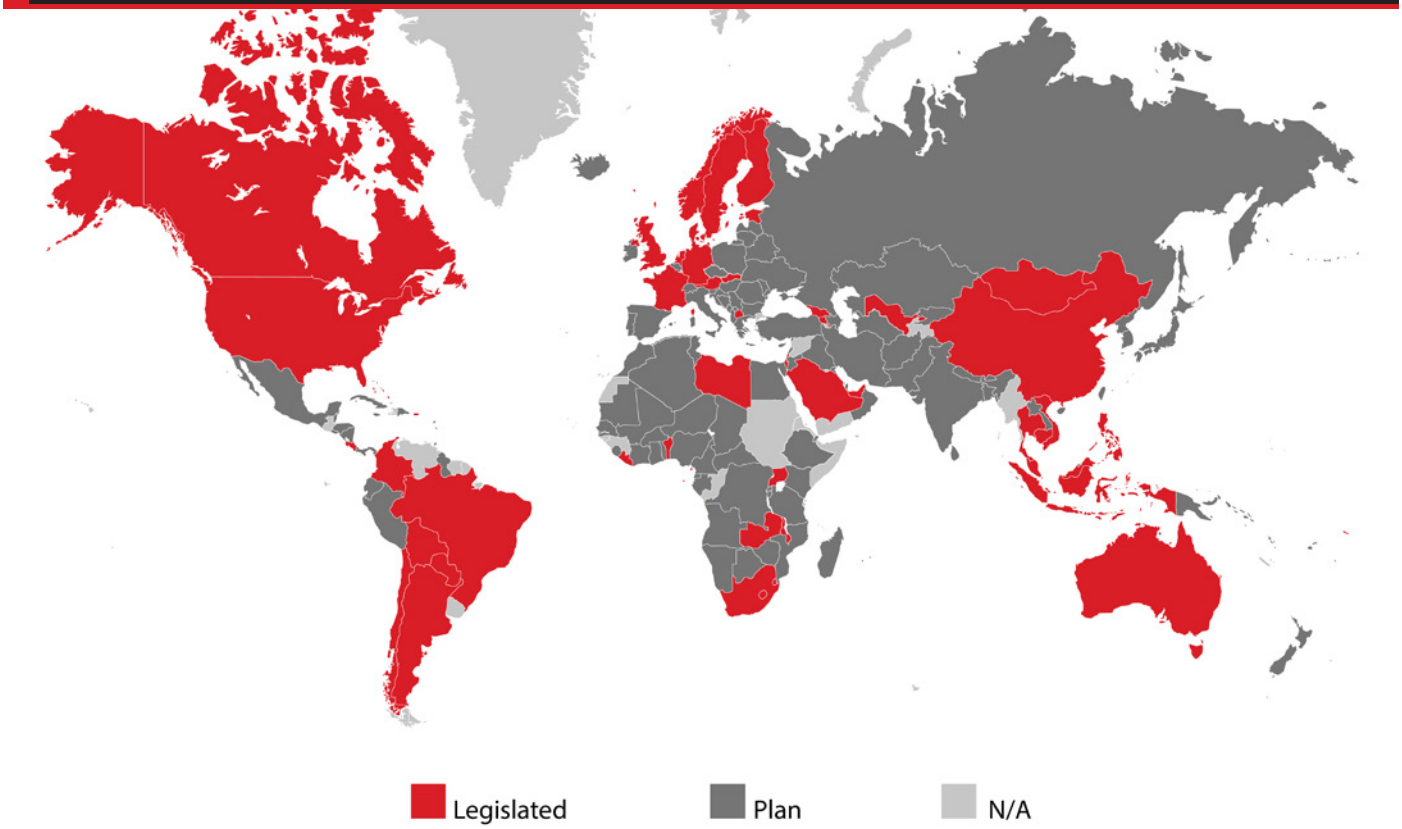
b) Who should monitor actual performance? Employees and managers should be able to come up with a monitoring system that enables them to measure how they are performing on a regular basis;

c) How should we reward individuals and teams based on the result of their actual performance? Often times we would look at company practices for benchmarking. It would be good if The KPI Institute can share best practices along this area for reference.



AROUND THE WORLD

Map Overview



Introduction

Performance Management, in all its forms, is growing in popularity every year. Both private companies and public organizations from all around the world are embracing its concepts and strategies in order to assess and improve their work and their overall results. The KPI Institute has researched the status of the discipline in more than 200 countries, exploring different policies or even laws that have been implemented to guide organizations or governments towards adopting Performance Management techniques and practices.

As expected, the governments of major countries, with large populations and high GDPs have been the first ones to implement different Performance Management strategies. However, the tendency of implementing Performance Management systems has also been noticed among more and more small or developing countries.

The map above illustrates the type of performance management practices for each of the analyzed countries: legislations or plans to implement different systems, policies or acts in order to apply Performance Management at a public level. The study also contains a short description of the most representative systems and the countries that have implemented them.

The following table presents a full list of the countries that were covered by the research, as well as their type of Performance Management practices, both applied and under implementation. The links were functional at the time of the research (October 2013).

Country Profiles

Some of the most representative countries in terms of Performance Management legislation and national emphasis are:

Australia

- Performance reporting regimes have been in place in many OECD countries, including Australia, since the mid-1980s.
- The Australian National Audit Office has undertaken a pilot project to assess the status of the Australian Government performance measurement and reporting framework as a basis for the implementation of a future program of audit of entities' key performance indicators, and also to develop a suitable audit methodology.
- The establishment and reporting of entity key performance indicators is a fundamental underpinning of the Australian Government's performance measurement and reporting framework.
- Changes to the budgetary process to provide additional managerial autonomy within a firm are also considered as key aspects of Performance Management;
- Considerable emphasis is being placed on benchmarking;
- Many services and commissions subordinated to the Australian Government have implemented Performance Management systems and are currently monitoring organizational and individual performance.

Canada

- Every year, the President of the Canadian Treasury Board tables a Performance Report to the Parliament;
- This year's Overview of Government Spending and Performance offers a clear image upon the main areas of interest

(Economy, Society, International and Government Affairs), as well as the expenditures for each subcategory, the income security, economic growth, global poverty reduction or "well-managed and efficient government operations".

China

- Since the mid-1980s, the Chinese government has implemented a Performance Management regime that has grown in complexity and sophistication;
- Since the early 1990s, local governments have experimented with various performance management systems that by 1995 became formalized as the "Objective Responsibility System" (ORS).
- Emerging first at local government level, ORS involves setting targets and objectives for subordinate government units and holding individual leaders responsible for their achievement.

Kenya

- In 2004, the Government introduced Results Based Management (RBM) in the Public Service as a deliberate policy in order to improve performance, service delivery and governance. Result Based Management (RBM) is a participatory and team based management approach designed to achieve defined results by improving planning, programming, management efficiency, effectiveness, accountability and transparency.
- In April 2008, the Coalition Government formed the Public Sector Reforms and Performance Contracting (PSR&PC), a mechanism that aims at improving performance of the Public Sector through setting SMART objectives (Specific, Measurable, Attainable, Relevant, Time-bound) by specifying agent performance in terms of results (outputs) & assigning accountability for those results, increasing the transparency of the accountability relationship in public institutions, establishing clear reporting, monitoring and evaluation mechanisms of the projects and providing a basis for performance assessment;
- Along with other systems, it works towards "Vision 2030", a program that aims to make Kenya a globally competitive and prosperous nation;
- The program is currently supported by the Government of Kenya, the World Bank, the United Nations Development Program and the Governments of Canada, Denmark, Finland, Sweden and the UK.

Mozambique

- Performance Management Systems in the Mozambican Public Service have been founded by the World Bank and the Government of Mozambique;
- The Country Program Evaluation (CPE) assesses the overall performance and results of a five-year project based on the Canadian International Development Agency's (CIDA) latest Country Development Programming Framework (CDPF) for Mozambique.

Romania

- In Romania, Law no. 40/2011 for amending and supplementing the Labor code established the right and duty of employers to set performance criteria for employees;
- The employer now has the right to establish individual performance objectives, as well as the criteria for evaluating the achievements. The employees are informed upon the evaluation criteria and procedure when hired.

Malaysia

-The Performance Management & Delivery Unit (PEMANDU) was established in 2009 as a unit under the Prime Minister's Department. Its main role is to oversee implementation and assess progress of the Economic Transformation Program and the Government Transformation Program. It facilitates and supports the delivery of the National Key Result area (NKEA's), National Key Economic Areas (NKRA's) and Ministerial Key Result Area (MKRA's);
-The Government Transformation Program, which aims to fundamentally transform the Government into an efficient and results-focused institution is in the center of a larger program which states that, by 2020, Malaysia will become a developed, high-income nation.

United Kingdom

-The British Performance Management model has largely been centralized, top-down, with lower tier organizations mandated, either legally or administratively, to produce performance reporting data;
-The Public Service Agreements Systems (PSAs) have come to be seen as an international model for setting performance targets, broadly linked to the budgeting process.

United States of America

- The US government deployed Performance Management Systems as mandated by the Government Performance and Results Act of 1993 (GPRA);
-Ever since, USA has permanently improved its Performance Management systems, both through its governmental decisions and agencies:
•1995: Revised Performance Management regulations – further decentralization;
•2000: Reinforced the link between Performance Management and strategic planning, requiring agencies to use balanced measures in evaluating executive performance;
•2002: Required the establishment of systems, standards and metrics for assessing agencies' management of human capital;
•2005: Revised awards regulations on calculating the payment of performance-based awards.

Some of the developing countries with legislated Performance Management Systems are:

Benin

It adopted a Performance-Based Management reform in 1999. Ever since, the focus is on a gradual transition from resource-based budget management to budget management focused on objectives.

Cambodia

The government implemented the Merit Based Payment Initiative in 2005.

Indonesia

The local government institutions manage their own performance and finally report it to the central government. The initiative was first piloted in the Ministry of Economy and Finance, and then it was gradually rolled out across government.

Mongolia

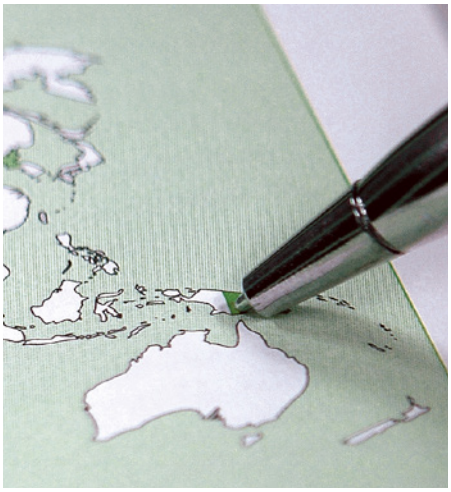
The Government of Mongolia introduced a Performance Management System in 2003 as part of the public administration reform.

Uganda

It implemented Results Oriented Management (ROM) at both institutional and individual level, a system which supports other initiatives and tools, such as Output Oriented Budgeting (OOB), Balanced Scorecard (BSC), policy evaluation frameworks etc.

Zambia

The Government of Zambia measures the individual performance of officers.



Country Legislation A

Country	Category	Notes
Afghanistan	Plan	The Performance Management Plan (PMP) is the U.S. Mission in Afghanistan's tool to plan and manage the process of assessing and reporting progress towards assistance/foreign policy objectives identified by the President of the United States, the Secretary of State, the U.S. Ambassador to Afghanistan and the Government of Islamic Republic of Afghanistan. *Source: http://pdf.usaid.gov/pdf_docs/pcaac296.pdf*
Albania	Plan	Some indicators – of inputs (cost of services) and of outputs (number of patients seen, cubic meters of water provided) – are routinely kept by local governments in Albania, although often not organized or used for analytic purposes or for planning. A separate project, The Service Improvement Action Plan, became an important tool for focusing sectorial plans in each city, in the process of decentralization. *Source: http://unpan1.un.org/intradoc/groups/public/documents/nispacee/unpan021836.pdf*
Algeria	Plan	Since 2000, The African Development Bank, along with the Democratic Republic of Algeria publish a Portfolio Review Report, in which development projects from different sectors (Agriculture, Transport, Public Utilities, Telecommunications, Industries and Banks, Social, Multi-sector and Emergency Assistance) are assessed taking into consideration objective, loan conditions, procurement performance, financial performance, activities and outputs, impact on development and overall performance. Performance indicators are used to assess development. Some examples are: Number of projects, Net commitments, Disbursements, Disbursement rate, Number of problem projects, Number of active projects or Performance rating. Also, the 2011 report presents the results for 40 indicators: Social (e.g. % Population growth, % Mortality rate – infant, % School enrolment – primary), Economy ($ GDP, % GDP Growth, % Inflation), Trade, External debt & Financial flows (%Export Growth, % Trade balance) and Private sector development & infrastructure (# Internet users, % Roads paved etc.). *Source: http://goo.gl/dCvORR - http://goo.gl/DxD3XC*
American Samoa	Legislated	Has established a government Performance Results Act. *Source: http://www.whitehouse.gov/omb/mgmt-gpra/gplaw2m*
Angola	Plan	The U.S. Agency for International Development (USAID) strongly recommended the development of Performance Management practices in the country to better facilitate efficient foreign aid and working practices. In the 2013 USAID report it is stated that Angola did not manage to implement the system, and further recommendations were accepted by the country. *Source: http://oig.usaid.gov/sites/default/files/audit-reports/4-654-13-006-p.pdf*
Anguilla	Plan	The Department of Public Administration is committed to the implementation of a Performance Management System (PMS) at the beginning of 2012. It has been designed to improve overall performance and productivity of the public service by actively linking individual work performance to department/ministry, organizational and national goals. No further information about the implementation were found at the time of the research. *Source: http://anguillanews.com/enews/index.php/permalink/4139.html*
Antartica	Legislated	The Australian Government has an Expeditioner Performance Appraisal Scheme (EPAS) which uses the Antarctic Service Code of Personal Behavior as the basis for assessment of performance. The EPAS is designed to facilitate objective assessment of the technical skills and behaviors exhibited by the expeditioner from the commencement of employment until their return to Australia. The Antarctic arm of the Australian government also has a Human Resources section which deals with Performance Management schemes. *Source: http://goo.gl/v4D0et*
Antigua and Barbuda	Plan	The education department in Antigua and Barbuda had "previously implemented the Excel-based Performance Management Tool (PMT) developed by OERU, also on a pilot basis. Although the PMT was not adopted on a system wide basis, several schools involved in the pilot test continue to use PMT templates to record and present data". They are now using the Abus STAR system developed in Barbados. *Source: http://www.infodev.org/infodev-files/resource/InfodevDocuments_594.pdf*

Country Legislation A

Country	Category	Notes
Argentina	Legislated	Argentina's Physical and Financial Monitoring System was created in 1992 with the objectives of informing the budget allocation process, encouraging agencies' management improvement and enhancing transparency and accountability. On the other hand, the creation of System of Information, Monitoring and Evaluation of Social Programs (SIEMPRO) in 1995, also in Argentina, was part of a broader initiative intended to enhance the government's capacity to develop and implement effective policies in this particular case, in the domain of 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. *Source: http://goo.gl/vdGbIi*
Armenia	Plan	The Armenia (Local Government Program) LGP II was competitively awarded to the Urban Institute as an extension to the three-year, $4 million LGP I. LGP II incorporates an additional focus on economic development strategies, citizen participation with greater emphasis on gender and youth involvement, 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 there were preparations ongoing for the implementation of an Education Management Information System towards the end of 2011, and the introduction of a national student tracking management system. Performance monitoring was identified as an area to be strengthened. No further data about the implementation of the system was found. *Source: http://goo.gl/Kot0GX*
Australia	Legislated	For several decades, performance measurement has been used as an internal informational tool to evaluate business units' operations and make program and budgetary decisions. In the public sector, interest in performance measures has grown enormously, as evidenced by the large literature on the new public management (NPM), benchmarking and Balanced Scorecards. The Management Advisory Committee (MAC) is a forum of Secretaries and Agency Heads established under the Public Service Act 1999 to advise the Australian Government on matters related to the management of the Australian Public Service (APS). When addressing its broad advisory function, the Committee considers a number of management issues where analysis, discussion and the identification of best practice approaches would inform and promote improvements in public administration. Performance reporting regimes have been in place in many OECD countries, including Australia, since the mid' 1980s. Over time, there has been a trend to move away from a narrow focus on reporting on financial inputs, towards integrated models that are intended to provide a clearer picture of the results or outcomes that have been achieved from the expenditure of public money in other words, whether the outcomes or the impacts sought by government are being realized. *Source: http://goo.gl/d9Cppj*
Austria	Legislated	Primarily related to their budget expenditure process, where Performance Management is used by the ministries, Federal Chancellery and Parliament in order to generate Medium-Term Expenditure Framework (MTEF), Performance Management is far more than performance budgeting. The Performance Management cycle is about planning, implementing an evaluating outcomes and outputs. Based on the program of the federal government, the politicians define strategic objectives and outcomes. Public administration then has to determine the necessary outputs in order to achieve the desired outcomes. Also, the Public Employment Services operates an individual reward program for aggregate performance at the district/regional level. *Source: http://goo.gl/uHh5bi*
Azerbaijan	Plan	The United Nations Development Programme (UNDP) is committed to results and risk-based Performance Management, as well as to the values and culture of accountability and transparency. UNDP Azerbaijan manages its program and operations in line with the applicable UNDP accountability framework and oversight policy. Also, there is a service performance appraisal system for the civil servants. Results of the evaluation are submitted to the Civil Service Commission under the President of the Republic of Azerbaijan. *Source: http://goo.gl/PlgCrf*

Country Legislation B

Country	Category	Notes
Bahamas	Legislated	The Bahamian Ministry of Public Service developed a performance appraisal system called Annual Performance Record. It was introduced service-wide in 2004. The system requires bi-yearly assessments of public officers' performance. *Source: http://goo.gl/JV8YRx*
Bahrain	Plan	The Kingdom of Bahrain is very supportive of the implementation of Performance Management systems as evidenced by their visiting of UAE in 2012 in order to inspect their successful Performance Management systems as outlined by McKinsey's report on their new vision for an implementation of a PM system in 2008. The visitors also reviewed the adoption and implementation of the Human Resource Strategy by the Authority in the Federal Government, in light of the UAE Government Strategy for the years 2011-2013 and the UAE Vision 2021. *Source: http://fahr.gov.ae/Portal/en/News/1/3/2012/bahraini-delegation-hosted-by-fahr.aspx*
Bangladesh	Plan	The Ministry of Establishment, Government of Bangladesh, is carrying out the Managing At The Top 2 (MATT 2) a program developed in close collaboration with DFID. It is envisaged that the joint efforts will develop reformed Human Resource Management Systems within the Bangladesh Civil Service as an important structure to drive administrative reform. MATT 2 aims to create a critical mass of reform-minded civil service top managers to help bringing fundamental improvements in the governance of Bangladesh. *Sources: http://www.matt2.org/about_us.php?c_id=matt2 http://extension.ait.ac.th/course/299*
Barbados	Plan	The Performance Management Initiatives from the Public Sector Reform are vital if Barbados wants to compete in the regional, hemispheric and global environment. To complete the reform, a number of significant initiatives were introduced in order to strengthen the public service and make it more professional: Performance Review and Development System (PRDS), Job Evaluation Exercises, Human Resources Management Information System (Smart Stream), Employee Assistance Program (EAP), Humanized Management/Personnel Excellence Program, Service Assessment and Improvement Program. *Source: http://reform.gov.bb/page/Public%20Sector%20Reform%20in%20Barbados.pdf*
Belarus	Plan	An United Nations report states that, within the civil service, performance evaluations will be lead. Also, in order to improve the performance of state employees, selection and collocation of the civil service cadre, qualification exams will take place. An employee is obliged to take the first exam after three years. Consequently, the exam is taken every three years and is managed by a commission assigned for the purpose. *Source: http://unpan1.un.org/intradoc/groups/public/documents/un/unpan023207.pdf*
Belgium	Plan	Performance contracts are embedded in an overall Performance Management strategy of the Flemish government. But in many cases, the contract is just another way of controlling already existing para-departmental organizations, as the case of the Flemish Service for Job Mediation and Vocational Training shows. The legal status of performance contracts remains an unresolved issue at both levels of government. *Source: http://www.oecd.org/gov/budgeting/1902940.pdf*
Belize	Plan	A new Performance Appraisal System for the Belize Public Service was designed to complement administrative and personnel factors such as strategic plans, performance agreements, continuous feedback and interaction between supervisor and co-workers. In 2013, The Ministry of Public Service and Elections & Boundaries committed to improve its performance standards through performance management, compensation and rewards. *Sources: http://www.belize.gov.bz/images/documents/MPS%20Proposal.pdf http://unpan1.un.org/intradoc/groups/public/documents/caricad/unpan000475.pdf*

Country Legislation B

Country	Category	Notes
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. This transition will be achieved through increased accountability of spending in ministries in the preparation, execution, monitoring and evaluation of their Program Budgets (PBs) in the context of performance-based management and the strategic, efficient and equitable use of all public resources with a view to promoting growth and improving the living conditions of the people and, thereby, reducing poverty in Benin. *Source: http://www.mfdr.org/sourcebook/2ndEdition/4-5BeninRBM.pdf*
Bermuda	Plan	According to the Strategic Plan 2012-2015, Bermuda Police Service is implementing a computerized Performance and Development Appraisal System that would provide a comprehensive and continuous evidence-based performance review for every officer up to the rank of superintendent. Among the intents included in the report, the Bermuda Police plans to "examine existing key performance indicators and identify indicators that effectively relate to crime, public perception and public confidence in the police. *Source: http://goo.gl/v2dh6X*
Bhutan	Plan	The Performance Appraisal System covers all government employees, including personnel on probation and contract. *Source: http://bhutanobserver.bt/2666-bo-news-about-performance_appraisal_still_weak.aspx*
Bolivia	Legislated	Bolivia's Performance Management and Budgeting reform agenda has been expansive and ambitious. However, the reform agenda suffered from very limited implementation at the close of 1990s. In 1998/99, the Institutional Reform Project (IRP) was introduced to curb corruption and also to restore the reform momentum in performance orientation. It affected public budgeting and financial management in two areas (1) developing an integrated financial management system (SIMGMA) and (2) boosting a results-oriented strategic budgeting and management processes (Montes and Andrews 2005). *Source: http://www.odi.org.uk/sites/odi.org.uk/files/odi-assets/publications-opinion-files/2446.pdf*
Bosnia and Herzegovina	Plan	Recently implemented an enhancement of efficacy, efficiency, effectiveness and responsibility in work on the civil service bodies through improvement of the existing Performance Management system at different levels of government in BiH. These measures were taken in order to ensure support for the Action Plan 1 for implementation of the public administration reform. *Source: http://parco.gov.ba/eng/?page=388*
Botswana	Plan	1. Performance Management Systems are currently in place in Botswana, Ghana, South Africa and Uganda. 2. Supported the policy and planning aspects of a Pay Based Reward System to link the government's Performance Management System implementation strategy with the performance of individual Public Officers. *Source: http://www.fmp.ca/interna.htm*
Brazil	Legislated	"Presently, the main relevant regulations on performance appraisal in Brazil's public organizations are the Federal Constitution, the Law 8,112 of 1990, Law 11,784 of 2008, Law 11,907 of 2009 and the Decree 7,133 of 2010. Law 8,112 establishes the assessment criteria for the probationary period: assiduity, discipline, capacity for initiative, productivity and responsibility. Laws 11,784 and 11,907 have instituted score-based performance monthly bonuses, the so-called "performance-related pay", and linked the payment to the individual and organizational appraisal. The individual assessment is based on fulfillment of tasks and activities in pre-established work plans, in addition to the minimum factors: I. Labor productivity, based on previously established parameters of quality and productivity; II. Knowledge of methods and techniques necessary for the development of activities related to the effective position in the work unit; III. Teamwork skills; IV. Commitment to work; and V. Compliance with procedures and conduct rules in the performance of duties of the position". *Source: http://www.gwu.edu/~ibi/minerva/Fall2012/Luciano_Grossi.pdf*

Country Legislation B

Country	Category	Notes
British Virgin Islands	Legislated	British Overseas Territory has implemented a Performance Management system for The British Virgin Islands. Its goals, as stated in the Performance Management Handbook 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" The aim is "World Class Performance through Partnerships". *Source: http://www.hr.gov.vg/upload/Performance%20Management%20Handbook.pdf*
Brunei	Plan	Human Resource Management initiatives include the Performance Appraisal System in the Brunei Civil Service that is currently tied to Annual Bonuses awarded every December. Apart from the Performance Appraisal System, the Brunei Civil Service also has provisions for all civil servants in the form of a variety of government benefits such as the Subsistence Allowance added on to basic civil service salaries, Passage Allowances which consist of three-yearly passage allowances as well as a ten-yearly passage allowance to London and a fifteen-yearly passage allowance to perform the Hal pilgrimage to Mecca. *Source: http://bruneiresources.com/pdf/accsm14_brunei_paper.pdf*
Bulgaria	Plan	In 2006 - 2007, the Centre of Expertise worked with the NAMRB to pilot a Performance Management program in Bulgaria, focusing on local economic development and communications. Six pilot municipalities participated in the project: Ruse, Kurdjali, Strumiani, Dobrich, Gabrovo and Pazardjik. According to information provided from the National Association of Municipalities in Bulgaria (NAMRB), since June 2006, four of these municipalities have been using their templates to take systematic stock of their performance in local economic development and three pilots in communications. *Source: http://goo.gl/IMI4pM*
Burkina Faso	Plan	After adopting structural adjustment plans during the 1990s, Burkina Faso began a poverty reduction program in 2000 by adopting a Poverty Reduction Strategy Paper (PRSP). Since 2000, Burkina Faso has been drawing up a three-year rolling Medium-Term Expenditure Framework (MTEF), with a view to strengthening the implementation of Results-oriented Public Expenditure Management started in 1999 as a new method for preparing and executing the Government Budget. As stated in the medium term review, "there's a need to sequence a performance focus. It is important not to swamp the center with performance information. An emerging lesson, which is also backed up by OECD experience, is that performance information is primarily a management tool at the sector and organizational level. As PRSPs matures, this will be a particularly important lesson, as internal and external demand for performance indicators to track PRSP implementation increases". *Source: http://www.imf.org/external/NP/prsp/2000/bfa/01/*
Burma	N/A	AUSAID highlights that "insufficient attention has been paid to collecting and assessing performance information and this limits the programs' ability to demonstrate aid effectiveness. Undertaking rigorous evaluation has been difficult because of a lack of reliable national data and socio-economic statistics in Burma". The Burma program is part of this and is developing clear strategic directions and results-based performance frameworks. *Source: http://ausaid.gov.au/Publications/Documents/burma-dcr-2010.pdf*
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 and individual. The use of performance indicators is also mentioned in the strategy. *Source: http://www.ghi.gov/whereWeWork/docs/BurundiStrategy.pdf*

Country Legislation C

Country	Category	Notes
Cambodia	Legislated	In Cambodia, the government and development partners implemented the Merit Based Payment Initiative in 2005 within the Ministry of Economy and Finance, with plans to expand to other ministries including the Ministry of Health. The program rewards civil servants with higher pay in accordance with their merit. Rolling out performance-based pay to health sector managers and paying salary supplements through Primary Health Care (PHC) provider contracts would be a necessary minimum to ensure that staff and resources are available to increase publicly-provided health care. *Source: http://www.who.int/hdp/publications/subhcambodia.pdf*
Cameroon	Plan	Two management systems created in Cameroon in collaboration with the World Bank: In close collaboration with the Ministry of Basic Education, the World Bank launched in 2011 an initiative with the objective to prepare education report cards (produced at school, district and regional levels) with comparative data on context (urban/rural, road accessibility, distance to health center), available resources (teachers, textbooks, school grants) and performance (exam pass rates, drop-out rates, repetition rates, parity ratios) availed to different management levels and to schools and Piloted in the Adamawa and North West Regions, the Budget Transparency Initiative promotes budget transparency at multiple levels – from schools and health centers to local councils, divisions, and regions. Through simplification, analysis and dissemination of budget information the initiative seeks to raise awareness and build capacity among government officials and local institutions to engage in dialogue with citizens around budgetary issues, and to encourage demand for good governance. *Source: http://www.worldbank.org/en/country/cameroon*
Canada	Legislated	The Management Accountability Framework (MAF) was introduced in 2004 to improve organizational capability in 10 management disciplines (risk management, citizen-focused service) based on 21 sub-elements or indicators. Every year, the President of the Canadian Treasury Board tables a Performance Report to the Parliament. This year's Overview of Government Spending and Performance offers a clear image upon the main areas of interest (Economy, Society, International and Government Affairs). *Source: http://www.tbs-sct.gc.ca/sr-es/index-eng.asp*
Cape Verde	Plan	In 2011, the African Development Plan put in place the "Cape Verde electricity transmission and distribution network development project". The project was to be assessed using Key Performance Indicators: "A consulting firm will be recruited to draw up the project impact monitoring/ evaluation framework. Performance indicators will be compared with: (i) those of the baseline case to fine-tune project activities; and (ii) final indicators to measure the project's environmental and socio-economic impact". Financial Performance Indicators were also included in the initial plan. No further information about the project's implementation or follow-up were found. *Source: http://goo.gl/ofacyy*
Cayman Islands	Plan	Has numerous Performance Management initiatives: output and ownership management, staff Performance Management, advanced management techniques and systems (e.g. Business Process Re-engineering, Productivity Improvement Programs, Customer Service Improvement Programs, Cost Benefit Analysis, Activity Based Costing, Project Appraisal, Quality Improvement and in Education Performance Management of Educators in CIG schools, Performance Management in other education systems, performance related pay). *Source: http://goo.gl/SArXUG*
Central African Republic	Plan	USAID has its own Central African Regional Program for the Environment and has its own CARPE II Performance Management Plan and Results Framework. *Source: http://redlac.org/carpe_pmp.pdf*

Country Legislation C

Country	Category	Notes
Chad (Republic of Chad)	Plan	In the 2003 African Development Fund's "Education Sector Support Project – Appraisal Project" for the Republic of Chad it is stated that "The absence of a mechanism to monitor and evaluate the Education-for-All (EFA) objectives and the sector Millennium Development Goals (MDG) mentioned above necessitates the introduction of such a mechanism. Within the framework of the national poverty reduction strategy, the United Nations Development Program (UNDP) provides support to the Government in preparing national indicators for monitoring and evaluating the country's development objectives". Also, one of the project's objectives was improving "the capacity to monitor and evaluate the performance of the education system", along with facilitating "sector performance monitoring by preparing and putting in place a system to monitor and evaluate the EFA indicators and the sector MDGs". No further follow-ups from the project were found. *Source: http://goo.gl/306fki*
Chile	Legislated	The incorporation of performance indicators and targets into the budget process started in 1994. Between 2001 and 2004, the trend was to define indicators for established goals in an increasingly systematic manner. To complement the performance indicators and with the same aim, the government began incorporating different lines of ex post evaluation in 1997. The Chilean government began to develop the Management Improvement Programs for public institutions in 1998, under Law 19,533. In 2006, the Budget Proposal combined the results of the evaluation of more than 100 programs and fourteen public institutions and the monitoring of 130 public services based on approximately 1,500 performance indicators. The number of public institutions and agencies using performance indicators reached 136 in the budget proposal for 2006. Also, the legal framework for regulating public employment in Chile includes several relevant laws and policies. Assessment is mandatory for almost all public employees and takes the form of an annual meeting with, and written feedback from, the immediate superior. Assessment is of high importance for career advancement and remuneration, and of some importance for contract renewal. Chile uses performance-related pay (PRP) to a substantially greater level than the average OECD country. *Sources:* *http://www.mfdr.org/Sourcebook/1stEdition/5-1Chile-ManagementControlSystems.pdf* *http://www.oecd.org/gov/pem/OECD%20HRM%20Profile%20-%20Chile.pdf*
China	Legislated	From at least the mid-1980s the Chinese government has implemented a Performance Management regime that has grown in complexity and sophistication. Emerging first at local government level, China's "Objective Responsibility System" (ORS) involved setting objectives for subordinate government units and holding individual leaders responsible for their fulfillment. "Since the mid-1990s, in step with the market economy, China's Performance Management System has developed relatively quickly. Officials have provided incentives to improve performance embedded in the Human Resource Management System. Although there was an initial heavy emphasis on economic growth, this emphasis has given way to targets that focus on social and public service functions, sustainable development, and administration by law – a welcome development. China's experience of the objective responsibility system indicates that further efforts are needed to encourage collaborative arrangements to address pressing public problems, such as environmental protection and water conservation. More effort is also needed to focus on policy outcomes. Finally, enhancing public participation in China's Performance Management regime will strengthen its legitimacy and help to ensure that government programs are effectively meeting human development needs". *Source: http://www.oecd.org/china/48169592.pdf*
Christmas Islands	Legislated	The Australian Government has enacted "performance measures" for the Christmas Islands National Park. It also has Performance Management systems for the provider of its detention centers Serco. *Source: http://www.environment.gov.au/parks/publications/climate/christmasstrategy.pdf*
Colombia	Legislated	It has a National System for Evaluation of Management and Results which focuses on monitoring of results, strategic evaluations and accountability. Colombia's mode of evaluation or results management goes beyond a results-based budget. While this is an important element of the model, the system seeks to support the modernization of the Colombian state and to support institutional change, so that the government's human and financial resources become performance oriented. *Source: http://goo.gl/iJP3SQ*

Country Legislation C - D

Country	Category	Notes
Comoros	Plan	There has been a poverty reduction and growth strategy for 2010 - 2014 put forward to help Comoros tackle Performance Management related issues. *Source: http://www.imf.org/external/pubs/ft/scr/2010/cr10191.pdf*
Congo (Democratic Republic of Congo)	Plan	USAID is giving assistance to the Congo government in an effort to help them identify problem areas to be worked on that can be improved with Performance Management systems. *Source: http://www.onlinedts.com/capabilities/mande-practice*
Cook Islands	Plan	Within the Office of the Public Service Commissioner there is a Performance Management team, which assists the Commissioner in the management of work performance by HoMs. This includes performance reports to the Commissioner as the HoMs employer, performance management framework and policies. Also, performance indicators were used to monitor performance of the 2011 Public Financial Management system. *Source: http://goo.gl/jwAUw6*
Costa Rica	Legislated	Following the USA with their cabinet and agency performance contracts, the Comprimiso de Resultados is a Performance Management and Appraisal System for cabinet ministers in Costa Rica. By implementing performance contracts, called Comprimiso de Resultados (Commitment for Results), between the president and cabinet ministers, Costa Rica has moved ahead of most other governments. And, by declaring the results of performance evaluations based on Comprimiso de Resultados (CDRs), President Figueres has taken the lead in reinventing government. *Source: http://goo.gl/UbtpRg*
Cote d'Ivoire	Plan	In 2012, APSFD-Côte d'Ivoire put in place a project to integrate Social Performance Management (SPM) into microfinance practice in the Ivory Coast. This project, carried out under the auspices of the MFC Social Performance Start-up Fund, built awareness and capacity for Social Performance Management (SPM) and transparency among members of APSFD-Côte d'Ivoire. *Source: http://www.microfinancegateway.org/p/site/m/template.rc/1.9.61130/*
Croatia	Plan	It has regular performance evaluations at the government departmental level. *Source: http://goo.gl/WivL0O*
Cuba	Plan	SHRM visited Cuba at the end of 2011 and Cuban officials said that there is a need for Performance Management to be put in place; In Cuba, performance assessments are only required in the healthcare system. *Source: http://shrm.org/about/news/Pages/DelegationCuba.aspx*
Cyprus	Plan	There are significant Performance Management frameworks put in place in schools. *Source: http://goo.gl/TPrQZb*
Czech Republic	Plan	In the Czech Republic performance is monitored in the Public Employment Services through monthly meetings between regional and national directors and through the publication of an annual report. There are no individual targets but, like other countries, a new individual appraisal process does rate the performance of individuals, based on qualitative information. The Czech system is less developed than the German one, with no formal targets and with most of the indicators employed being related to activities as opposed to outcomes. *Source: http://goo.gl/6lBhjI*
Denmark	Legislated	Performance Management was introduced into the government in 1992 and has been refined continuously. A performance pay related system has been introduced to support the regime. *Source: http://www.oecd.org/gov/budgeting/1902729.pdf*

Country Legislation D - E

Country	Category	Notes
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. *Source: http://goo.gl/DE7hJO*
Dominica	Plan	The 2011-2013 Division of Agriculture's Corporate Plan is guided by Performance Management principles: "In keeping with our Vision and Mission, the MOAF has developed a series of specific performance targets to measure progress towards achievement of our Key Result Areas through our Strategic Objectives. These targets will enable us to measure and monitor progress on a regular basis". Besides Performance targets, the project also includes Performance Review Appraisals and performance reporting. *Source: http://goo.gl/mIpS4d*
Dominican Republic	Plan	USAID is working with the Dominican Republic to help sort out a Performance Management plan. During the 2013 audit, some of the recommendations were: 1. That USAID/Dominican Republic would work with its implementing partner to revise the program's performance management plan to include: - definitions for each indicator including the data source and collection methodology; - results disaggregated by gender; - updated targets and actual results. 2. That USAID/Dominican Republic would work with its implementing partner to implement an improved record-keeping system that supports each reported result; 3. That USAID/Dominican Republic would update the education team's PMP, and confirm that it agrees with indicators being reported in the program PMP and the performance plan and report; 4. That USAID/Dominican Republic would provide and document training to its staff on how to report results in TraiNet. *Source: http://oig.usaid.gov/sites/default/files/audit-reports/1-517-14-001-p.pdf*
Ecuador	Plan	Through USAID, there has been a Performance Management Plan (PMP) implemented in Ecuador related to democracy and governance activities; however, the country failed to fulfil guidelines in 2006 and was advised to alter their PMP in 2011: "Furthermore, performance indicators selected for inclusion in the performance management plan (PMP) should be useful for decision making and should measure changes that are clearly and reasonably attributable to USAID efforts". *Source: http://oig.usaid.gov/sites/default/files/audit-reports/1-518-11-009-p.pdf*
Egypt	Plan	They are trying to reform public Employee Performance Appraisal System after the "January Revolution". *Sources: http://goo.gl/wjQTiM* *http://oig.usaid.gov/sites/default/files/audit-reports/6-263-01-003-p.pdf*
El Salvador	Plan	USAID applies Performance Management metrics to higher education programs. "Performance monitoring refers to the routine collection of and tracking changes in performance indicators that reveal whether implementation is on track and whether desired results are occurring. Indicators used for performance monitoring measure a particular characteristic or dimension of project results (outputs or outcomes). Performance Management is the systematic process of monitoring the achievements of program activities". *Source: http://edwp.educ.msu.edu/ead/hale-happenings/wp-content/uploads/2013/03/USAID-Higher-Education-Project-in-El-Salvador.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 The National Economic and Social Development Plan aims to diversify the economy and transform Equatorial Guinea (REG) into an emerging economy by 2020. As a part of this project, Financial management performance, the Bank performance and the Government performance were measured with indicators. *Source: http://goo.gl/jomEjz*

Country Legislation E - G

Country	Category	Notes
Estonia	Legislated	Performance Management has been implemented in their government and has been documented in case studies regarding Performance Management in Third World Countries. *Source: http://webh01.ua.ac.be/pubsector/Toulouse/Nomm%20Randma.doc*
Ethiopia	Plan	Ethiopia is adapting and adopting the Balanced Scorecard model at the government departmental level. *Source: http://www.ajol.info/index.php/jbas/article/viewFile/63517/51360*
Falkland Islands (Islas Malvinas)	Plan	Performance indicators are identified in relation to the Islands Plan and departmental Business Plans. *Source: http://www.fidc.co.fk/grant-application-forms/cat_view/6-strategy*
Fiji	Plan	In 2009, re-activation of Performance Management Systems was a priority to help the country identify which departments in their government required more attention. In 2013, the national electricity company implemented a performance-based bonus system. *Source: http://www.fiji.gov.fj/Media-Center/Press-Releases/FEA-EMPLOYEES-TO-RECEIVE-PERFORMANCE--BASED-BONUSE.aspx*
Finland	Legislated	Since 1995, Performance Management has been applied to the whole central government. The idea behind the reform was to emphasize outputs and results instead of inputs and rules and to improve target-setting and follow-up. In this process, performance contracts have played an important role. The contractual model has replaced the old hierarchical, compliance-based guidance and control system. Result negotiations and performance contracts represent decentralized and flexible ways of making government agencies more cost-conscious, responsible and accountable. Performance Management has also been considered as one of the main instruments for enhancing strategic thinking and prioritization among the ministries. *Source: http://www.oecd.org/gov/budgeting/1902738.pdf*
France	Legislated	From 1992, the introduction of comprehensive performance indicators began in a spirit of broad-based cooperation. A system aimed at improving public sector performance was put in place, using management indicators to measure mission productivity, quality and efficiency. In practice, directorates at local government level are now being managed through performance contracts. *Source: http://www.oecd.org/gov/budgeting/1902747.pdf*
Gabon	Plan	The project "Support to Sustainable Forest Resource Management in Gabon", implemented by African Development Bank in 2010, was assessed using Key Performance Indicators. *Source: http://goo.gl/HW4Cgj*
Gambia, The	Plan	Every year, the African Development Fund and the African Development Bank publish the report "The Gambia. Country Portfolio Performance Review Report", in which they include Procurement, Financial and Overall Performance for different public sector projects. Also, in 2011, "annual performances of projects' staff have also been introduced, providing more incentives for results". *Source: http://goo.gl/4rHTj1*
Georgia	Legislated	The Performance Management Systems in Georgia have been mainly restricted to the local level. As part of the 1997 budget reform effort, the city of Szolnok developed performance indicators to evaluate the effectiveness and efficiency of budgetary institutions and various programs for which they were responsible. These indicators were used to identify schools which were either performing efficiently and effectively or poorly. The results of this analysis showed that Szolnok had closed the wrong school, and the school that was deemed most inefficient and ineffective had been allowed to remain open. This analysis gave the Economic Department staff a compelling argument that program budgeting performance data must be taken into consideration before policymakers make a decision. The city now produces a separate volume to the program budget that identifies performance indicators. This volume not only describes the measurement techniques, but also allows policymakers to understand the expected consequences of their decisions. *Source: http://nispa.org/news/papers/wg2/Mark%20and%20Nayyar.doc*

Country Legislation G - H

Country	Category	Notes
Germany	Legislated	"New Steering Model" - a comprehensive Performance Management System that encourages public sector organizations to define their outputs more clearly, place unit managers on performance contracts and show a customer orientation with more flexible resource allocation and greater reliance placed on outsourcing, contracting-out and privatization. Local authorities, particularly in large cities, are the most advanced in terms of implementation. They are followed by the Laender. The former and present federal government have recently implemented a few elements of the New Steering Model. *Source: http://www1.worldbank.org/publicsector/civilservice/rsGermany.pdf*
Ghana	Plan	Performance Management Systems are currently in place in Botswana, Ghana, South Africa and Uganda. In 2011, the president announced the launching of a new Performance Management System. No further information about the news system was found. *Sources: http://www.oecd.org/dac/effectiveness/Ghana%205.pdf http://www.ghanaweb.com/GhanaHomePage/NewsArchive/artikel.php?ID=220461*
Greece	Plan	No legislated framework for which the Greek government implements Performance Management systems exists. However, a recent report from The Organisation for Economic Co-operation and Development (OECD) highlights the need for Greece to strengthen Performance Management in the areas of public administration and budget. In 2012, OECD recommended Greece to "establish performance assessment of top managers, linking this to the milestones for public administration reform". *Source: http://www.oecd.org/gov/49264931.pdf*
Grenada	Plan	In 2013, the World Bank launched the "Grenada: Public Sector Modernization Project", which has Performance Management as one of the key components. *Source: http://goo.gl/iWehPO*
Guernsey	Plan	Guernsey has created a KPI report detailing a cultural strategy for itself for 2011 - 2015. *Source: http://www.gov.gg/CHttpHandler.ashx?id=2692&p=0*
Guyana	Plan	Guyana's economic performance is assessed by USAID, but no Performance Management legislation yet. *Source: http://guyaneseonline.files.wordpress.com/2012/04/guyana-economic-performance-and-outlook.pdf*
Honduras	Plan	In 2002, the Canadian International Development Agency (CIDA) identified Honduras as a priority for Canadian official development assistance. The program lasted until 2012 and included developing and applying performance measurement and risk management frameworks. At the 2010 evaluation, the implementation of this system was assessed as an ongoing process. *Source: http://www.acdi-cida.gc.ca/acdi-cida/acdi-cida.nsf/eng/CAR-1211112152-M7Q*
Hong Kong	Plan	In the Hong Kong Civil Service, Performance Management is a key focus area and it is regularly reviewed to make sure that the standard of Performance Management always stays high. "The purpose of the performance appraisal is to review, reinforce, monitor and record an officer's progress; to facilitate the selection of officers for promotion; to assist in the manpower planning process; and to help identify the training and development needs of staff". *Source: http://www.csb.gov.hk/english/admin/conduct/files/Performance_Mangement-e.pdf*
Hungary	Plan	While there has been no central government initiatives to implement Performance Management Systems, there have been local government initiatives: "In Hungary, six cities were participating in an overall capacity-building project and all participated in a multi-service citizen survey. Three of the cities – Szolnok, Tatabanya and Oroshaza – elected to have more intensive assistance in implementing Performance Management in the education sector; they were primarily interested in evaluating citizen satisfaction with current service provision through a direct mail survey of the parents of elementary school students. A fourth city, Szentes, was more interested in the social sector and formed a working group to assess the effectiveness of the city's services. This effort was carried out in collaboration with an official at the Ministry of Social and Family Affairs, who was interested in identifying ways to assess the effect of centrally funded local government social services". *Source: http://nispa.org/news/papers/wg2/Mark%20and%20Nayyar.doc*

Country Legislation

Country	Category	Notes
Iceland	Plan	Performance Management is implemented in the Iceland's economic program, however it's not legislated. *Source: http://goo.gl/LqZECw*
India	Plan	The government of India has embarked on a comprehensive reform of the existing Performance Management System. Many interlinked and mutually reinforcing initiatives are being implemented: results-framework document, performance appraisal report, independent evaluation office, PMs delivery monitoring unit etc. *Source: http://www.performance.gov.in/*
Indonesia	Legislated	Since the Indonesian government determined regulations about regional autonomy in 2002, there efforts were made to arrange specific policies for government owned institutions in each Indonesian region. Those specific policies also included a performance measurement area so that the government institutions in local region can manage their own performance report. However, they have an obligation to report their performance condition to central government. That independent Performance Management is based on Undang-Undang Republik Indonesia (Indonesian Regulation) no. 17 / 2003. However, a Scorecard was implemented for public hospitals in the NTT Province of Indonesia. *Source: http://aspheramedia.com/v2/wp-content/uploads/2011/12/ibba_4_05.pdf*
Iran	Plan	Government Performance Management systems are minimal in Iran except for a health service contracting one in cooperation with the WHO: in parallel with the development of the industry, measures have been taken to ensure medicine quality, including implementing a Performance Management System and good manufacturing practices, drawing up a new pharmacopoeia, enforcing a branded generic naming system and establishing a center for registration and review of adverse drug reaction. *Source: http://www.who.int/en/*
Iraq	Plan	On September 30, 2009, USAID Iraq and The QED Group, LLC entered an agreement for a monitoring and evaluation program entitled Performance Evaluation and Reporting for Results Management (PERFORM). It includes monitoring and evaluation services for OFDA. Following specific programs reviews, PERFORM will provide field monitoring and reporting and annual or end-of-grant evaluations. At the 2012 audit, Iraq received the undermentioned recommendations: - We recommend USAID/Iraq to incorporate agency guidance and tools (such as checklists) in evaluation planning and scope of work development, reporting and recommendation implementation to improve the quality and usefulness of evaluations. - We recommend USAID/Iraq to develop controls to maintain objectivity and independence in evaluation, execution and reporting. - We recommend USAID/Iraq to develop a systematic feedback process that incorporates input from technical offices. - We recommend that USAID/Iraq design a new internal control procedure to track the timely sharing of evaluation and monitoring reports with program implementers. *Source: http://oig.usaid.gov/sites/default/files/audit-reports/e-267-12-004-p.pdf*
Ireland	Plan	A Performance Management Development System (PMDS) was conceived as part of an integrated overall Human Resource Management Strategy. The PMDS was envisaged as a continuous process directed at achieving the government's specific objectives. Individual and collective performance assessments were also part of the HRM reform. The implementation of the Performance Management and Development System is seen as a response to the challenge of managing an individual's performance, career and development needs. *Source: http://goo.gl/XHCKnS*
Isle of Man	Plan	Isle of Man has Performance Management Systems in multiple departmental areas including the Chief Secretary's Office, Sport Department and internally with its Public Service sector. *Source: http://goo.gl/YQnQZo*

Country Legislation I - K

Country	Category	Notes
Israel	Legislated	In Israel, a Performance Appraisal System is used in the public employment. "Israel makes more use of performance assessment in HR decisions than the average OECD country. Assessment is mandatory for almost all employees and takes the form of an annual meeting with, and written feedback from, the immediate superior. A wide range of criteria is used including activities undertaken, timeliness and quality of outputs, interpersonal skills and improvement of competencies. Performance assessment is of high importance for career advancement and contract renewal, and of lesser importance for remuneration. However, Israel uses performance-related pay to a substantially greater extent than the average OECD country". *Source: http://www.oecd.org/gov/pem/OECD%20HRM%20Profile%20-%20Israel.pdf*
Italy	Plan	Italy utilizes Performance Management Systems throughout its governmental ministries (Balanced Scorecard methods) and recently, the President of Ministry Council declared Italy's Ministry of Infrastructure and Transportation (MINT) to be the country's first best practice case for management control systems in public administration. For the local administration, the following Performance Management tools are proposed: - Term policies and Anticipatory and Programmatic Report - Executive Management Plan / Detailed Plan of Objectives - Personnel evaluation system - Control systems *Source: http://www.biblio.liuc.it/liucpap/pdf/192.pdf*
Jamaica	Plan	Jamaica has a Performance Management Appraisal System (PMAS), which was introduced across the Public Sector in 2006 Cabinet Office: Office of the Prime Minister, Ministry of Finance and Public Service, Ministry of Transport and Works Office of the Services Commissions, Auditor General's Department, Ministry of Health and Environment, Ministry of Foreign Affairs and Foreign Trade, Ministry of Justice, Ministry of National Security, Ministry of Agriculture and Lands, Auditor General's Department, Post and Telecommunications Department, Department of Correctional Services, Ministry of Tourism, Institute of Jamaica. *Source: http://goo.gl/C98Omp*
Japan	Plan	The Road Administration Management approach started from FY2003 to promote a shift towards more efficient, effective and highly transparent road administration. *Source: http://www.mlit.go.jp/road/management-e/index.html*
Jersey	Legislated	Jersey releases annual performance reports in order to evaluate and measure progress in the country in relation to Strategic Plans that the government had drafted in the previous years. *Source: http://goo.gl/r831sK*
Jordan	Plan	A new regulator for the water sector has yet to be established as recommended by the PPIAF activity. The Performance Management Unit (previously known as the Program Management Unit), housed within the Water Authority of Jordan, remains the regulatory entity overseeing private sector participation projects in the water and sanitation sector in Jordan. *Source: http://www.ppiaf.org/sites/ppiaf.org/files/documents/PPIAF_Assistance_in_Jordan.pdf*
Kazakhstan	Plan	Government bodies Performance Management: initiated by the Public Administration Academy under the President of Kazakhstan; the main purpose of this project is the exchange of good practices and knowledge between the participating countries in the field of Performance Management. *Source: http://www.rcpar.org/contents_en.asp?id=369*
Kenya	Legislated	In April 2008, the Coalition Government merged PSR&DS and Performance Contracting Steering Committee (PCSC) to form Public Sector Reforms and Performance Contracting (PSR&PC), under the Office of the Prime Minister. The program is currently supported by the GoK, the World Bank, UNDP and the Governments of Canada, Denmark, Finland, Sweden and the UK. *Source: http://goo.gl/YyYCvb*

Country Legislation K - L

Country	Category	Notes
Kiribati	Plan	The Government of Kiribati requested ADB to provide technical assistance (TA) to strengthen its economic and financial management systems to better utilize public resources, and to strengthen Government's capacity to conduct economic analysis. The primary focus was to assist Kiribati with economic restructuring. It built on progress under an earlier TA (TA 2657-KIR: Strengthening Institutional Capacity for Financial and Economic Management) implemented during 1997–1998. This TA commenced in September 1999 and ran through to end-March 2002. *Source: http://www.adb.org/documents/TACRs/KIR/TACR_KIR_3159.pdf*
Korea, North	Plan	It has an integrated business platform where Performance Management, Knowledge Sharing, Information Disclosure and Process Management are interconnected. *Source: http://unpan1.un.org/intradoc/groups/public/documents/un-dpadm/unpan042707.pdf*
Korea, South	Legislated	The following systems have been put in place in Korea: Performance Management System (PMS): MPB, Government Operations Assessment System (GOAS): OGPC, Management by Objectives (MBO): Ministry of Government Affairs and Local Administration, Performance Audit: Board of Audit and Inspection, Self-Assessment of Spending Programs: MPB. The Performance Management System is led by the Ministry of Planning and Budget (MPB), adopting the framework in the Government Performance and Results Act of the U.S. federal government and is based on the pilot project on performance budgeting carried out in 1999-2002. It requires line ministries to set up performance goals and indicators, prepare annual performance plans and reports and submit them to MPB at the start of the annual budget cycle. *Source: http://goo.gl/bRLGuS*
Kosovo	Plan	In "Kosovo: 2014-2018. Country Development Cooperation Strategy" it is stated that "The Mission will implement a comprehensive and robust Monitoring, Evaluation and Learning (MEL) process to track results and progress towards achieving the Strategic Goal and the three Development Objectives […].The design of the MEL system will include a Mission-wide Performance Management Plan (PMP) to monitor results and progress over the life of this Strategy. The PMP will finalize indicators, set targets, and establish the monitoring tools, including the regime and frequency of data collection for overall progress against Dos". *Source: http://www.usaid.gov/sites/default/files/documents/1863/CDCS_Kosovo.pdf*
Kuwait	Plan	The State Audit Bureau seeks to establish and deploy a National Performance Management Framework with the purpose of increasing its effectiveness in monitoring performance and ensuring compliance with anticorruption regulations and international standards of various governmental entities in Kuwait. To that extent, it will also seek to enhance the performance audit functions in governance, accountability and overall performance of governmental organizations. UNDP will support the activities required to achieve the outputs as outlined in the project document. *Source: http://goo.gl/R20BzB*
Kyrgyzstan	Plan	The Public Expenditure and Financial Accountability program, launched in 2006 as part of the Public Financial Management included a Performance Measurement Framework, "an integrated monitoring framework that allows measurement of country PFM performance over time. It has been developed through concerted international effort by PEFA partners in collaboration with the OECD/DAC Joint Venture on PFM. The framework incorporates a set of high level indicators which draw on HIPC expenditure tracking benchmarks, the IMF Fiscal Transparency Code and other international standards, and a PFM Performance Report that provides information on PFM performance as measured by the indicators". *Source: http://www.opml.co.uk/sites/opml/files/PFM_Report_Final_0.pdf*
Laos	Plan	Issued in the governing party's policy reform: Since 2000 Laos has been in the process of revising the civil service regulations. The government is now considering the approval of a new Decree on the Civil Service Statute. Through this new statute, the government wants to improve efficiency and effectiveness within the institution by introducing more performance-oriented human resource management practices. The public service reform programs aim to create a merit-based public service and to make the salary structures more competitive and more motivating, while at the same time introducing the practice of regular performance assessments as a basis for Performance Management of both individual employees and organizational units. *Source: http://www.la.undp.org/lao_pdr/en/home.html*

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Country	Category	Notes
Latvia	Plan	The development of a systematic Performance Management policy-planning system was one of Latvia's goals. But by 2001 this goal remained largely elusive. *Source:http://unpan1.un.org/intradoc/groups/public/documents/nispacee/unpan021457.pdf*
Lebanon	Plan	USAID created a Performance Management Plan for Lebanon. The MIS/GIS component of the PMPL project begins with a Synergy mission to Lebanon in January 2011. *Source: http://www.synisys.com/index.jsp?sid=3&nid=70&y=2010&m=11&d=6*
Lesotho	Legislated	The Government initiated a Performance Management System for the Civil Service of Lesotho but there are no additional details other than a review form. *Source: http://goo.gl/c8G5LG*
Liberia	Legislated	The Government of Liberia selected FreeBalance Accountability Suite to act as the Government Resource Planning (GRP) system in 2010 after a competitive bid process. The software is to be implemented in five sites with FreeBalance Public Financials Management, Government Performance Management, Public Expenditure Management and Civil Service Management functionality. Ministers were also to sign Performance Contracts in 2012. The new Performance Management policy requires ministers to sign a one-year renewable contract based on their performance during the year under review. *Source: http://www.freebalance.com/news/2012/LiberiaAwardPR.asp*
Libya	Legislated	There is a government initiated Performance Appraisal System for its public servants. In accordance with the Libyan Civil Service Act 55/76, which replaced an old Act 19/1964, jobs are divided financially into thirteen grades (1-13). All employees on grades 1-10 irrespective of the nature of their jobs, are subject to annual report (the efficacy report). *Source: http://unpan1.un.org/intradoc/groups/public/documents/cafrad/unpan010159.pdf*
Lithuania	Plan	Lithuania introduced Performance Management in 2000 to bridge the gap between falling budget revenues as a result of a fiscal crisis and increasing governmental commitments owing to its accession to the EU and NATO. *Source: http://goo.gl/xCFgfT*
Macau	Legislated	There is currently a public servant Performance Appraisal System in Macau that recently underwent improvements to it after a bill was passed by the Legislative Assembly. *Source: http://chinaperspectives.revues.org/808*
Macedonia	Legislated	Ministry of Justice (MOJ) - The leadership and strategic planning skills of the MOJ's top management team have been enhanced, enabling them to align MOJ strategic objectives with those of the Government of Macedonia. In order to monitor and measure the execution of the MOJ strategy, Balanced Scorecards were introduced as part of the Performance Management system. *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. No further information about the plan were found. *Source: http://oig.usaid.gov/sites/default/files/audit-reports/4-687-11-012-p.pdf*
Malawi	Legislated	Introduced MTEF to improve the macroeconomic framework which involves Performance Management approaches and tools in 1993. *Source: http://siteresources.worldbank.org/INTPEAM/Resources/malawi.doc*

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Country	Category	Notes
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 implementation and assess progress of the Economic Transformation Program and the Government Transformation Program. It also aims at facilitating, supporting and delivery of the national key result area (NKEAs), national key economic areas (NKRAs) and ministerial key result area (MKRAs). *Source: http://www.pemandu.gov.my/*
	Plan	"The Government today announced six Strategic Reform Initiatives (SRIs), the second critical component of the Economic Transformation Program (ETP) in addition to the 12 National Key Economic Areas (NKEAs), to boost its global competitiveness." *Source: http://goo.gl/9WbUQN*
Maldives	Plan	In 1996, the Government of Maldives introduced a Performance Appraisal System, based on rewarding employees through the assessment of several factors such as quality of work, job knowledge and performance. The reward came in form of annual salary increments. *Source: http://onlinelibrary.wiley.com/doi/10.1002/pad.189/abstract*
Mali	Plan	Even if it is known that Mali has few/poor Performance Management systems, performance indicators were introduced first in certain projects and then, more systematically, in the budget programs (1998). They are also used in the SWAPs (PRODESS and PRODEC). They are not used, on the contrary, in the preparation of the annual capital budget, or for the Government Budget in general. *Source: http://goo.gl/UhYsbA*
Malta	Plan	A Performance Management System was introduced to measure the General Service officers' effectiveness, productivity and training needs. *Source: http://pahro.gov.mt/chapter-1-3*
Marshall Islands	Plan	In 2012, a National Public Health Initiative was started. One of its targets is developing and using an agency-wide Performance Management System. *Source: http://www.cdc.gov/stltpublichealth/nphii/territory/rmi.html*
Mauritania	Plan	The Mauritania Public Sector Capacity Building Project aims to contribute to improving performance, efficiency, and transparency of public resources management. The Project was approved on the 6th of July, 2006 and was supposed to last until the 30th of March, 2012. However, it was prolonged until the 29th of March 2014. The Project supports implementation of selected elements of the Government's reform programs, focusing especially on improving public finance management aimed at increasing transparency and efficiency, supporting local development by implementing reforms aimed at increasing decentralization, mainstreaming environment to facilitate integration of environmental concerns in development, through harmonization of various sector strategies and improving human resources management in the public sector while strengthening structures managing civil servants, as well as developing management and information tools and training. *Source: http://goo.gl/GbkuAs*
Mauritius	Plan	The Performance Management System (PMS) which is considered to be a tool to manage and improve performance at all levels in an organization was formally launched in the Ministry of Finance and Economic Development by the Deputy Prime Minister and Minister of Finance and Economic Development. The implementation of the PMS started on a pilot basis in April/May 2006 in three organizations, namely: the Central Statistics Office, the Meteorological Services and the Evaluation Department of the Ministry of Finance and Economic Development. On the basis of positive feedbacks from the pilot projects, the PMS was extended to other Ministries/Departments as from January 2007. *Sources: http://goo.gl/L1vEUN* *http://goo.gl/s4QBKe*
Mexico	Plan	It was at the end of the 1990s that monitoring and evaluation (M&E) and performance-based management reforms started to take root in the federal public administration. *Source: http://goo.gl/33akpM*

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Country	Category	Notes
Micronesia (Federated States of Micronesia)	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. *Source: http://www2.adb.org/Documents/TARs/FSM/tar_fsm35443.pdf*
Moldova	Plan	There was a Performance Management Plan implemented in the government at departmental level in the period October 1st, 2007 - September 30th, 2010. Apart from that, only financial Performance is monitored. *Source: http://www.mf.gov.md/common/raportinfo/evaluare/PEFA_Moldova_2008_final.pdf*
Mongolia	Legislated	The Government of Mongolia (GoM) introduced a Performance Management System in 2003 as part of the public administration reform. Portfolio ministries and their dependent agencies prepare rolling three-year Strategic Business Plans. The plans show main output targets and activities by program area for the coming three-year period. *Source: http://www.mtac.gov.tw/mtacbooke/upload/09505/0101/e01.pdf*
Montserrat	Legislated	The Government of Montserrat, through its Public Service Reform Program, has introduced the Performance Management System and began training selected members of government departments to train and assist in the transformation of the service to a performance oriented one in January 2010. *Source: http://psru.gov.ms/?p=556*
Montenegro	Plan	In 2012, The Human Resources Management Authority (HRMA) of Montenegro presented the Performance Appraisal and the Personal Career development in the Montenegrin Public Administration program. Its legal framework is based on: The Law on CSSE (in force since 2004)/Secondary legislation, Performance appraisal form adopted by HRMA, New Law on CSSE (implementation from 2013), Secondary legislation (benchmarks and manner of PA of CSSE). Purpose of Appraisal: Monitoring of the work of CSSE, Making proper decisions on their career development (promotion, recognition, but also termination of employment). Criteria of Performance Appraisal: Achieved performance results, Independence and creativity in performing the tasks, Quality of cooperation established with parties and associates at work, Quality of work organization in performing the tasks, Other competences, skills and quality in performing the tasks. The next step is Implementation of the New Law on CSSE. *Source: http://goo.gl/VE2SpU*
Morocco	Plan	There has been a financial Performance Management System report compiled by the World Bank on Morocco and USAID has advised the country to establish effective Performance Management Systems. *Source: https://openknowledge.worldbank.org/handle/10986/3146*
Mozambique	Plan	A Performance Management System in the Mozambican Public Service was funded by the World Bank and Government of Mozambique. Duration: August 2008 - present. The Country Program Evaluation (CPE) assessed the overall performance and results of CIDA's interventions in Mozambique from 2004-2005 to 2008-2009, a five-year period corresponding to CIDA's latest Country Development Programming Framework (CDPF) for Mozambique. *Sources: http://www.acdi-cida.gc.ca/performance http://www.ipac.ca/MozambiquePublicSector*
Namibia	Plan	A Performance Management System (PMS) was implemented for the Public Service of Namibia and Construction of NIPAM Campus. The starting date was the 1st of April, 2010 and the end date is the 31st of March, 2014. *Source:http://www.parliament.gov.na/cms_documents/130_vote_2_prime_minister.pdf*
Nauru	Plan	Regulatory and Governance Reform for Improving Water and Electricity Supply in Nauru Technical Assistance (TA) developed a Performance Management System for Nauru Utilities Corporation. *Source: http://www.adb.org/projects/45048-001/main*

Country Legislation N

Country	Category	Notes
Nepal	Plan	During the Bank's Country Program Confirmation Mission in November 1996, the Government requested the Bank for technical assistance (TA) to help introduce/strengthen a results-based project Performance Management system (PPMS) at the national level and within selected line agencies. *Source: http://www.adb.org/Documents/TARs/NEP/31026-NEP-TAR.pdf*
Netherlands	Legislated	In Netherlands, the importance of teaming up Performance Management and policy evaluation research was first acknowledged in the 1991 government position paper Policy evaluation studies in central government and the following Frame-of-reference for policy evaluation instruments. Since the early 1990's, the following categories of complementary evaluation instruments are distinguished in the Netherlands Central Government: 1. Systems of performance and effect indicators, which provide periodic insights on monitoring information into government performance and the extent to which policy makers have achieved their aims; 2. (Project-based) policy evaluation research, which usually takes place less frequently than once a year and focuses on the net (societal) effects of policy programs, and 3. Organizational auditing, in which the operational management and performance of specific organizations are reviewed. *Source: http://www.asip.org.ar/en/revistas/45/knaap/knaap_03.php*
New Zealand	Plan	New Zealand's focus on performance has steadily evolved since the passage of the State Sector Act 1998, which led to the development of annual performance agreements between ministers and the chief executives of each ministry or department. *Source: http://www.ssc.govt.nz/performance-measurement*
Nicaragua	Plan	In "Republic of Nicaragua – Public Financial Management Modernization Project" from 2010, it is mentioned the implementation of the "post classification and personnel performance evaluation modules under the Government's civil service information system". *Source: http://goo.gl/PFniqE*
Niger	Plan	There is a Performance Appraisal System for the Public sector of Niger conducted by the Administration Department even though it is said to be old and inefficient. *Source: http://goo.gl/HlSsao*
Nigeria	Plan	New Performance Management Systems were installed for the purposes of target setting and performance measurement as a basis for evaluating individual and corporate performance. *Source: http://goo.gl/EbmDRu*
Niue	Legislated	Performance Management Systems were developed and applied at all departmental levels by 2011. *Source: http://www.sprep.org/att/irc/ecopies/countries/niue/40.pdf*
Norfolk Islands	Legislated	The Norfolk Island Administration Performance Management System was created in a bill by the House of Representatives: the creation of the Performance Management System at Recommendation 11 is seen as the first tangible step towards financial and public sector reform. The 12th Legislative Assembly have included in their strategic objectives the continuous improvement and reform of service delivery by the public sector. In 2013, the Performance Communication Scheme for 2013-2015 was published. It provides the framework for Performance Management and communication between employees, supervisors and managers.The Scheme encompasses: (a) regular, structured, two-way communication and feedback between employees, supervisors and managers; (b) a clear understanding of performance expectations and goals, and of each employee's contribution to the department's corporate plan; (c) ongoing learning and professional development goals, which will lead to higher quality departmental services; (d) a fair and objective basis for recognizing and rewarding effective performance. *Source: http://goo.gl/MLuLu5*

Country Legislations N - P

Country	Category	Notes
Norway	Legislated	Since the 1980s, the Norwegian central government launched Management-by-objectives, which in time became Management-by-objectives-and-results. "The first, budget reforms, were introduced in 1986 and were intended to make the state budget system more productivity-oriented. Increased emphasis was to be given to objective management and framework management. Second, activity planning required all state agencies to compile an annual operations plan covering objectives and the allocation of resources to reach these goals. The third set of reforms was salary reforms. In the early 1990s a new salary system was introduced for 450 administrative leaders in ministries and state agencies. These officials were removed from the collective salary negotiations and general salary scales based on positions and seniority and instead received salaries based on individual contracts and pay-for-performance elements". *Source: http://www.ub.uib.no/elpub/rokkan/N/N08-05.pdf*
Oman	Plan	In the Human Resources Development plan of the Ministry of Health several measures for optimizing the utilization of health care personnel are stated, such as the introduction of objective Performance Appraisal Systems and performance-linked incentives and various other approaches for raising job satisfaction and performance motivation. However, a 2010 research study shows that the public sector is not as developed as the private one when it comes to performance based promotions or rewards. *Sources: http://www.moh.gov.om/en/nv_menu.php?o=hr/HRDGuidelines.htm&SP=1* *http://www2.hull.ac.uk/hubs/pdf/Memorandum%2087%20Swailes.pdf*
Pakistan	Plan	Pakistan has also taken initiatives to introduce performance-based remuneration in the government and the public sector. It must be noted here that private enterprises in Pakistan already have the concept of performance related incentives. As part of the reforms in higher education, a Higher Education Commission was created in Pakistan in 2002. The commission focuses on a number of initiatives such as sending students abroad on scholarships, building of universities, emphasizing the teaching quality and the research etc. Pakistan's Central Board of Revenue (CBR), has also instituted performance related pay for its employees to create motivation and incentives for better performance. According to published information, the performance of CBR across a range of measures has gone up after instituting performance related incentives and by paying special attention to capacity building, welfare, training of its employees. *Source: http://papers.ssrn.com/sol3/papers.cfm?abstract_id=2135338*
Palau	Legislated	Public sector reform in Palau was guided by the Management Action Plan (MAP). The two areas of focus for the MAP are management and maintenance, which include improving the work ethic and Performance Management. *Source: http://www.sids2014.org/content/documents/138NSDS.pdf*
Panama	Plan	The Panama government has pledged to implement and improve its Performance Management Systems relating to financial aspects with its government agencies. Create and Support Project Management Capacities: to provide assistance to MEF, CGR and DGCP in carrying out adequate management, monitoring, reporting, auditing and evaluating or Project implementation activities, as well as to boost Panama's public sector efficiency reform agenda. In Healthcare, a Performance Improvement project was implemented in 2010. *Source: http://goo.gl/sxL5dc*
Papua New Guinea	Plan	PNGInfo Database System version 2.0 was developed in 2008 and was distributed on CDs. The CDs are offline and can be installed upon any desktops available for easy access to data on MDGs and other development indications which can generate Tables, Maps and Graphs for analysis. Curently PNGInfo v 2.0 is made up of 4 databases last updated in 8.11.2011: PNG MDGs, PNG Human Development Report, MNG MTDS Performance Management Framework and PNG National Censuses. The CDs were distributed during all major workshops like the rolling out of MDGs in the Provinces. *Source: http://www.na-businesspress.com/JMPP/siaguru_abstract.html*

Country Legislation P - R

Country	Category	Notes
Paraguay	Legislated	Has Performance Management Systems for the municipal level of government with the MIDAMOS model: a set of 31 qualitative and quantitative indicators organized into 5 main themes of municipal management. For each indicator, an evaluation on a 1-5 scale and a relative weight are provided. Municipal performance is then calculated by adding up the weighted value of each indicator score. *Source: http://www.midamos.org.py/que-es-midamos.php*
Peru	Plan	The European Commission created its own Public Financial Management Performance Report based on PEFA in Peru which had the cooperation of the Peruvian government. *Source: http://goo.gl/CxuIIJ*
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.gov.ph/2011/12/21/administrative-order-no-25-s-2011-2/*
Picairn 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://goo.gl/DZMrKG*
Poland	Plan	The management systems that were introduced for labor market programs in Poland are examples of performance driven government. They are idealized versions of systems like those called for by the Government Performance and Results Act of 1993 passed by the 103rd United States Congress. 1. In Poland, performance indicators have been specified to measure the success of each labor market program. In Poland, the system for Performance Management of active labor programs is being implemented under World Bank project Terms of Reference. 2. Goals for labor programs were stated by TOR 2 Advisory Steering Committees in March 1993. *Source: http://research.upjohn.org/cgi/viewcontent.cgi?article=1054&context=confpapers*
Portugal	Plan	In Portugal, "the revision of the Performance Appraisal System is particularly necessary, since the new reform framework of attachments/links, careers and remunerations shall come into force at the beginning of 2008". In France, a report of the committee "sur le coût et le rendement des services publics" (2006) recommended continuing with the reform of the appraisal system and in particular to further developed the instrument of target agreements. *Source: http://www.dgaep.gov.pt/media/0601010000/alemanha/performance%20assessment.pdf*
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*
Romania	Plan	The process of reorganizing the internal control system is complex and has deep implications, starting with the definition and understanding of the internal control concept in the Anglo-Saxon acceptation approved by the European Union, the reorganization of the internal control systems in the sense of dissipating the control and inspection activities of the process fluxes within entities and implementing the internal control standards stipulated by the Order of the Ministry of Public Finances no. 946/2005 in Romania. Practically, the implementation of the new managerial control system represents, also, a problem related to the organizational culture in Romania. Within this revolutionary process for the reorganization of the internal control and management system, the entities are confronted with the necessity of setting up working groups that will monitor the process of implementing the managerial control system, with the necessity of setting up a Risk Register and, finally, with the necessity of elaborating operational working procedures for each activity that contributes at the realization of the public entity's objectives. *Source: http://incda-fundulea.ro/rar/nr25/rar25.17.pdf*

Country Legislation R - S

Country	Category	Notes
Russia	Plan	In the Russian context, administrative reform denotes changes connected to the structure, machinery and functions of the government and different approaches to managing government performance (strategic planning, Performance Management, internal accountability), and to improving service delivery and responsiveness (transparency, service quality programs and external accountability). Administrative reform was launched in Russia in February 2003 with President Putin's internal order setting out its basic directions. In October 2004, the administrative and budget reform processes were brought together within a Commission led by Deputy Prime Minister Zhukov, and a Program for Administrative Reform was subsequently prepared. *Source: http://goo.gl/fghzaq*
Rwanda	Plan	With the aid of Western nations, Rwanda has undertaken "Performance Based Financing" in its Health Sector 2011: "Performance based financing", of "pay-4-performance", or "output based aid" as it is generally referred to, consists of a family of various methods and approaches that all aim, through differing levels of intervention, at linking incentives to performance. *Source: http://www.mfdr.org/sourcebook/2ndEdition/4-3RwandaPBF.pdf*
Saint Helena	Plan	There are Performance Indicators in the Public Works and Services Department (PW & SD) Value for Money Report: Value for Money audits are conducted by the Audit Service on behalf of the Legislative Council, in order to determine whether St Helena Government resources have been used with proper regard to economy, efficiency and effectiveness. *Source: http://www.audit.gov.sh/publications/vfm_performance_indicators_pwd_final.pdf*
Saint Kitts and Nevis	Plan	While there is no current Performance Management System, a 2011 address illustrated a need for one: Mr. Speaker, the Officer of the Prime Minister has been allocated $12,919,442 for 2011 to carry out its various programs and activities. The main objective is to improve the efficiency and responsiveness of the Public Service. In addition, the Human Resource Management Department will be using the information from a job evaluation exercise to develop standardized job descriptions for the personnel in all Ministries. Technical assistance would be sought to develop and implement a Performance Management System. *Source: http://sustainabledevelopment.un.org/content/documents/1029skn.pdf*
Saint Lucia	Plan	Problems with their own Performance Management Systems have been identified - no appraisal of top management, insufficient emphasis placed upon the Performance Appraisal System, no uniformity in standards set for performance. *Source: http://www.rslpf.com/iob.htm*
Saint Vincent and the Grenadines	Plan	Phase IV of the reform process began in 2000 with a diagnostic review of the Performance Appraisal System with a view to implementing a new Performance Management System. The new Performance Management System was viewed as highly objective, transparent, continuous and results oriented. The system was capable of succession and career planning. One of the key reforms initiated by the Public Sector Reform Unit (PSRU) was the implementation of the Performance Management Development System (PMDS). In 2000 a review of the existing performance appraisal process was conducted and it discovered that the system was largely subjective, lacked continuity, was not transparent and was not linked to ministerial /departmental strategic objectives. *Source: http://www.caricad.net/UserFiles/File/casestudysvg.pdf*
Samoa	Plan	The Human Resource Management Services Unit provides advice to the Commission, line Ministries and other stakeholders on Human Resource policies, monitor and evaluate their effective implementation in Ministries and institute a value-based Samoa Public Service. *Source: http://www.psc.gov.ws/hr_management.htm*

Country Legislation S

Country	Category	Notes
Sao Tome and Principe	Legislated	”Clear managerial structures were set for better administrative and financial controls of public enterprises and the authorities improved the oversight of public enterprises. With support from the PRMG DPO, the authorities updated the legislative framework (which dated from 1978), setting procedures and managerial structures concerning the SOEs internal organization, financial monitoring and controls, and financing, as well as private sector participation. This legislation provided the framework for conducting results-based performance assessments and for remunerating executives through performance bonuses. Following the approval of the legal framework for evaluating public enterprises, the Government completed a diagnosis study of the financial practices of two SOEs, namely EMAE (the Electricity and Water Company) and ENAPORT (the Port and Transport Company)”. Also, for assessing the Public Resource Management and Governance Reform, Key Performance Indicators were used. *Source: http://goo.gl/nZrleA*
Saudi Arabia	Legislated	Recently, the Saudi Performance Measurement Center for Government Agencies (PMCGA) was created in order to institutionalize and monitor Performance Measurement practices across government agencies in the Kingdom of Saudi Arabia which used QPR as its system. Additionally, the Saudi Arabia Kingdom agreed to use QPR Metrics as an electronic system to document, communicate, measure, track and manage all strategic and operational objectives along with their KPIs for the Training Sector of the government owned Saline Water Conversion Corporation. Also, the National eHealth Program has as an activity Supporting institutional Strategic Planning and Performance Management, and the usage of Performance Management is strictly monitored. *Sources: http://www.qpr.com/Default.aspx.LocID-00pnew02q.RefLocID-00p02200500l.Lang-EN http://goo.gl/lq7yX0*
Senegal	Plan	The Senegal government and USAID work closely to create and monitor Performance Management Plans in areas of health and agriculture. The USAID/Senegal EG Office tracks GFSR indicators as part of the program’s Performance Management Plan (PMP) and the annual Performance Management Plan and Report (PPR). *Source: http://goo.gl/T7MU7F*
Serbia	Plan	Serbia Performance Management Program is conducted with the European Commission in order to have performance improvement in 2 local government services in pilot LAs as a result of a systematic use of performance indicators. A systematic approach to Performance Management is adopted in pilot LAs within the SCTM framework. *Source: http://www.jp.coe.int/CEAD/JP/Default.asp?ID=23324*
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. *Source: http://goo.gl/nntLiZ*
Sierra Leone	Plan	Njala University (NU) and Eastern Polytechnic have finally joined the University of Sierra Leone (USL) to embrace the novel administrative policy of the signing of Performance Management contracts by public servants. A Performance Contract is a freely negotiated performance agreement between government as the owner of an agency and the management of the institution. Tools such as responsibilities and expectations among both parties enable them to achieve their goals. *Source: http://goo.gl/XGE4I0*
Singapore	Legislated	According to the report “Performance Management in Singapore’s Public Service”, PM is used for: - Self-evaluation tool for ministries: measuring performance against targets - Accountability across government - Budgeting at government-wide level: tying Ministries’ performance to allocated budgets. Some of the tools they use are: periodic consultations with Ministries, Government-wide outcomes, Ministry Reporting Mechanism, Corporate/Individual Performance Appraisal. *Source: http://goo.gl/QpkBFt*

Country Legislation S

Country	Category	Notes
Saint Maarten	Plan	"The Island Territory of St. Maarten has chosen to use "Performance Management" as a HRM & HRD tool. Performance Management is the chosen system to monitor the performance of the entire Civil Service, regarding both management and employees of the Government of the present Island Territory as well as the future Country of St. Maarten. The foundation of Performance Management or 'Management Tool' is to monitor the application and development of employees talents in such a way that these talents will be used effective in order to achieve the organizational goals. Of course, the performance and development of employees will be rewarded. As of 2009, this link between assessment and reward will be based on a normal distribution (or probability distribution). This means that based on his assessment, an employee can be eligible for an increment. The probability distribution states that 70% of the population gets 1 increment and 15% get 1 increment plus a bonus (See Remuneration Policy, BC301007.9)". *Source: http://goo.gl/rf4MQJ*
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 (the principal agent theory was one of main sources behind it). 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 (at least as its formal goal – see later) on 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). *Source: http://www.cejpp.eu/index.php/ojs/article/view/10/6*
Slovenia	Plan	As stated in "Peer Review on Performance Management in Public Employment Services (PES)" Peer PES Paper, Slovenia, "the top-management of the ESS (Employee Service of Slovenia) introduced the principles of management by objectives in 1999. 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". *Source: http://goo.gl/g90gAA*
Solomon Islands	Plan	A Performance Management System is to be developed, incorporating individual appraisals of performance against key competencies. It was intended for Provincial Police Commanders and other key managers to roll out this new system in their work units from 2010. A PM system was developed for Access to Clean Water and Sanitation Initiative (SIACWSI). The SIACWSI performance management system will provide the skills, tools, and data to enable efficient monitoring, evaluation and reporting of progress towards the agreed outputs, outcomes and objectives. *Source: http://goo.gl/T1JH63*
South Africa	Legislated	South Africa has legislated a Medium Term Strategic Framework in order to improve government performance so that they can measure outcomes and monitor the supporting chain of inputs-activities-outputs. Scarce resources and time management will be allocated to them. In 2010, a Department of Performance Monitoring and Evaluation in the Presidency (DPME) was also established to ensure continuous improvement in service delivery through performance monitoring and evaluation. *Source: http://www.thepresidency-dpme.gov.za/dpmewebsite/?AspxAutoDetectCookieSupport=1*
Spain	Plan	Spain is implementing such a system in the health care service. Component II includes the addition of an epidemiologist to provide assistance to local health departments, the establishment of a joint data center with the UNMC College of Public Health, the creation of a Policy Training Academy, a project to conduct Return on Investment studies, the creation of a cardiovascular disease syndromic surveillance system and assistance to local health departments for accreditation and establishing Performance Management Systems. Spain is also one of the EU countries with performance-oriented remuneration elements in the public sector, according to the report "Performance Assessment in the Public Services of the EU Member States". *Source: http://www.dgaep.gov.pt/media/0601010000/alemanha/performance%20assessment.pdf*

Country Legislation S - T

Country	Category	Notes
Sri Lanka	Plan	Studies on measuring health sector performance have had little impact on developing country health systems and have been limited to explorations primarily at an operational level. However, there is a growing recognition that there is a need to strengthen the policy function of ministries and their ability to monitor police impact. Sri Lanka is one country that has identified the need to strengthen policy at national level. Many developing countries, like Sri Lanka, are familiar with input, process and output dimensions of operational performance. However, most are not ready to engage in routine performance assessment that can strengthen policy processes at national level. *Source: http://www.ncbi.nlm.nih.gov/pubmed/12126211*
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*
Swaziland	Legislated	Has established a Management Services Division under the Ministry of Public Service with an aim to establish a robust Performance Management System and ensure it is effectively utilized for the Swaziland Civil Service. *Source: http://goo.gl/tle5yG*
Sweden	Legislated	Management by performance began in Sweden's public administration in the late 1980s, both as a tool for the government's budget process and as a way for the government to control its agencies. *Source: http://www.oecd.org/sweden/36144694.pdf*
Switzerland	Plan	Performance and Reward Link (PRI) has been largely put in place by most of the OECD countries for the government sector. Different countries have also adopted different methodologies for introducing PRI, ranging from introduction by the central government to consultative mechanisms instituted at the organizational level. For example, PRI was introduced by law in Germany, Hungary, Italy, Spain, Switzerland and USA. *Source: http://goo.gl/mjbB5H*
Taiwan	Plan	There is a sharing of experience and exchange of ideas between domestic and overseas experts regarding e-governance Performance Management that will facilitate future planning and implementation of e-governance initiatives in Taiwan. Being in charge of establishing and promoting government Performance Management System, the RDEC has developed: 1. A three level system for monitoring and evaluating program implementation. 2. A government performance evaluation system and 3. A national corporation performance evaluation system. All these are designed to monitor the progress of policy and evaluate the performance of government agencies and national government-run corporations. *Source: http://goo.gl/4T0Ab6*
Tanzania	Plan	The first phase, from 2000 to 2007 adapted the theme "Instituting Performance Management Systems". The second phase, whose implementation started in July 2007 and ended in June 2012, referred to "Enhanced performance and Accountability". The third phase, "Quality Improvement Cycle", operates from July 2012 until June 2017. The implementation process of the PSRP is spearheaded by the President's Office-Public Service Management (PO-PSM). *Source: http://www.capam.org/_documents/bana.benson.paper.pdf*
Thailand	Legislated	In accordance with the State Administration Act of 2002, the Office of the Public Sector Development Commission (OPDC) was established. In 2003, the Office of the Public Sector Development Commission (OPDC) implemented the results-based management (RBM) approach to measure and drive performance of the Royal Thai ministries, departments and 75 provincial administrations. In fiscal year 2004, all government agencies were required by the Cabinet to join in the system of the performance agreement and measurement from which a series of key performance indicators were used to set target goals. *Source: http://goo.gl/fx7uHG*

Country Legislation T - U

Country	Category	Notes
Timor-Leste	Legislated	Utilizes performance dashboards for performance indications and releases these results to the public in areas of budget, aid, electronic procurement and results of government. *Source: http://www.transparency.gov.tl*
Togo	Plan	The Bank of African Development has analyzed the Key Performance Indicators of Togolese Public Finance Management in cooperation with Togo. *Source: http://www.imf.org/external/pubs/ft/scr/2013/cr1398.pdf*
Tokelau	Plan	The Tokelau National Strategic Plan (1 July 2010 – 30 June 2015) - Improved governance, public sector and financial management, taxation and revenue administration. Percentage of departments and villages implement effectively Staff Performance Management and Review processes. *Source: http://www.tokelau.org.nz/Strategic+Plan.html*
Tonga	Legislated	The Prime Minister has recently launched the 2013-2018 Strategic Plan, where measuring performance against international benchmarks is mentioned. *Source: http://goo.gl/BerOqC*
Trinidad and Tobago	Plan	Developed country status by the year 2020 is the guiding vision and mandate of the Government of Trinidad and Tobago. Therefore, attempts to implement an integrated Performance Management system across the public service is seen as critical in achieving superior organizational performance towards the enhancement and delivery of quality public services. *Source: http://unpan1.un.org/intradoc/groups/public/documents/caricad/unpan017179.pdf*
Tunisia	Plan	Yet to be implemented, however their plans related to HRM restructuring relate to establishing Performance Management instruments that emphasize performance appraisal and merit-based pay. *Source: http://www.oecd.org/countries/tunisia/35301535.pdf*
Turkey	Plan	Since 2004 an individual Performance Management System has been implemented in Ministry's Quality development and performance assessment implementations in hospitals have been carried out since 2005. Each hospital has a performance coefficient, and performance indicators are used to assess performance. *Source: http://goo.gl/HcTTTt*
Turkmenistan	Plan	The European Commission has flagged the transformation of Turkmenistan from a centrally-planned to a market-oriented system with one of the results being the developing of key indicators on performance budgeting (strategy, performance measures and targets) and Performance Management (reporting results, verification and monitoring, program evaluation). *Source: http://ec.europa.eu/europeaid/documents/aap/2011/af_aap_2011_tkm.pdf*
Tuvalu	Plan	In a report of the Pacific Islands Forum Secretariat, the government is encouraged to initiate the implementation of a Performance Management System as planned in TK II. *Source: http://goo.gl/G6MVxJ*
Uganda	Legislated	Uganda implemented Results Oriented Management (ROM) and Output Oriented Budgeting (OOB). The implementation of ROM in the public service has been a policy objective of the Government for several years. ROM is closely linked to OOB and has similar aims, but ROM operates at a lower institutional level than OOB. ROM aims to measure achievement at the institutional, departmental and individual level. Also, IDAMC (Internally Delegated Area Management Contracts) is used by the Ministry of Water and Environment with five KPIs cascaded to the areas: NRW, Cash operating margin, Reduction in arrears, Connection efficiency (%age of active accounts) and working ratio. *Source: http://goo.gl/Y96RMk*

Country Legislation U

Country	Category	Notes
Ukraine	Plan	There is a country program conducted by the Evaluation Division of the Performance and Knowledge Management Branch (PKMB). The Ukraine Program is a non-typical program for its investments in the traditional CIDA areas of Governance, Private Sector and Economic Development, henceforth referred to as "regular Program" and the non-traditional areas of Nuclear Safety and Non Proliferation. *Source: http://goo.gl/xIDxOm*
United Arab Emirates	Plan	The United Arab Emirates federal government wanted to deliver an improvement plan for public services aimed at reaching strategic targets by the end of 2010. The key to delivery of the transformation strategy is an automated Performance Management system, called ADAA (performance in Arabic) based on Microsoft® Office PerformancePoint® Server 2007 business intelligence software. Every quarter, federal government entities submit their progress reports to the Prime Minister's Office, which then uses automated tools to measure their performance based on more than 3,000 Key Performance Indicators. *Source: http://goo.gl/ecMJIo* To ensure high quality services for its citizens, the UAE Government has launched, in 2013, the second version of ADAA. ADAA 2.0 is monitoring 2,000 governmental services of which 200 represent strategic priorities for the country. Besides tracking the quality level of public services, it also illustrates the progress towards implementing governmental projects, initiatives and programs. Key features of ADAA 2.0 include: - Integration of services with strategic and operational plan; - Reports on both the entity's financial performance and the outcomes of the strategic/ operational plans; - Analytic reports; - Multi-dimensional performance indicators (at the areas and branches level); - Manages risks related to implementation of operational plans; - Enhances internal audit. *Source: http://www.moca.gov.ae/?page_id=615&lang=en*
	Legislated	Dubai Crown Prince has adopted a Performance Management System for Dubai government employees. *Source: http://aben.test2.itp.com/press-release/21250/#.UqHaAcQW3zM*
United Kingdom	Legislated	Performance measuring and management in the British public service has become almost ubiquitous over the past three decades. With the exception of some regional government controlled services, virtually every part of the UK public services produces publicly available performance data which has progressively started to play a role in central decision making. Considerable capacity to formulate, monitor and analyze performance information has evolved. The UK has been successful in developing a fairly comprehensive performance and evaluation measurement, monitoring and management system which, over time, has become increasingly "outcome" focused, although at various levels it still includes large elements of output, process and even input monitoring. The British Performance Management model has largely been a centralized, "top-down," imposed one in which lower tier organizations are mandated—either legally or administratively—to produce performance reporting data. The Public Service Agreements System (PSAs) have come to be seen as the international model for excellence of the setting of performance targets broadly linked to the budget process and, therefore, as the pinnacle of the whole system." *Source: http://siteresources.worldbank.org/INTEVACAPDEV/Resources/ecd_24.pdf*
United States	Legislated	One strength of the US federal government, for which it has a global reputation, is its transparency. A recent key initiative is the introduction of online dashboards, an example of the 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. *Source: http://goo.gl/7jcA8P*

Country Legislation U - Z

Country	Category	Notes
Uruguay	Legislated	Results-Based Management Evaluation System (SEV) and the Reformed Constitution of 1967 where the OPP was created, which introduced program budgeting and mandated the Executive to submit Accountability Reports and Budget Execution Reports to Congress. Various decrees were also enacted, which include: Decree 104 (1968): entrusted OPP with the evaluation of public agencies' compliance with their objectives and budgetary targets; Decree 140 (1995): created CEPRE, which was put in charge of conceptualizing and designing SEV; Decree 255 (1995) established that the budget cycle must be clearly linked to the program's intended results, and mandated CEPRE to set up a budgetary evaluation system, and agencies to provide OPP with the information that it requires. *Source: http://goo.gl/vr8jCI*
Uzbekistan	Legislated	In the health care 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 non-governmental 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	The government does not have a system itself. However, its Public Finance Managements systems were assessed in 2006 using the Public Expenditure and Financial Accountability Performance Management system by the European Commission. *Source: http://goo.gl/MeUN7y*
Vietnam	Legislated	Strengthening Elements of a Position-Based Career System in Vietnam has been discussed with criticism about the Law on Public Officials and Civil Servants, which includes some language regarding the evaluation of individual civil servants' performance but it lacks a clear merit base and is not tailored to the specific nature and responsibilities of each position. More thought needs to be given to how the current PM system can be reformed to better meet the needs and tasks of each position. *Source: http://goo.gl/rDHLCn*
Virgin Islands	Plan	The Government of the British Virgin Islands has a Performance Management User Handbook: "Wherever we work, in whatever department, we have a key role to play in helping the BVI Government achieve its objectives. Enabling and motivating everyone to play their part effectively is the purpose of managing performance." *Source: http://goo.gl/s6DMDV*
West Bank	Plan	Performance Management plans were authorized by the government and USAID. *Source: http://pdf.usaid.gov/pdf_docs/pnadl484.pdf*
Zambia	Legislated	The Government of Zambia has put in place the Performance Management package which, among other things, measures the individual performance of officers. *Source: http://www.oecd.org/countries/zambia/47673599.pdf*
Zimbabwe	Plan	The Zimbabwe Integrated Performance Management Solution (ZIPMAS) is a consolidated electronic system used within the Government of Zimbabwe for reporting, evaluating and processing financial transactions and staff appraisals. *Source: http://goo.gl/UJ4NKN*

TRENDS IN SEARCH

The tool used for analyzing the interest level for different keywords related to Performance Management throughout the last years was Google Trends. The graphics were obtained by analyzing a portion of Google web searches, in order to calculate how many searches have been done for the entered keywords compared to the total number of searches done on Google over time.

At organizational level, the search of "Balanced Scorecard", for example, has been experiencing an overall downward trend in the period 2004-2013. The same tendency is found upon searches of "Performance Management" and "Strategy Management" keywords, in the same period. The decrease is more important in the first interval of time (2004-2008). After this period all three keywords have remained relatively constant, with seasonal fluctuations.

At operational level there are multiple tendencies that should be analyzed. Concerning the trends for "BI" for the years 2004-2013, it has to be noted that BI (or "bi") has everyday meanings in other languages. However, the trend direction should not be influenced very much by this, since the use of BI in other contexts is likely to be more stable. As the graphic shows, the queries for "BI" remained stable between 2004 and 2006. From 2007, there was a steady upward trend. This trend has become even more visible starting with 2010.

At individual level, "Performance Appraisal", for example, has been relatively constant in the last years. However, its highest search volume in the analyzed years was in 2004. One reason could be that "Performance Appraisal" might not have been as clearly defined in the past as it is today. Although this is not enough to extrapolate for the other keywords as well, it seems to be the case of a trend, created by the accuracy of definitions nowadays.

However, it has to be acknowledged that there is no overall trend. While "BI", "Analytics" or "KPI" experienced an important increase, keywords such as "Business Performance Management" or "Performance Evaluation" have been continuously decreasing in the last few years. The most stable trends are "Scorecard" and "Dashboard", which only dropped significantly during the Financial Crisis.

Trends in Organizational Performance Management

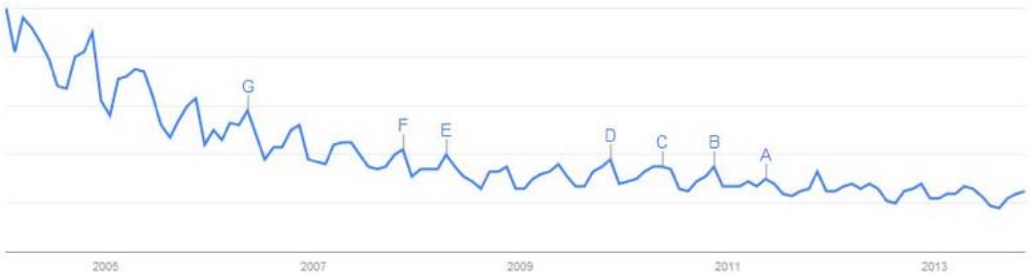


Figure 1: Google Search trends for **"Balanced Scorecard"** for the period 2004-2013 (Accessed on 26.11.2013)

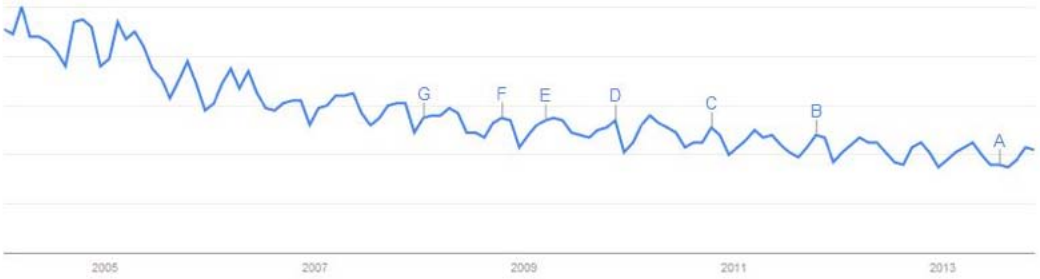


Figure 2: Google Search trends for **"Performance Management"** for the period 2004-2013 (Accessed on 26.11.2013)

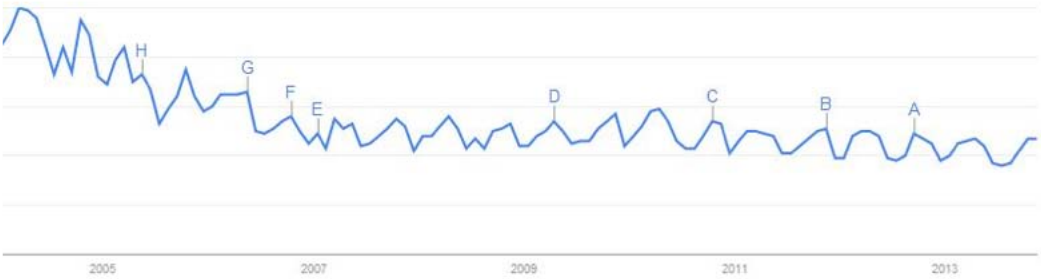


Figure 3: Google Search trends for **"Strategy Management"** for the period 2004-2013 (Accessed on 26.11.2013)

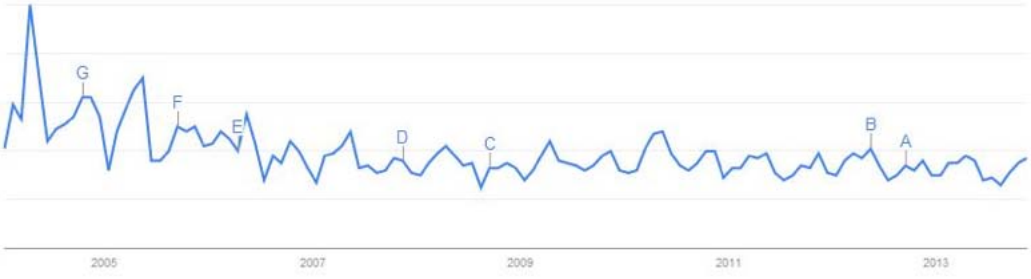


Figure 4: Google Search trends for **"Strategy Implementation"** for the period 2004-2013 (Accessed on 26.11.2013)

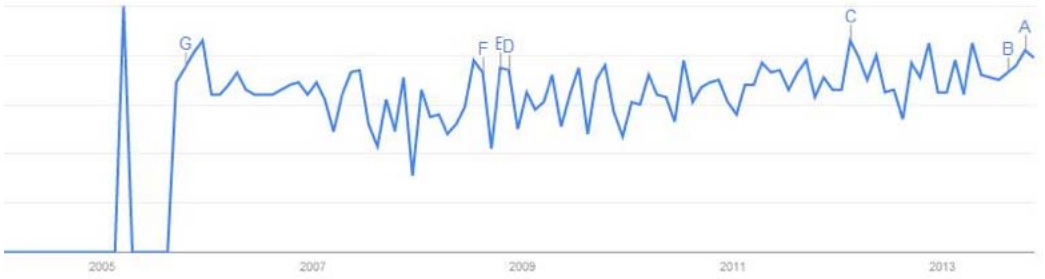


Figure 5: Google Search trends for **"Strategy Execution"** for the period 2004-2013 (Accessed on 26.11.2013)

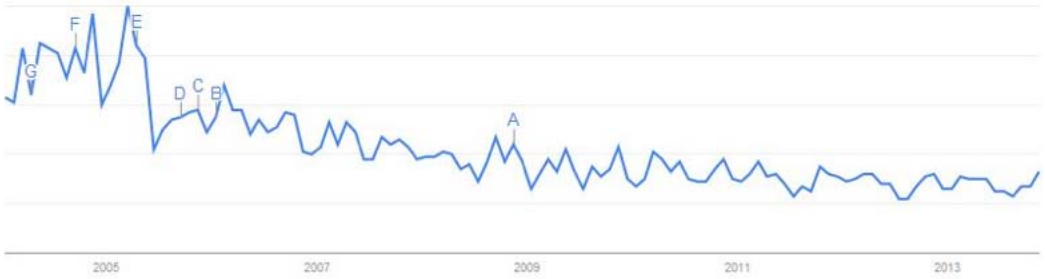


Figure 6: Google Search trends for **"Business Performance Management"** for the period 2004-2013 (Accessed on 26.11.2013)

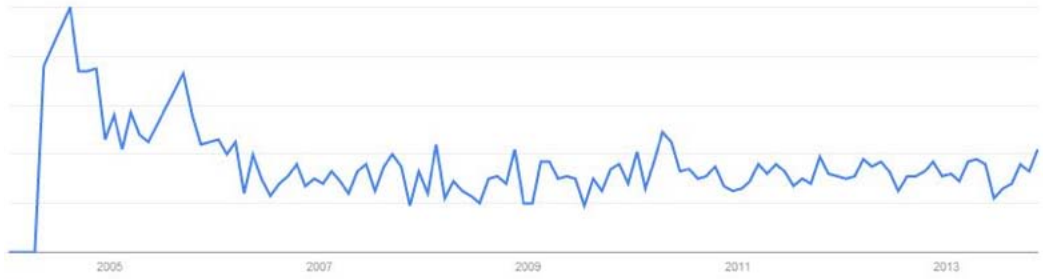


Figure 7: Google Search trends for **"Strategic Performance Management"** for the period 2004-2013 (Accessed on 26.11.2013)

Trends in Operational Performance Management

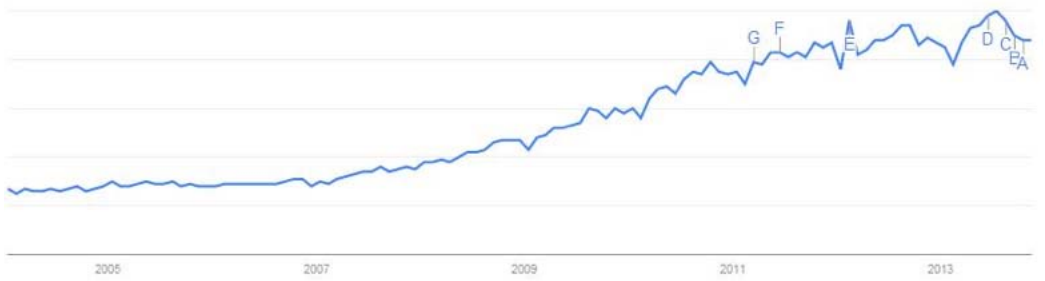


Figure 8: Google Search trends for **"BI"** for the period 2004-2013 (Accessed on 26.11.2013). It has to be noted that BI (or bi) has everyday meanings in other languages.

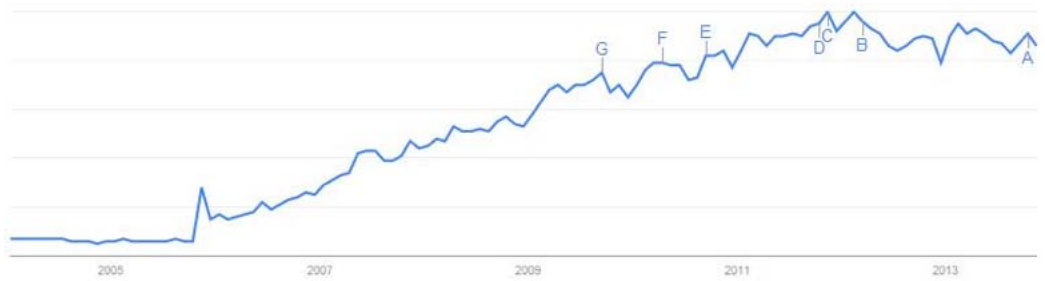


Figure 9: Google Search trends for **"Analytics"** for the period 2004-2013 (Accessed on 26.11.2013)

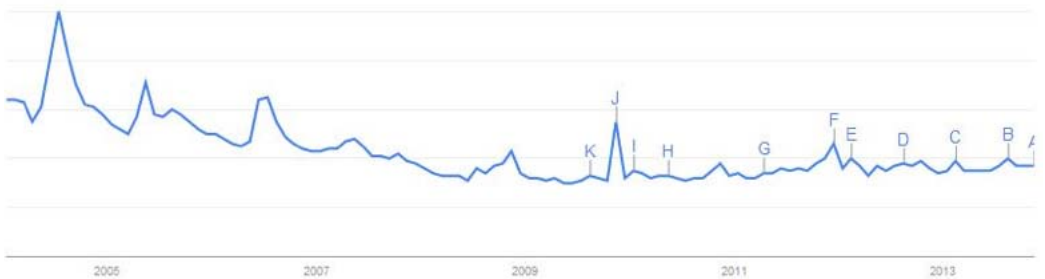


Figure 10: Google Search trends for **"Dashboard"** for the period 2004-2013 (Accessed on 26.11.2013)

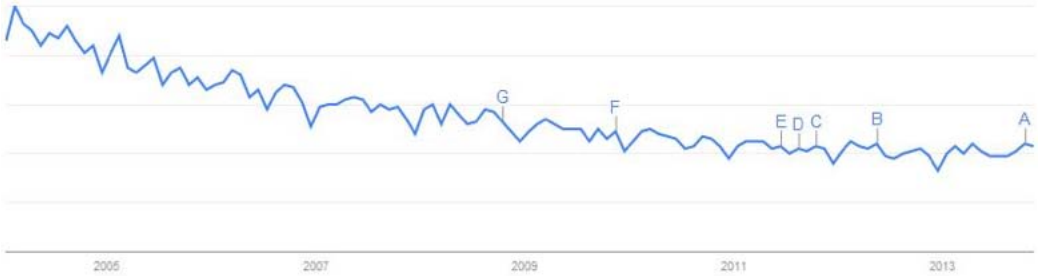


Figure 11 : Google Search trends for **"Metrics"** for the period 2004-2013 (Accessed on 26.11.2013)

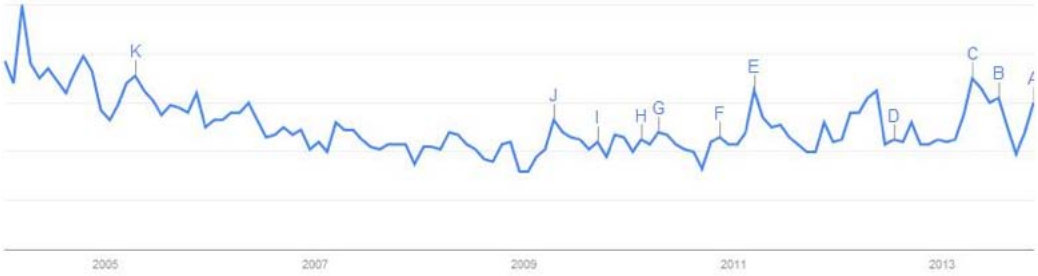


Figure 12: Google Search trends for **"Scorecard"** for the period 2004-2013 (Accessed on 26.11.2013)

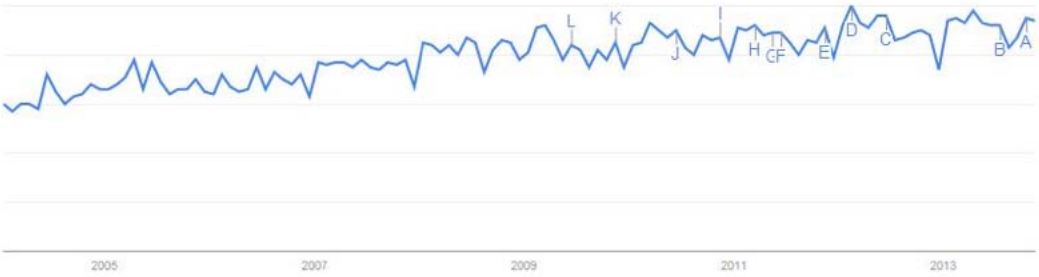


Figure 13: Google Search trends for **"KPI"** for the period 2004-2013 (Accessed on 26.11.2013)

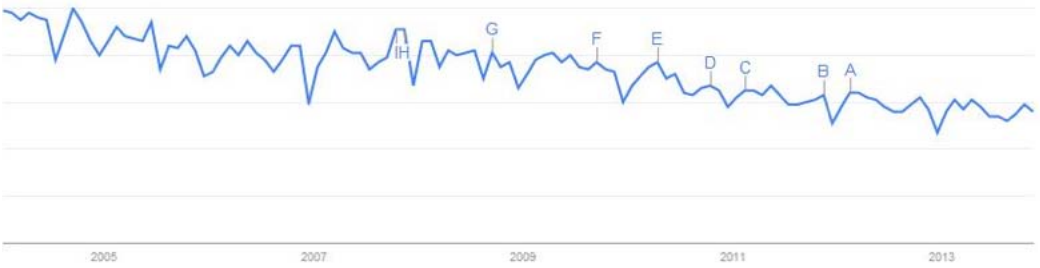


Figure 14: Google Search trends for **"Business Intelligence"** for the period 2004-2013 (Accessed on 26.11.2013)

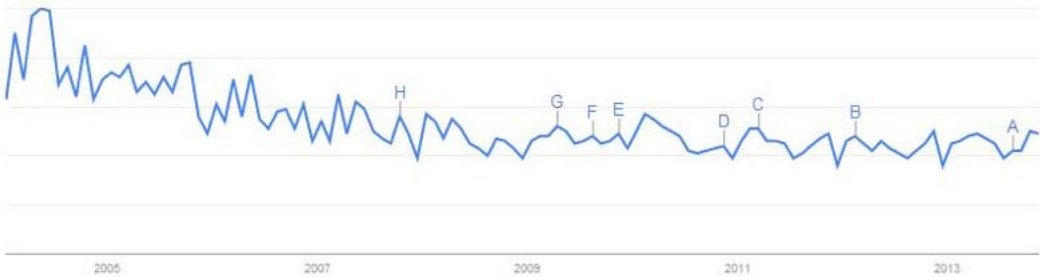


Figure 15: Google Search trends for **"Key Performance Indicators"** for the period 2004-2013 (Accessed on 26.11.2013)

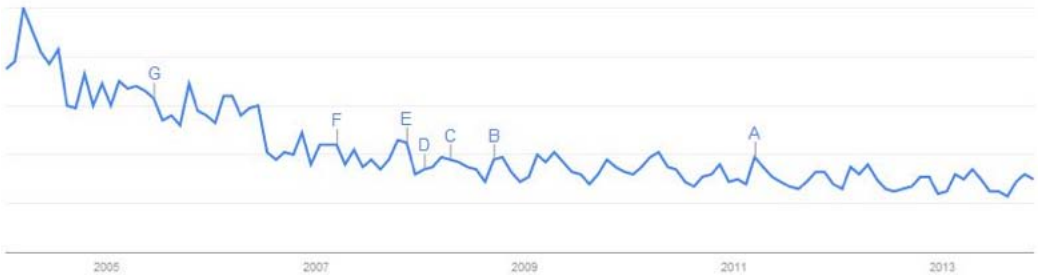


Figure 16: Google Search trends for **"Performance Measures"** for the period 2004-2013 (Accessed on 26.11.2013)

Trends in Individual Performance Management

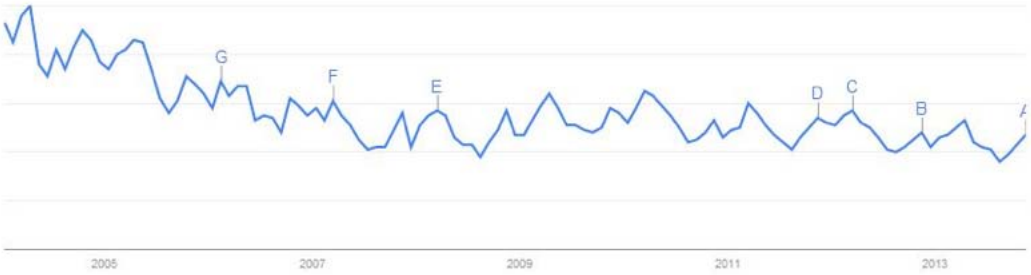


Figure 17: Google Search trends for **"Performance Appraisal"** for the period 2004-2013 (Accessed on 26.11.2013)

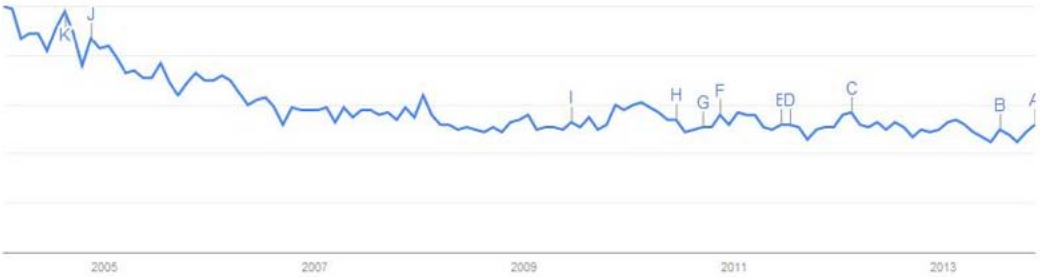


Figure 18: Google Search trends for **"Performance Review"** for the period 2004-2013 (Accessed on 26.11.2013)

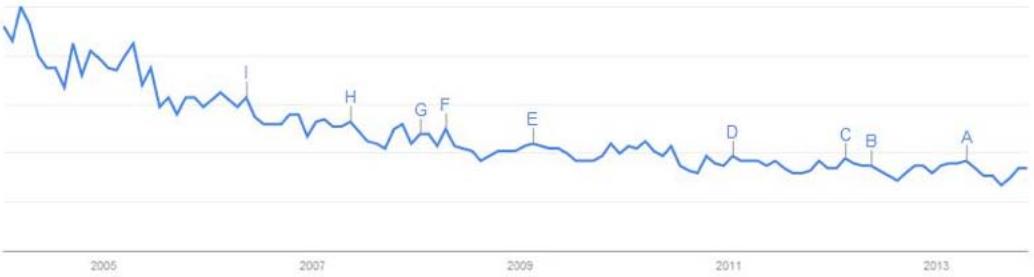


Figure 19: Google Search trends for **"Performance Evaluation"** for the period 2004-2013 (Accessed on 26.11.2013)

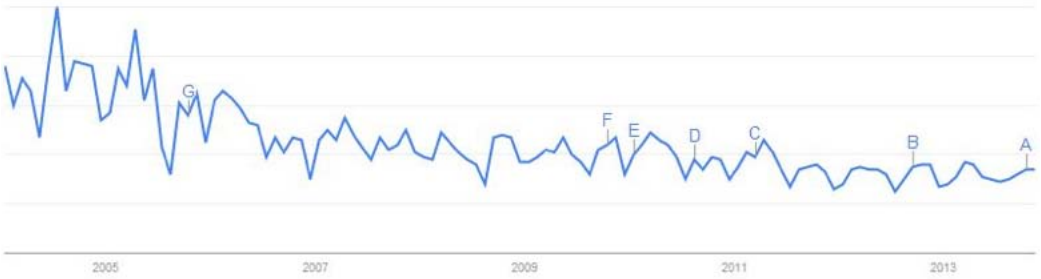


Figure 20: Google Search trends for **"Performance Criteria"** for the period 2004-2013 (Accessed on 26.11.2013)

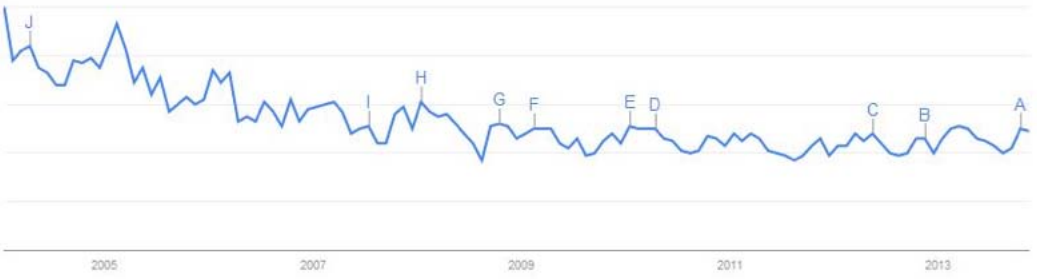


Figure 21: Google Search trends for **"Employee Performance"** for the period 2004-2013 (Accessed on 26.11.2013)

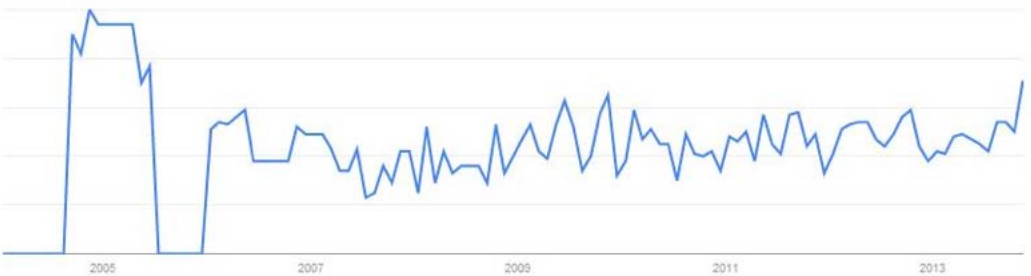


Figure 22: Google Search trends for **"Performance Management Plan"** for the period 2004-2013 (Accessed on 26.11.2013)

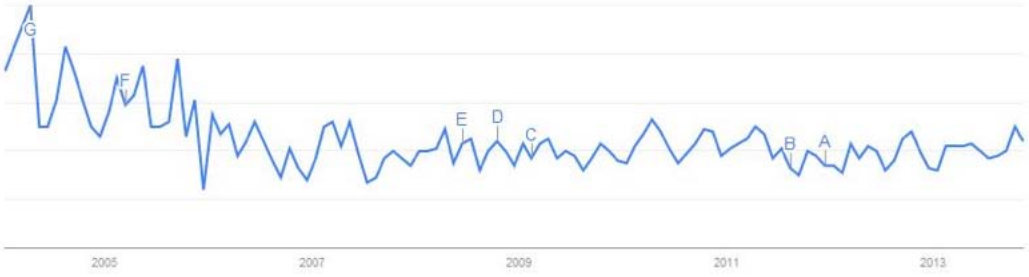


Figure 23: Google Search trends for **"Employee Performance Management"** for the period 2004-2013 (Accessed on 26.11.2013)

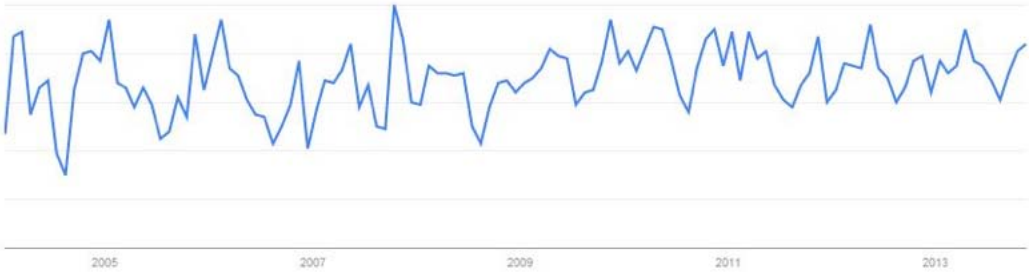


Figure 24: Google Search trends for **"Personal Development Plan"** for the period 2004-2013 (Accessed on 26.11.2013)

2013 Statistics

In order to assess the popularity of Performance Management and its components in 2013, relevant keywords were used with Google AdWords. The tables below present the Average Monthly Searches for the selected keywords (Google AdWords 2013). In order to present a complete image of the 2013 statistics, the results were generated in January 2014.

For each level (organizational, operational and individual), Google AdWords provides graphics of the monthly searches for the last 12 months. As shown in these graphics, many keywords experienced low levels of monthly searches in the period April – July. Higher levels were achieved at the beginning of the year, as well as in the last months of 2013, for some of the keywords.

At organizational level, the largest number of monthly searches were found for the keyword "Balanced Scorecard", showing the increased interest in this type of Performance Management framework and approach. When it comes to Operational Performance Management, most people have been searching for "Analytics" in the past 12 months. However, the large number of searches for this keyword could also be explained by its broad understanding. The following positions are occupied by BI and Dashboard. At individual level, the keyword "Performance Appraisal" had the largest volume of searches in the last year, showing that more and more employers are interested in different ways of assessing employees' performance.

Average monthly searches for Organizational Performance Management

No.	Keyword	Average Monthly Searches
1	**Balanced Scorecard**	12.100
2	**Performance Management**	5.400
3	**Performance Management System**	880
4	**Enterprise Performance Management**	480
5	**Strategy Implementation**	390
6	**Business Performance Management**	320
7	**Corporate Performance Management**	320
8	**Strategy Execution**	320
9	**Strategy Management**	110
10	**Strategic Performance Management**	50

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

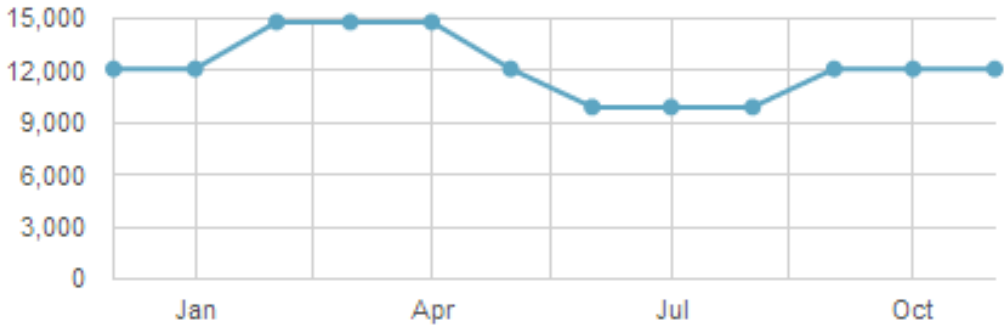


Figure 25: Monthly searches in the last 12 months for **"Balanced Scorecard"** (Accessed on 10.01.2014)

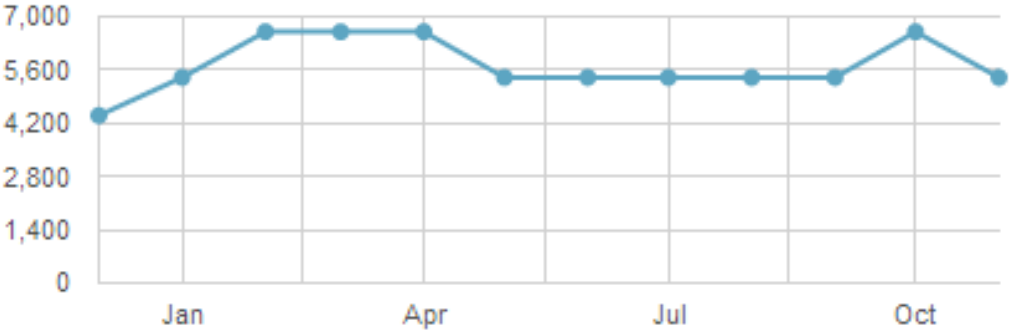


Figure 26: Monthly searches in the last 12 months for **"Performance Management"** (Accessed on 10.01.2014)

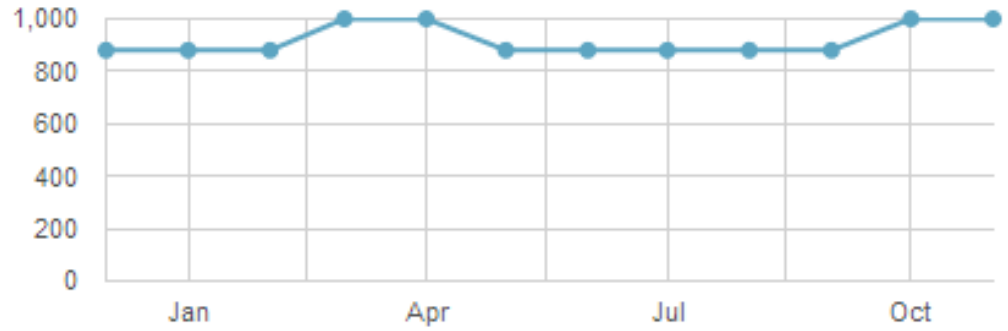


Figure 27: Monthly searches in the last 12 months for **"Performance Management System"**(Accessed on 10.01.2014)

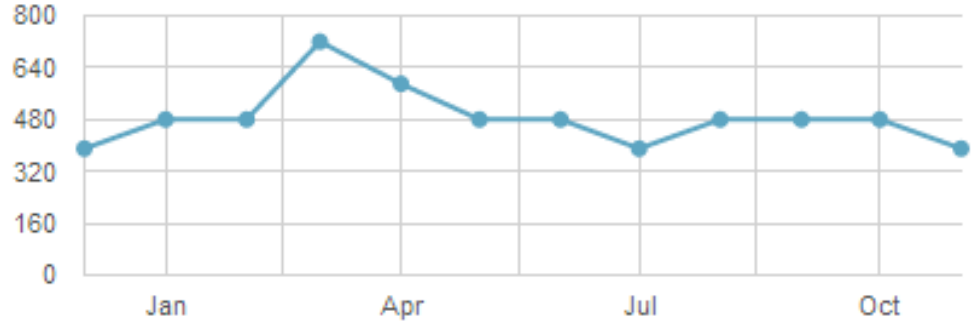


Figure 28: Monthly searches in the last 12 months for **"Enterprise Performance Management"** (Accessed on 10.01.2014)

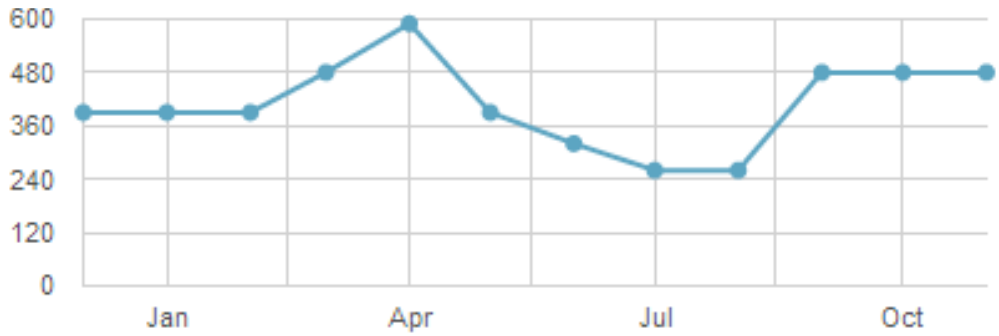


Figure 29: Monthly searches in the last 12 months for **"Strategy Implementation"** (Accessed on 10.01.2014)

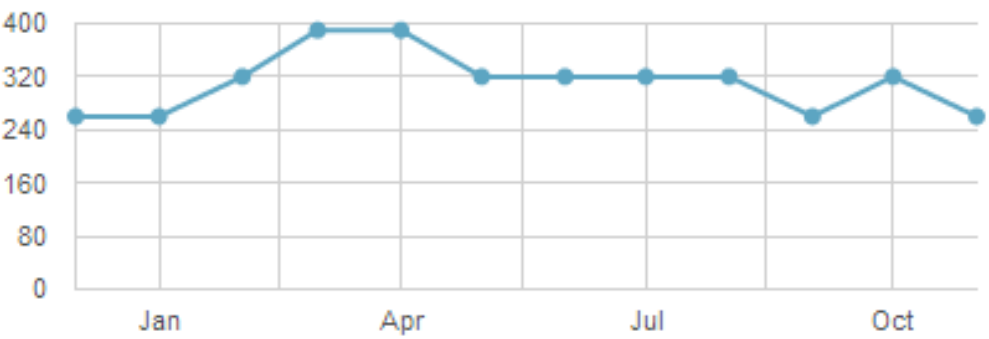


Figure 30: Monthly searches in the last 12 months for **"Business Performance Management"** (Accessed on 10.01.2014)

Figure 31: Monthly searches in the last 12 months for **"Corporate Performance Management"** (Accessed on 10.01.2014)

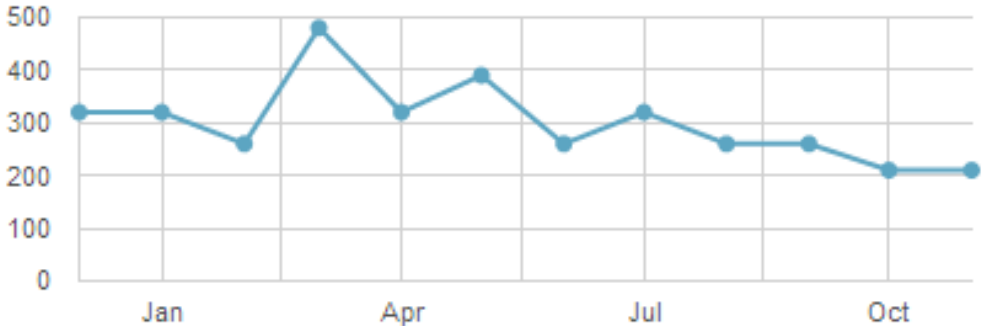


Figure 32: Monthly searches in the last 12 months for **"Strategy Execution"** (Accessed on 10.01.2014)

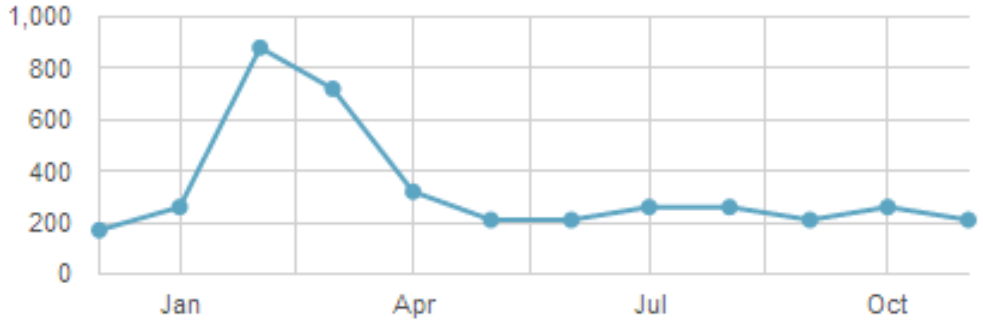


Figure 33: Monthly searches in the last 12 months for **"Strategy Management"** (Accessed on 10.01.2014)

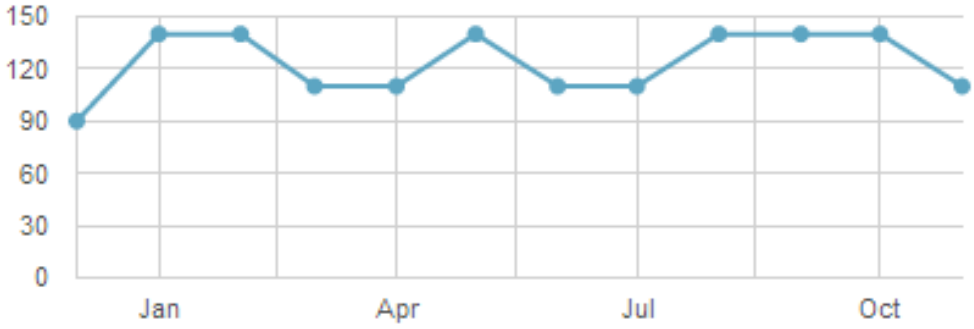
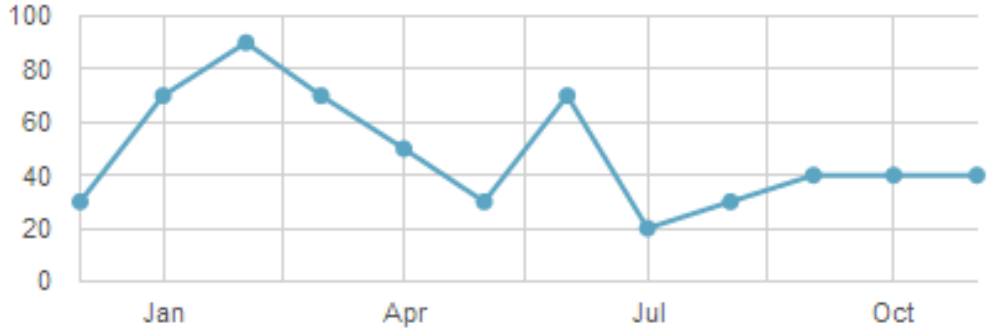


Figure 34: Monthly searches in the last 12 months for **"Strategic Performance Management"** (Accessed on 10.01.2014)



Average monthly searches for Operational Performance Management

No.	Keyword	Average Monthly Searches
1	**Analytics**	450.000
2	**BI**	74.000
3	**Dashboard**	60.500
4	**KPI**	33.100
5	**Business Intelligence**	18.100
6	**Scorecard**	12.100
7	**Metrics**	12.100
8	**Key Performance Indicators**	4.400
9	**Performance Measures**	880
10	**Operational Performance Management**	10

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

Figure 35: Monthly searches in the last 12 months for **"Analytics"** (Accessed on 10.01.2014)

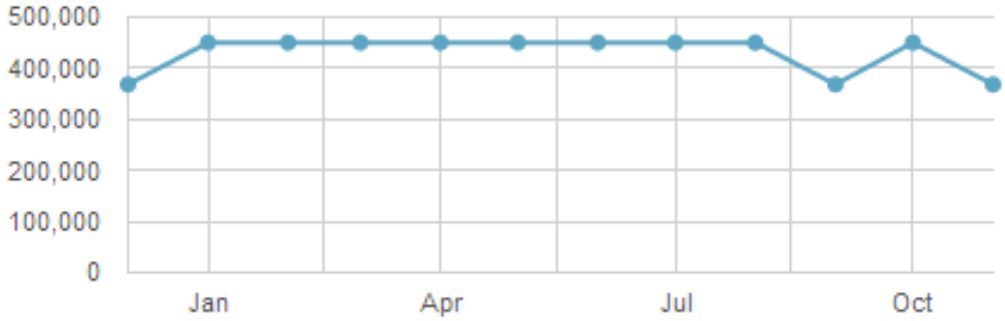


Figure 36: Monthly searches in the last 12 months for **"BI"** (Accessed on 10.01.2014)

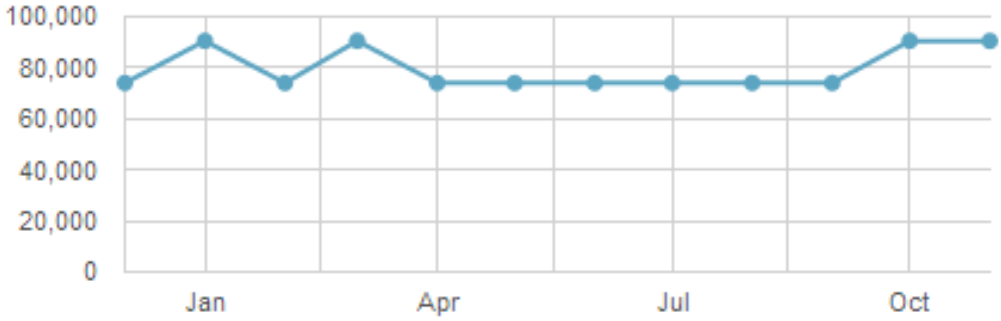


Figure 37: Monthly searches in the last 12 months for **"Dashboard"** (Accessed on 10.01.2014)

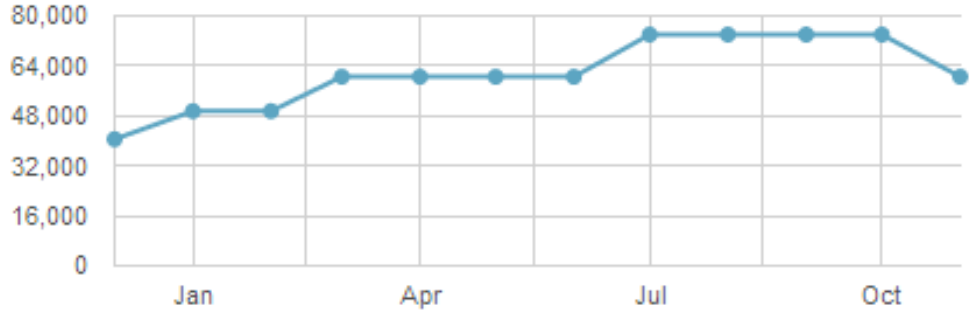


Figure 38: Monthly searches in the last 12 months for **"KPI"** (Accessed on 10.01.2014)

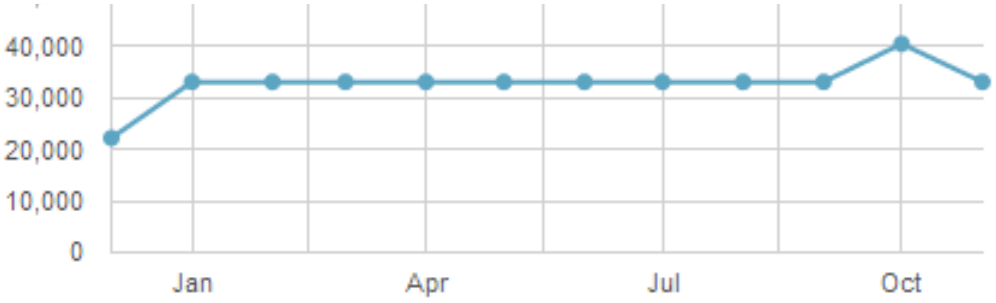


Figure 39: Monthly searches in the last 12 months for **"Business Intelligence"** (Accessed on 10.01.2014)

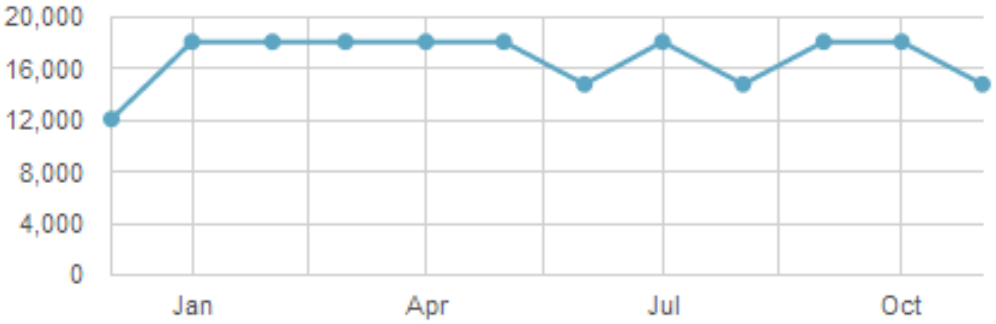


Figure 40: Monthly searches in the last 12 months for **"Scorecard"** (Accessed on 10.01.2014)

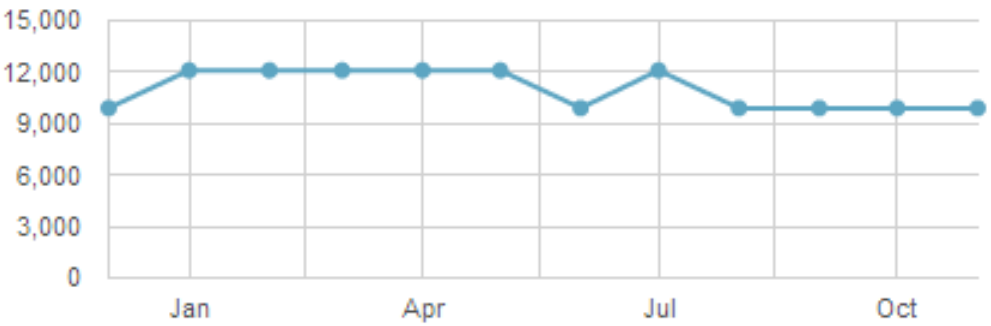


Figure 41: Monthly searches in the last 12 months for **"Metrics"** (Accessed on 10.01.2014)

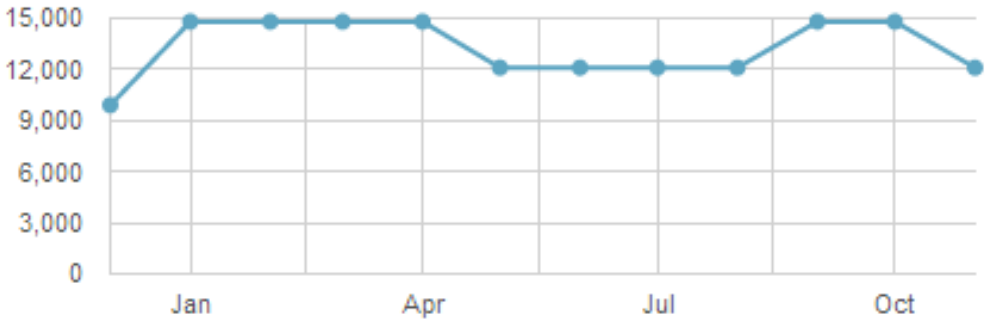


Figure 42: Monthly searches in the last 12 months for **"Key Performance Indicators"** (Accessed on 10.01.2014)

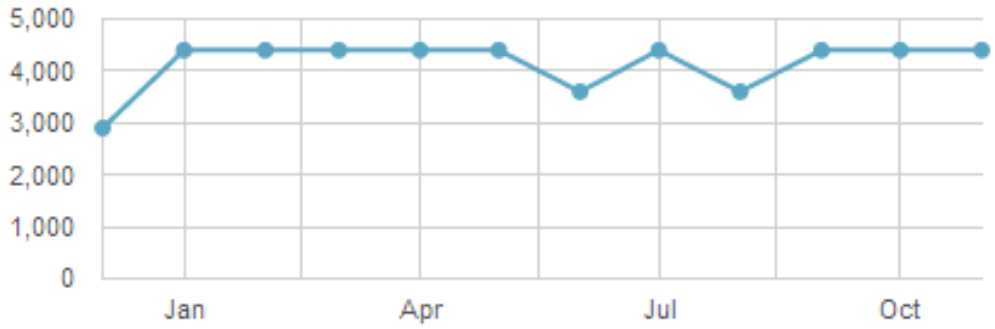


Figure 43: Monthly searches in the last 12 months for **"Performance Measures"** (Accessed on 10.01.2014)

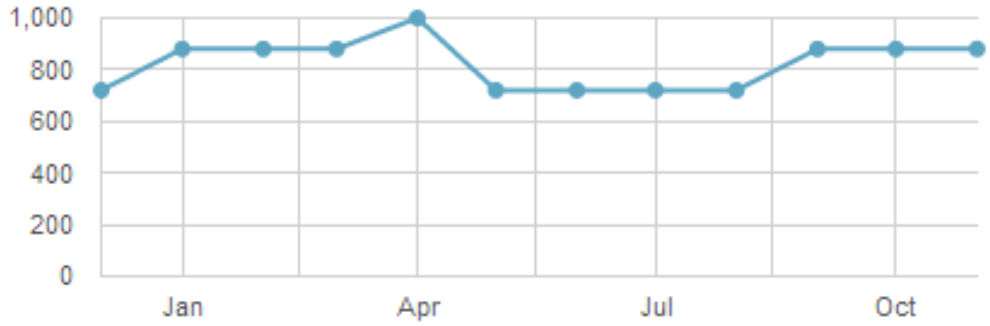
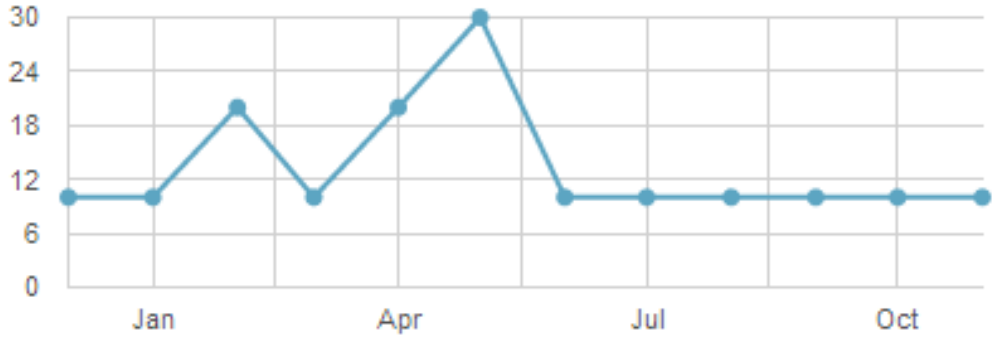


Figure 44: Monthly searches in the last 12 months for **"Operational Performance Management"** (Accessed on 10.01.2014)



Average monthly searches for Individual Performance Management

No.	Keyword	Average Monthly Searches
1	**Performance Appraisal**	5.400
2	**Performance Review**	4.400
3	**Performance Evaluation**	3.600
4	**Personal Development Plan**	2.400
5	**Employee Performance**	320
6	**Performance Management Plan**	260
7	**Employee Performance Management**	210
8	**Performance Criteria**	170
9	**Individual Performance Plan**	70
10	**Individual Performance Management**	10

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

Figure 45: Monthly searches in the last 12 months for **"Performance Appraisal"** (Accessed on 10.01.2014)

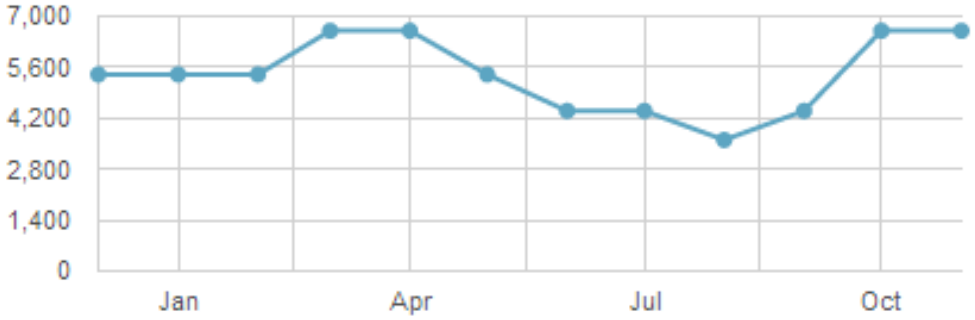


Figure 46: Monthly searches in the last 12 months for **"Performance Review"** (Accessed on 10.01.2014)

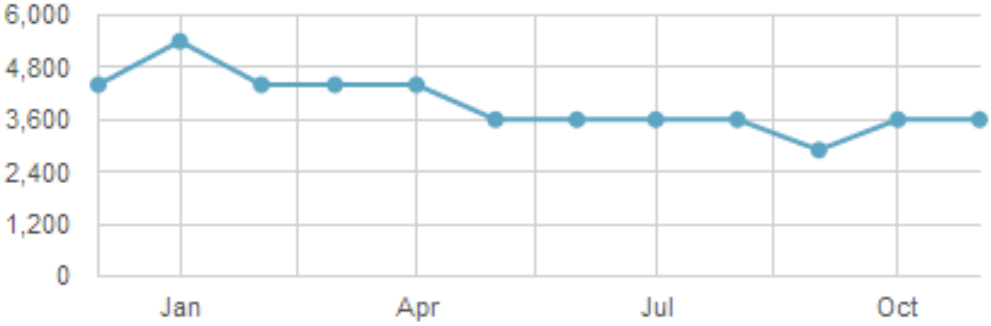


Figure 47: Monthly searches in the last 12 months for **"Performance Evaluation"** (Accessed on 10.01.2014)

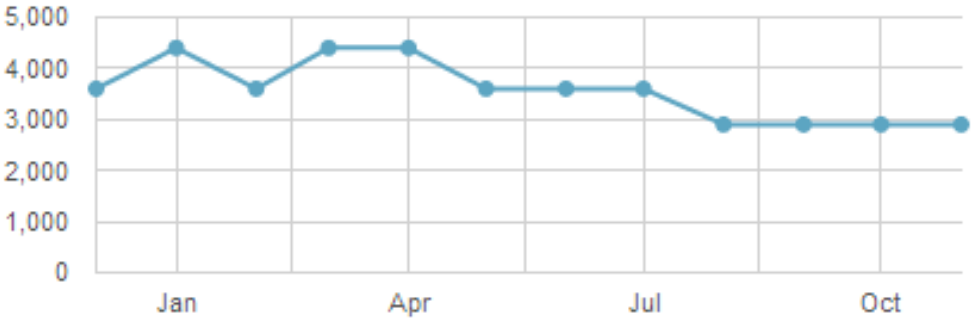


Figure 48: Monthly searches in the last 12 months for **"Personal Development Plan"** (Accessed on 10.01.2014)

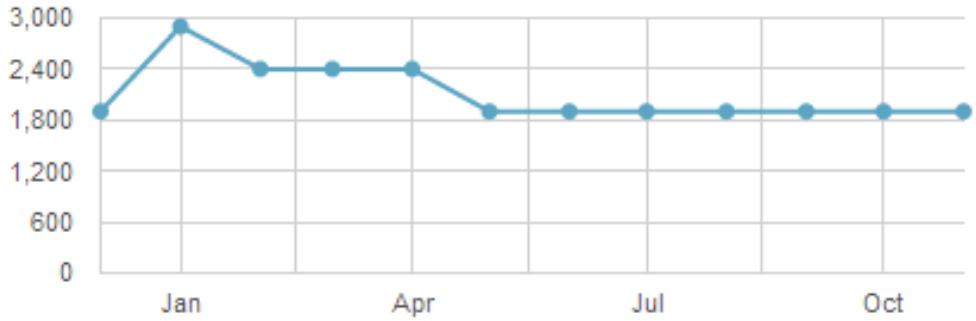


Figure 49: Monthly searches in the last 12 months for **"Employee Performance"** (Accessed on 10.01.2014)

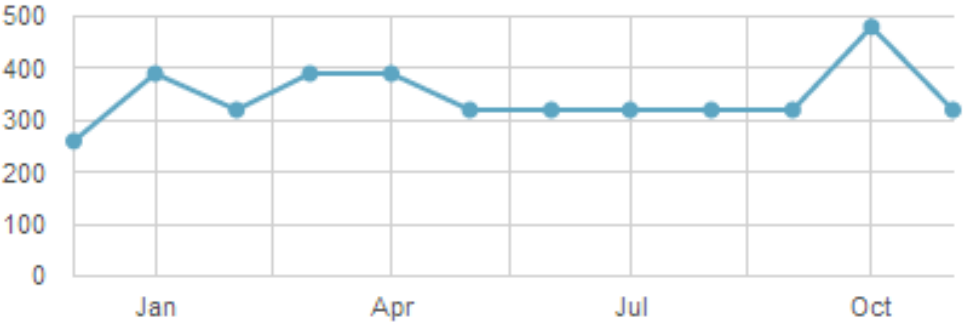
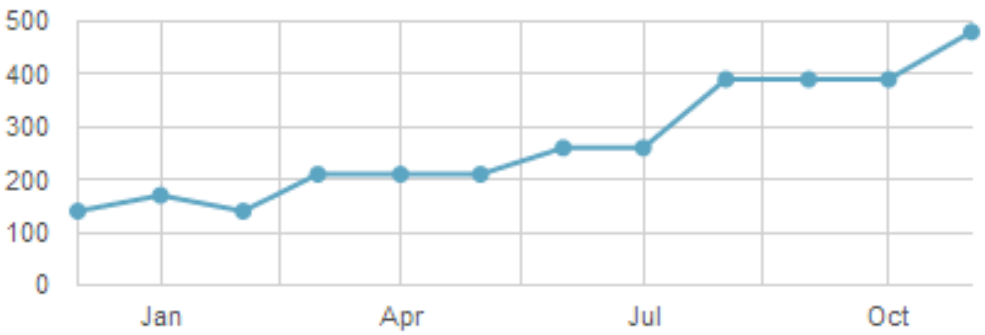


Figure 50: Monthly searches in the last 12 months for **"Performance Management Plan"** Accessed on 10.01.2014)



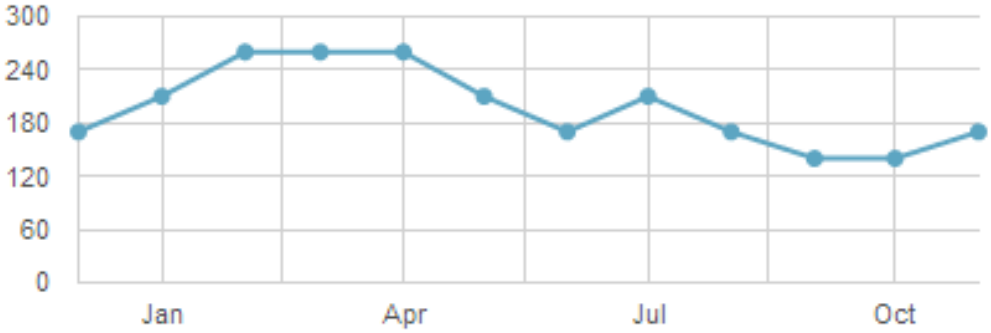


Figure 51: Monthly searches in the last 12 months for **"Employee Performance Management"** (Accessed on 10.01.2014)

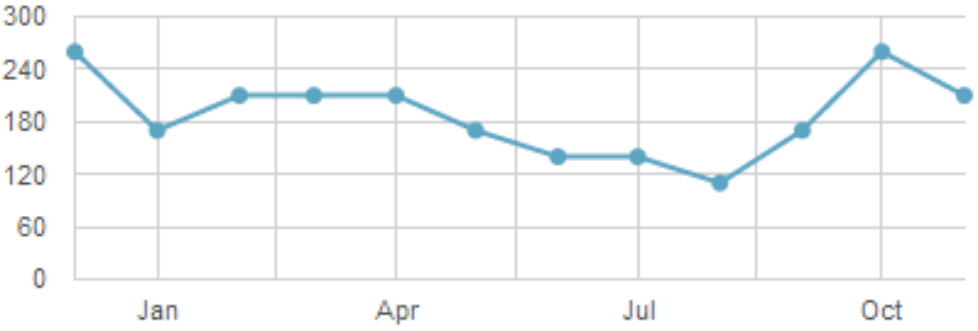


Figure 52: Monthly searches in the last 12 months for **"Performance Criteria"** (Accessed on 10.01.2014)

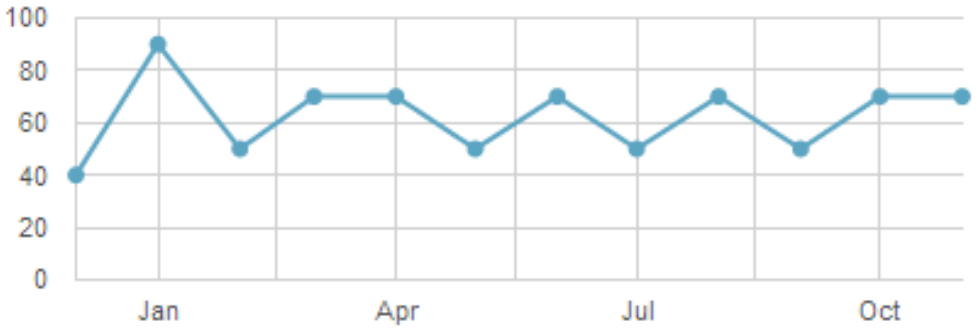


Figure 53: Monthly searches in the last 12 months for **"Individual Performance Plan"** (Accessed on 10.01.2014)

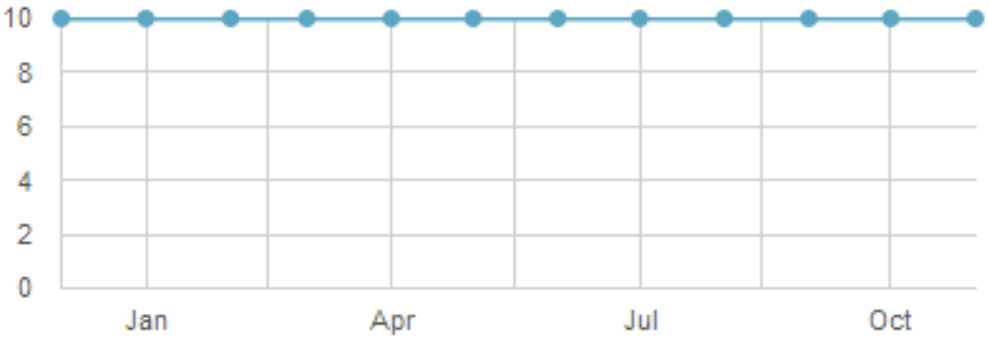
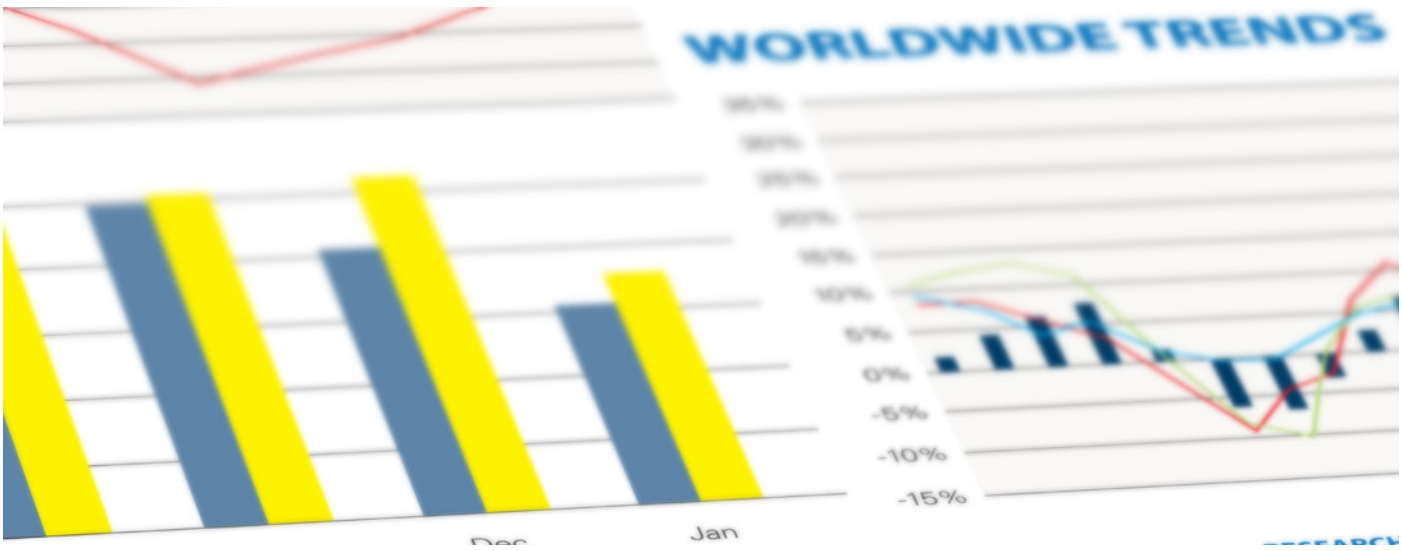


Figure 54: Monthly searches in the last 12 months for **"Individual Performance Management"** (Accessed on 10.01.2014)



MEDIA EXPOSURE

The graphics below were realized according to data extracted from the archives of Google News in November 2013. As the research showed, there is no significant number of search results prior to 2000, so this was set as the starting year. The keywords' trendline behavior was compared to their average media exposure, in order to have a clear visualization of each keyword's evolution in time.

As the analysis revealed, the presence of these performance related keywords within mass-media can roughly be divided into five periods.

The first period is characterized by an increase from 2001 onwards and a plateau between 2003 and 2004. The second period, which lasted until 2006 was more stable but, starting from 2007, in the third period, the media exposure spiked. The next period coincides with the Financial Crisis (2008 to 2010), and it is interesting to observe the behavior of the keywords in these years, taking into consideration that they only peaked negatively during 2010. In the next period, the values went on an ascendant trend.

In 2013, almost all keywords improved their media exposure. The number of news for "Performance Management" increased from 982 in 2012 to 5920 in the first 11 months of 2013. "Strategic Management" also went from 128 news in 2012 to 3530 for the same period of 2013. The only keyword that slightly dropped in media exposure in 2013 is "Employee Performance Management", from 8 news in 2012 to 4 news in the period January – November 2013.

An explanation for all these fluctuations would be that, in the first few years, the terms made their way into the wider professional community. After establishing a place in language and media, they plateaued and only grew in usage in the periods of sustained global economic growth, while the biggest decrease can be explained by the recession, when businesses had to cut research and innovation expenses. The important increase in media exposure for almost all analyzed keywords in 2013 can be explained through a significant increase of the interest regarding the Performance Management field.



Figure 55: Trendline behavior vs. average media exposure for "Performance Management".

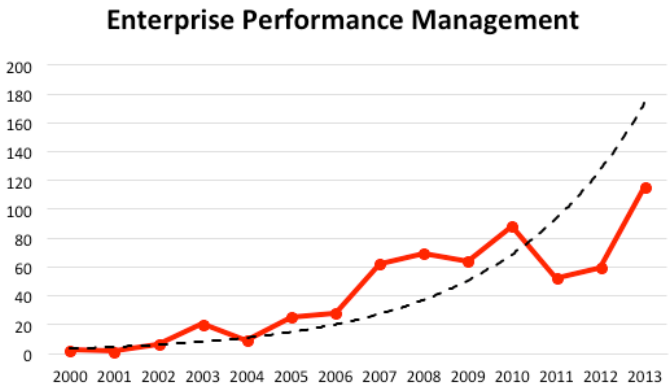


Figure 56: Trendline behavior vs. average media exposure for "Enterprise Performance Management".



Figure 57: Trendline behavior vs. average media exposure for "Strategic Management".

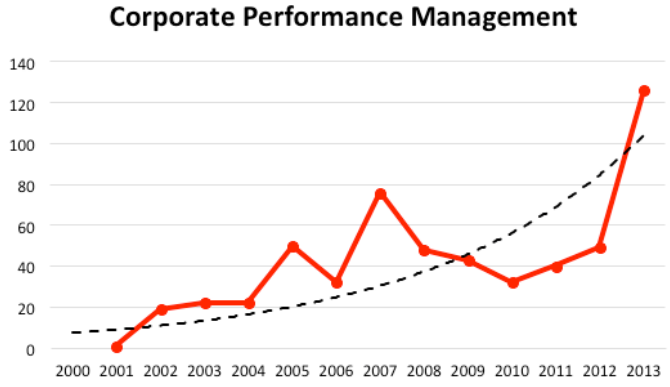


Figure 58: Trendline behavior vs. average media exposure for "Corporate Performance Management".



Figure 59: Trendline behavior vs. average media exposure for "Employee Performance Management".



Figure 60: Trendline behavior vs. average media exposure for "Strategy Management".

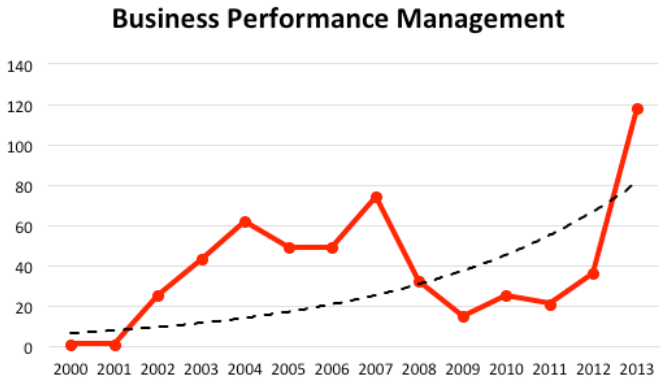


Figure 61: Trendline behavior vs. average media exposure for "Business Performance Management".



Figure 62: Trendline behavior vs. average media exposure for "Strategy Execution".

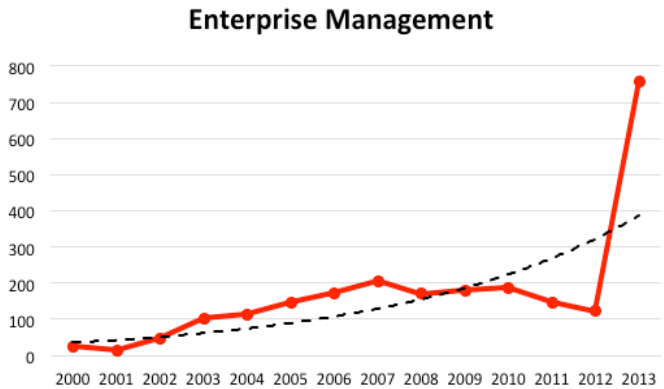


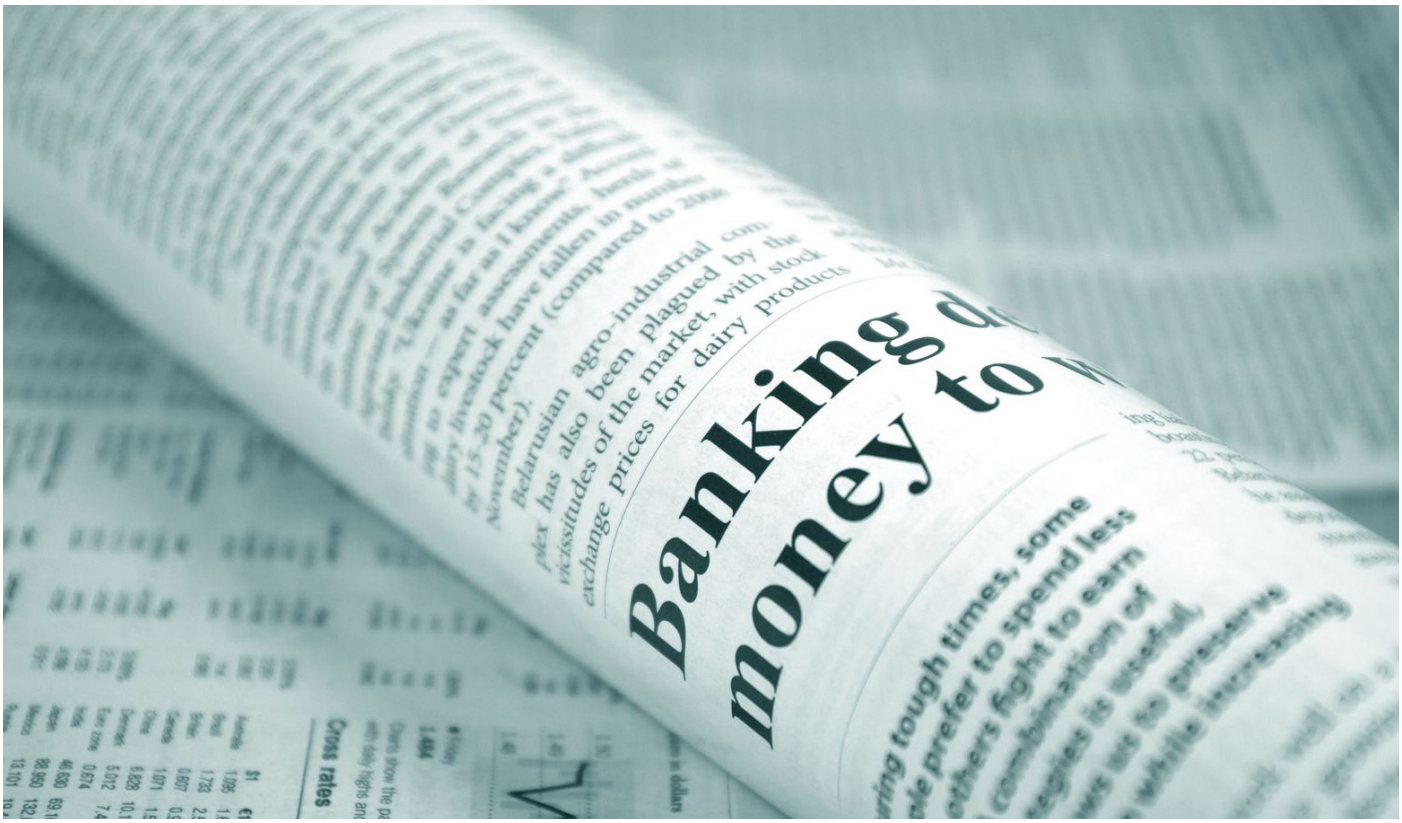
Figure 63: Trendline behavior vs. average media exposure for "Enterprise Management".

The graphic below shows the headline trends for the keyword "Performance Management", as it is known that headlines are usually an important part of any media coverage analysis. It has to be noted that research was conducted for other keywords as well, such as "Corporate Performance Management", "Business Performance Management", "Strategy Management" and "Enterprise Management", but the data obtained was not conclusive for creating a chart. While the number of headlines from the period 2000-2012 are insignificant, for 2013 they peaked: "Corporate Performance Management" – 15 headlines, "Business Performance Management" – 32 headlines, Enterprise Management – 37 headlines. As for "Performance Management", the trends can be divided in four periods: between 2000 and 2002 the term was starting to appear in the media conscience, so the values are low. Between 2003 and 2008 the number of headlines had a continuous growth that fulminated in 2008. From 2009 to 2011 there has been a significant decrease, which can be explained by the Financial Crisis. The last period started in 2012, when the values started increasing again, reaching a significant value of 294 for the period January – November 2013.

All in all, the average tendency of media coverage is ascendant, so it is reasonable to infer that further growth is expected in terms of media exposure for the keywords belonging to the Performance Management field.



Figure 64: Trends for Performance Management headlines



EDUCATIONAL PROGRAMS

In the last 15 years, an increasing number of universities all around the world added degrees with a Performance Management specialization in their curriculum. The degrees vary from certificate to bachelor, master and MBA.

One of the world's top business schools, Wharton Business School from the University of Pennsylvania (USA) has established bachelor and MBA degrees specializing in Strategic Management. Furthermore, a Graduate Certificate in Performance Audit and Evaluation is offered by the University of Canberra, in Australia.

Master degrees with Performance Management specializations are provided by a wide range of universities, including Aston University (Master of Operational Research & Performance Management), The University of Leicester (Master Performance Management and Workplace Learning) or The University of Adelaide – Master of Commerce (Performance Management). A PhD program in Model Based Public Planning, Policy Design and Management is offered by the University of Palermo, Italy.

Table 4 provides detailed information regarding the degrees in Performance Management in 2013 worldwide, such as the proposed subjects and the fees. The degrees are ranked in alphabetical order by the names of the universities.

Apart from these degrees, many universities around the world offer subjects in Strategic or Performance Management. Some of these universities are Boston College University, Maastricht School of Management, Nanyang Business School, National University of Singapore, The Hong Kong University of Science and Technology, The University of Melbourne, The University of Cambridge or The University of Oxford.

Table 5 presents further information about Performance Management subjects at different universities. The subjects are ranked in alphabetical order by the names of the universities for each country.

Table 4: Educational institutions which offer degrees in Performance Management

University	Continent	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 - Operational research methods - Data mining for managerial decision making - Advanced performance - Measurement performance - Management in practice - Simulation for managerial decision making - Advanced spreadsheets & databases	UK/EU: £9,000 International: £13,000
University of Canberra, Faculty of Business and Government	Oceania	Australia	Graduate Certificate in Performance Audit and Evaluation	1 year full-time 2 years part-time	- Performance audit and evaluation - Human Resources management - Management ethics - Organizational behavior - Statistical analysis & decision making	AUD$17,590 per year
University College Dublin	Europe	Ireland	MSc in Strategic Management Accounting	1 year	- Strategic management - Organizational behavior - Performance measurement and management - Management control systems - Strategic corporate finance - Current issues in financial reporting and analysis - Current issues in performance - Measurement and control - Risk management - Project management	EU: €11,900 International: €14,500
University College Dublin	Europe	Ireland	MSc in Strategic Management and Planning	1 year full-time 2 years part-time	- Behavioral foundations of strategy - Economic foundations of strategy - Supply Chain management - Supply Chain analytics - Managing organizational integrity - Organizational renewal	Fees full time : €11,900, €14,500 Non EU Fees part time : €6,500 EU, €7,800 Non EU

University	Continent	Country	Degree/Diploma	Duration	Related Topics/Subjects	Cost (fees, per year)
Erasmus University Rotterdam	Europe	Netherlands	Master in Business Information Management	1 year	- Managing information as a strategic resource for improving overall business performance, with an emphasis on the potential of innovative information technologies	EU/EEA: €1,835 Non EU/EEA: € 15,500
ESCP Europe	Europe	France, UK, Germany	Specialized Master in Management Control and Business Performance	1 year	- Intermediate and advanced accounting - International accounting - Introduction to management control - Change management - Management performance - Negotiation - Performance measurement of industrial operations - Supply chain	€16,000 (2014 fee)
Grenoble Ecole de Management	Europe	France	Master of Science in Management Consulting	1 academic year (on campus) + project (12 months)	- Traditional consulting - Boutique consulting - Internal consulting - Sales consulting	Full program €19,300
HEC Paris	Europe	France	MSc in Strategic Management	8 - 10 months	- Fundamental theoretical insights - Professional consulting framework - Strategic analysis - Workshops with consulting firms	EU: €18,500 Non EU: €22,500 (2014 fees)
Heriot-Watt University, Edinburgh Business School	Europe	Scotland	MSc Strategic Planning	Self-managed distance learning - 200 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	2 to 3 years (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 - Comparing national systems of VET Global Context of HRD and HRM research methods F5	UK/EU: £7,680 International: £8,825
London School of Economics and Political Science	Europe	London	MSc Management and Strategy	1 year	- Management of organizations - Incentives and governance in organizations - The analysis of strategy - Corporate finance	Fee level: £23,064
MIP Politecnico di Milano	Europe	Italy	Master in Strategic Project Management	16 months	- Implementation of core business activities - Competitive strategies in public, private and voluntary organizations	EU: €12,000 International: €15,000

University	Continent	Country	Degree/Diploma	Duration	Related Topics/Subjects	Cost (fees, per year)
Monash University	Oceania	Australia	Master in Organizational Leadership	2 years full-time 4 years part-time	- Adult vocational education and training - Management and administration - Research - Education - Human Resources - Organizational management - Planning and policy analysis - Quality management - Training	Domestic fee per 48 credit points: 48 credit points represents a standard full-time course load for a year $18,900 AUD
New York University Stern School of Business	North America	USA	MS in Risk Management	1 year Modular Format	- Strategic and Macro-Sovereign Risk Framework - Corporate finance -Concepts in Risk Management 1: Financial applications - Concepts in Risk Management 2: Statistical models - Operational risk in Banking and Finance - Enterprise risk and corporate governance - Strategic risk capstone	USD $66,500
The University of Adelaide	Oceania	Australia	Master of Commerce (Performance Management)	1,5 years full-time	- Management practice - Business communication - Strategic management - Strategic compensation management - Knowledge management & measurement - Strategic evaluation & control	International Students: AUD $29,000 (2012 - no fee available for 2013)
University of Liege HEC Management School	Europe	Belgium	Master in Management	2 years	- Change management audit - Strategic Performance Management - Introduction to strategic intelligence	EU€1,923.00 / year Non EU: varies from €1,923 to €3,845 depending on the applicant's citizenship
University of Liege HEC Management School	Europe	Belgium	Master in Business Engineering	2 years	- Performance Management and control - Global performance Management - Quality and performance in operations management - Sustainable strategy in a multi-polar world - Strategic, organizational audit and information systems	N/A
University of Pennsylvania, Wharton Business School	North America	USA	MBA of Strategic Management	2 years	- Competitive strategy - Global strategic management - Strategy and competitive advantage - Organizational economics and strategy - Technology strategy - Strategic implementation - Multinational business strategy - Advanced study project in strategic management - Strategic management of human assets - Managing organizational change - Information/Industry structure and competitive strategy - Managerial decision making	Tuition, fees, and living expenses for first-year students are $89,200 (2012 fees - 2013 fees not available)

University	Continent	Country	Degree/Diploma	Duration	Related Topics/Subjects	Cost (fees, per year)
University of Pennsylvania, Wharton Business School	North America	USA	Bachelor of Management (Specialization in Strategic Management)	3 - 4 years full-time	- Business strategy and policy - Competitive strategy - Management of technology - Organization design - Corporate governance - Strategic implementation	US$ 42,098 (2012 fees - 2013 fees not available)
University of Palermo	Europe	Italy	PhD in Model Based Public Planning, Policy Design and Management	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
University of Sydney	Oceania	Australia	The Sydney Master of Human Resource Management and Industrial Relations (HRM&IR)	1.5 years full time 2.5 years part-time	- Organizational behavior and psychology - International HRM - Performance and reward management - Employment H7 work and family - Corporate governance - Work sociology - Trade union strategy	Local fee per unit of study: $3150 International fee per unit of study: $4350

Table 5: Performance Management University subjects

Country	University/School	Subject	Related Degree
		EUROPE	
Cyprus	**European University Cyprus**	Performance Management	Bachelor Degree
Netherlands	**Maastricht School of Management (MSM)**	Measurement and Strategic Performance Management	EMBA Sustainability focus
		Global Strategic Management	EMBA Facility Management
Italy	**Bocconi University**	Corporate Strategy	Ph.D. in Business Administration and Management
	University of Palermo	System Dynamics for Planning, Policy Design, and Management in the Public Sector	European Master Programme in System Dynamics
UK	**Bradford University School of Management**	Understanding Strategic Management	Bachelor Business Studies and Law
	Cardiff University	Strategic Management	The Cardiff MBA
	University of Cambridge	Strategic Performance Management	Professional Development Program
		Strategic Management: Creating and Sustaining Competitive Advantage	Professional Development Program
	University of Cranfield	Strategic Performance Management	Master in Managing Organizational Performance
		Operational Performance Management	Professional Development Program
	Heriot - Watt University Edinburgh Business School	Performance Management	MBA Master in Human Resource Management
	University of Oxford	Strategic Management	Masters in Major Program management

Country	University/School	Subject	Related Degree
		NORTH AMERICA	
Canada	**University of Ottawa Telfer School of Management**	Performance Management: Business Process Modeling	MBA
		Performance Management	MBA
USA	**Baruch College**	Performance Management	Undergraduate Course
	Boston College University Carroll School of Management	Strategic Management (formerly called Strategy & Policy)	Undergraduate Course
		Operations Management	Undergraduate Course
		Service Operations Management	Undergraduate Course
		Strategic Planning and Implementation	Undergraduate Course
	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	Strategy and Performance Management Certificate Course
	University of Pennsylvania Wharton Business School	Strategic Implementation	Undergraduate Course
		SOUTH AMERICA	
Peru	**Centrum – Catolica**	Strategic Management and Leadership	DBA (Triple)
		OCEANIA	
Australia	**The University of Adelaide Business School**	Strategic Management	MBA
	The University of Melbourne	Strategic Performance Management	Graduate/Postgraduate
		Enterprise Performance Management	Undergraduate Program
		ASIA	
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 Management course
		Strategic Management	Postgraduate Management course
		Strategic Management in China	Postgraduate Management course
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
		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



MAIN EVENTS

In the last two decades, the number of Performance Management events such as conferences, seminars and trainings has significantly increased.

In 2013, major conferences organized by The Performance Management Association (PMA) were held in UK and New Zealand, addressing academic and institutional experts. The Strategic Management Society (SMS) also held its annual conference in Atlanta, Georgia. Besides the traditional worldwide organizations and foundations organizing conferences and other Performance Management events, private companies have also started organizing their own events. This shows that Performance Management as a discipline has started to gain more territory and, consequently, academics, consultants and practitioners are able to share knowledge and develop their network in the field.

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 (November 2013).

Tables 6 and 7 provide an overview of the events that took place in 2013, as well as information regarding upcoming Performance Management events.

Table 6: Performance Management Events in 2013

Date	Title	Type	Location	Duration	Organizer
26-27 Feb.	**Critical Performance Management - the Practice**	Practitioners	Vancouver, British Columbia, Canada	2 Days	National Managers' Community, Canada School of Public Service
29 Feb. - 1 March	**Talent Management Strategies Conference**	Practitioners	New York, USA	2 Days	The Conference Board
22-23 April	**Performance Management Seminars**	Practitioners	New York, USA	2 Days	The Conference Board
21 March	**Performance Management Workshop**	Practitioners	Penrith, Cumbria, UK	1 Day	Mercer Leadership Development
1-2 May	**The Meirc Conference 2013**	Practitioners	Al Bustan Rotana - Dubai, UAE	2 Days	Meirc Training and Consulting
4-5 June	**Gartner Business Intelligence & Information Management Summit**	Practitioners	Sao Paulo, Brazil	2 Days	Gartner technology research and advisory company
4-6 June	**Corporate Performance Management Conference**	Practitioners	San Francisco, USA	3 Days	CFO Publishing
10-12 June	**Government Performance Summit 2013 (GPS)**	Practitioners	Washington DC, USA	3 Days	The Performance Institute
10-13 June	**Performance Management Conference 2013**	Practitioners	Nairobi, Kenya	4 Days	African Confederation of Cooperative Savings & Credit Associations
26-29 June	**EURAM 2013: Democratizing Management**	Academics	Istanbul, Turkey	4 Days	European Academy of Management
1-12 July	**International Workshop on Government Performance Management**	Practitioners	New Delhi, India	12 Days	The Institute of Public Enterprise (IPE), Hyderabad, and the Performance Management Division (PMD), Cabinet Secretariat, Government of India
18-20 Sep.	**The 7th Conference on Performance Measurement and Management Control**	Academics	Barcelona, Spain	3 Days	European Institute for Advanced Studies in Management
19-20 Sep.	**Tagetik in Touch 2013 — Achieve More, Faster, Anywhere**	Practitioners	Lucca, Italy	2 Days	Tagetik
22-23 Sep.	**Third International Conference on Government Performance Management and Leadership**	Academics, Practitioners	Nishi Waseda, Shinjuku, Tokyo, Japan	2 Days	Waseda University, Graduate School of Public Management
28 Sep. - 1 Oct.	**The 33rd SMS Annual International Conference - Strategy and Sustainability**	Academics	Atlanta, Georgia, USA	4 Days	Strategic Management Society (SMS)

Date	Title	Type	Location	Duration	Organizer
2-4 Oct.	**PMA 2013 Symposium**	Academics	Loch Lomond, Scotland, UK	3 Days	The Performance Management Association (PMA)
17-18 Oct.	**Performance Management Conference and Workshop**	Practitioners	London, UK	2 Days	Chartered Institute of Personnel and Development
30 Oct - 1 Nov.	**PMA 2013 Conference: Regional Differences versus Global Mandates**	Academics	Rydges Lakeland Resort, Queenstown, New Zealand	3 Days	The Performance Management Association (PMA)
5-6 Nov.	**SAP Enterprise Performance Management (EPM) Conference 2013**	Practitioners	Dallas, Texas, USA	2 Days	T.A. Cook
16-20 Nov.	**Balanced Scorecard - Part of Strategy Leaders**	Practitioners	Riyadh, Saudi Arabia	3 Days	The Institute for International Research (IIR) Middle East
18-20 Nov.	**Strategic Performance & Change Management Summit**	Practitioners	San Francisco, California, USA	3 Days	International Quality & Productivity Center
4 Dec.	**Integral Performance Management (IPM)**	Practitioners	Brussels, Belgium	1 Day	European Platform for Rehabilitation

Table 7: Upcoming events on Performance Management

Date	Title	Type	Location	Duration	Organizer	Fees
29-30 Jan. 2014	**Employee Engagement Conference**	Practitioners	London, UK	2 Days	CIPD	£845.00
5-6 Feb. 2014	**Talent Management Strategies Conference**	Practitioners	New York, USA	2 Days	The Conference Board	$ USD 2,895.00
8-9 April 2014	**Performance Management Conference**	Practitioners	New York, USA	2 Days	The Conference Board	$ USD 2,895.00
5-7 May 2014	**Research Evaluation and Performance Management Conference-2014**	Academics	Cape Town, South Africa	2 Days	Association of African Universities	R 3,000
25-27 June 2014	**PMA 2014 Conference**	Academics	Aarhus, Denmark	3 Days	The Performance Management Association (PMA)	€275 - €495
9-11 Sep. 2014	**BAM2014 Conference**	Academics	Ulster, UK	3 Days	British Academy of Management	N/A



SCHEDULED COURSES IN 2014

Certified KPI Professional

Certified KPI Professional & Practitioner



















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"Thank you very much for very productive and informative workshop. Your talent and professionalism was superior and outstanding. Applying the general performance management process to Saudia Airlines specific environment has proven your capabilities to demonstrate the performance subject to any industry. I will not hesitate to recommend your service to anyone who needs your expertise. Thank you very much and I am looking forward to work with you in the future."

Ashour Nizar M, Saudi Airlines, Saudi Arabia

Africa, Americas and Australia			
Australia	Melbourne	21-23 May 2014	
	Sydney	27-29 October 2014	
United States	San Francisco	17-19 September 2014	
	Chicago	24-26 September 2014	
	Boston	29 Sep. - 1 Oct. 2014	
Brazil	Sao Paulo	14-16 July 2014	
	Rio De Janeiro	3-5 December 2014	
South Africa	Johannesburg	9-11 June 2014	
	Johannesburg	26-28 November 2014	
Middle East			
United Arab Emirates	Dubai	23-27 February 2014	
	Dubai	23-27 March 2014	
	Dubai	15-19 June 2014	
	Dubai	14-18 December 2014	
	Abu Dhabi	12-16 October 2014	
Oman	Muscat	9-11 March 2014	
	Muscat	9-11 December 2014	
	Salalah	24-28 August 2014	
Turkey	Istanbul	5-7 March 2014	
	Istanbul	4-6 June 2014	
	Istanbul	10-14 November 2014	
Kuwait	Kuwait City	16-20 March 2014	
Jordan	Amman	28-30 September 2014	
Qatar	Doha	21-25 September 2014	

Saudi Arabia			*Courses held in Arabic		
Jeddah*	16-20 March 2014		Riyadh*	7-11 Sep. 2014	
Al Khobar	23-27 March 2014		Al Khobar*	14-18 Sep. 2014	
Riyadh*	4-6 May 2014		Riyadh	16-20 Nov. 2014	
Jeddah	25-29 May 2014		Riyadh*	7-11 Dec. 2014	

Asia			
Singapore	Singapore	15-17 April 2014	
	Singapore	1-3 September 2014	
	Singapore	12-14 November 2014	
Malaysia	Kuala Lumpur	30 June - 2 July 2014	
India	Mumbai	30 June - 2 July 2014	
	Bangalore	5-7 November 2014	
China	Shanghai	5-7 November 2014	
Europe			
United Kingdom	London	23-25 June 2014	
	London	6-8 October 2014	
Romania	Bucharest	2-4 April 2014	
	Bucharest	21-23 October 2014	
Czech Republic	Prague	17-19 September 2014	

The complete list of courses is made available to you on our website **store.kpiinstitute.org**

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PERFORMANCE MANAGEMENT EDUCATION

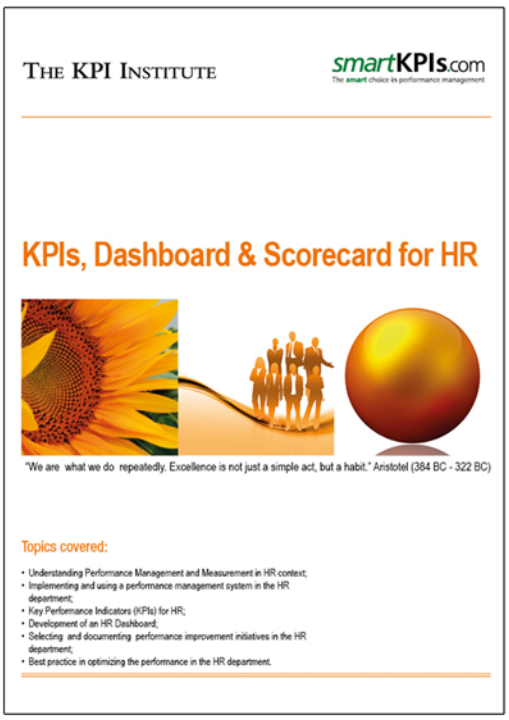
Open Courses of 3-5 days:

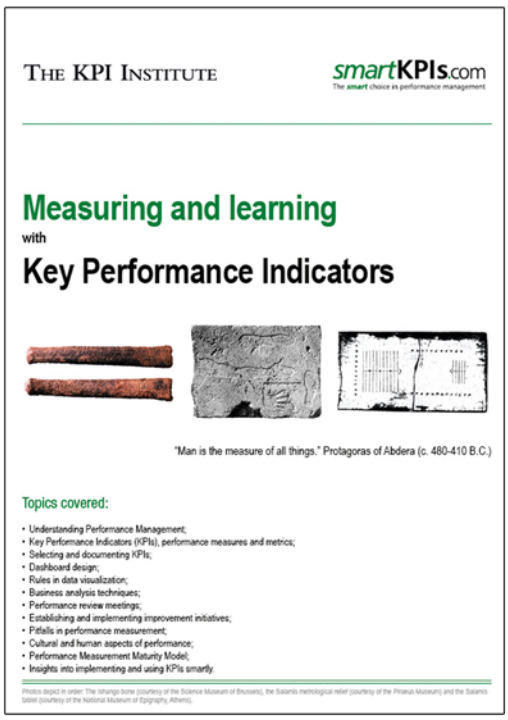
- 42 courses scheduled in 2014

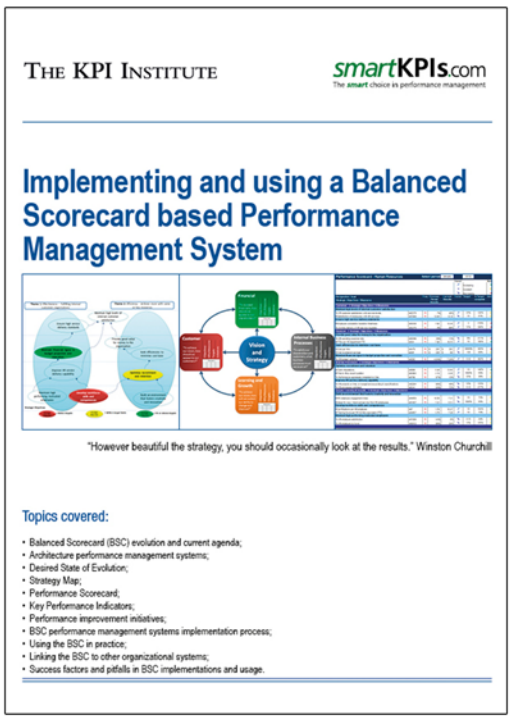
In-House Programs of 1-5 days:

- Customized to client needs
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- Participants from 40 countries, 300 companies and 50 industries attended our programs in the last two years.
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"I found the course rather good for introduction to the KPI world. I definitely benefited from it and already started to apply some of the key points in my daily work. I am glad that I participated in the training and met The KPI Institute team."

Isil Aras, Network Operational Performance Senior Expert, EUROCONTROL, Belgium

"One of the most interesting and useful trainings I have attended over the course of my career"

Mona Abdul Jawad, Royal University for Women, Bahrain

"What I found the most important was KPI Selection, as in a big organization with lots of data it's important to select the correct KPIs. I was very interested and pleased with the course. I would recommend it to senior colleagues."

Will Barr, GLL, UK

"The KPI Institute has provided us with an excellent KPI program which was tailored to the needs of our organization. We highly recommend The KPI Institute's educational programs."

Ahmed Alsaheel, Human Resources Director, Salehiya Medical, Saudi Arabia

"Thank you for a very informative and enlightening session. It will certainly assist me in the long run to further enhance our Corporate Performance Measurement and Management."

Hasniza Mohd Hassan, Multimedia Development Corporation, Malaysia

"Great! So glad I found it. Gave me everything I need to do my job properly and with confidence."

Leonne Jones, Brisbane City Council, Australia

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Career Prospects and Development

The number of available positions related to Performance Management is an important indicator, as it shows the concept's importance, growth rate and market penetration.

Research was conducted for all six continents and two major job markets (China and Middle East), using some of their most popular job websites in order to find out the number of jobs offered in this domain.

The following tables contain data obtained from these websites when searching for three different roles and keywords: "Performance Manager", "Strategy Manager" and "Performance Management", as well as the proportion of positions available per continent and website. The job positions were manually selected according to their relevance to the keyword and field. The data was correct at the time of the research (November 2013).

It can be easily noticed that the total number of positions for "Performance Management" is larger than the ones for "Performance Manager" and "Strategy Manager", as a wider range of roles are included in this keyword and the search was not limited to specific job profiles.

Both for "Performance Manager" and "Strategy Manager", the leading market seems to be Australia, while the largest number of jobs when it comes to "Performance Management" was found in Europe. It has to be noted that the jobs for China were searched using both English and Chinese keywords, so there might be double counted positions, due to the language barrier.

Taking into consideration that most job openings posted on different websites expire after a month, we can infer that this is a monthly situation for the presented job markets. Overall, the research offers an overview on the openings for performance related roles around the world in a random month of 2013 and, considering the increasing interest in Performance Management at all levels, it seems reasonable to extrapolate this situation to other periods of the year as well.

Table 8: Performance Manager Jobs (November 2013)

No.	Continent & Market	Job website	No. of available jobs	Proportion
1	North America	**www.monster.com**	26	19,12%
2	Europe	**www.europejobs.org**	25	18,38%
3	Asia	**www.jobstreet.com**	19	13,97%
4	Australia	**www.seek.com.au**	34	25,00%
5	China	**www.sou.zhaopin.com**	18	13,24%
6	Africa	**www.findajobinafrica.com**	1	0,74%
7	South America	**www.southamericajobs77.com**	8	5,88%
8	Middle East	**www.bayt.com**	4	2,94%
	Total		135	100%

Table 9: Strategy Manager Jobs (November 2013)

No.	Continent & Market	Job website	No. of available jobs	Proportion
1	North America	**www.monster.com**	27	20,15%
2	Europe	**www.europejobs.org**	41	30,60%
3	Asia	**www.jobstreet.com**	13	9,70%
4	Australia	**www.seek.com.au**	28	20,90%
5	China	**www.sou.zhaopin.com**	13	9,70%
6	Africa	**www.findajobinafrica.com**	1	0,75%
7	South America	**www.southamericajobs77.com**	7	5,22%
8	Middle East	**www.bayt.com**	4	2,99%
	Total		134	100%

Table 10: Performance Management (November 2013)

No.	Continent & Market	Job website	No. of available jobs	Proportion
1	North America	**www.monster.com**	92	21,60%
2	Europe	**www.europejobs.org**	149	34,98%
3	Asia	**www.jobstreet.com**	62	14,55%
4	Australia	**www.seek.com.au**	37	8,69%
5	China	**www.sou.zhaopin.com**	46	10,80%
6	Africa	**www.findajobinafrica.com**	5	1,17%
7	South America	**www.southamericajobs77.com**	18	4,23%
8	Middle East	**www.bayt.com**	17	3,99%
	Total		426	100%



SALARIES

Wages are an important factor in determining both the attractiveness and profitability of a domain. The data below, made public by the free jobs and career community Glassdoor, delivers an outlook over the pay range correspondent to Performance Managers and Strategy Managers, as well as the differences registered in strategic industries, presented in alphabetical order.

The highest and the lowest salaries are based on the available positions found on the job website listed before, so it might reflect especially the reality on the Western markets. The salary ranges are estimated and, therefore, the accuracy might be affected. Differences also come from the different positions required: some industries are looking for Senior Performance Managers and, therefore, they will have a higher average salary than the other ones. Information could not be obtained for all industries.

Table 11: Salaries for Performance Managers

Performance Manager	Average Salary
Highest	$275k
Lowest	$24k

Industries	Range
Accounting & Legal	$108k - $275k
Biotech & Pharmaceuticals	$37k - $150k
Business Services	$24k - $131k
Construction, Repair & Maintenance	$48k - $105k
Education	$27k - $38k
Finance	$78k - $141k
Government	$72k - $90k
Health Care	$47k - $56k
Information Technology	$25k - $150k
Insurance	$65k - $125k
Manufacturing	$72k - $110k
Media	$101k - $109k
Mining & Metals	$91k - $101k
Non-Profit	$33k - $36k
Oil, Gas, Energy & Utilities	$89k - $129k
Real Estate	$75k - $82k
Retail	$25k - $92k
Telecommunications	$56k - $156k
Transportation & Logistics	$41k - $130k
Travel & Tourism	$47k - $125k
Industries with no data available	
Aerospace & Defense	
Agriculture & Forestry	

Table 12: Salaries for Strategy Managers

Strategy Manager	Average Salary
Highest	$262k
Lowest	$33k

Industries	Range
Accounting & Legal	$63k - $240k
Agriculture & Forestry	$85k - $176k
Arts, Entertainment & Recreation	$92k - $104k
Biotech & Pharmaceuticals	$74k - $163k
Business Services	$33k - $240k
Construction, Repair & Maintenance	$96k - $157k
Consumer Services	$75k - $119k
Education	$98k - $107k
Finance	$53k - $262k
Health Care	$77k - $153k
Information Technology	$32k - $217k
Insurance	$87k - $131k
Manufacturing	$58k - $178k
Media	$33k - $208k
Mining & Metals	$96k - $151k
Non-Profit	$60k - $75k
Oil, Gas, Energy & Utilities	$82k - $198k
Restaurants, Bars & Food Services	$91k - $101k
Retail	$53k - $156k
Telecommunications	$56k - $170k
Transportation & Logistics	$68k - $125k
Travel & Tourism	$58k - $121k
Industries with no data available	
Government	
Real Estate	

BESTSELLING BOOKS

The report presents a fair selection of bestselling titles addressing different areas of interest in the Performance Management field.

The top 10 ranking results were generated by searching ten relevant keywords within the worldwide online retailer Amazon.com.

The large number of results for each keyword shows the increasing interest of the experts addressing this area. The titles were manually selected according to their relevance to the discipline and the keywords. The rankings below were generated at the beginning of November 2013. Changes may have occurred

Table 13: Top 10 books on "Performance Management" (November 2013)

Performance Management

No.	Title	Author	Published
1	**The Advantage: Why Organizational Health Trumps Everything Else In Business**	Patrick M. Lencioni	2012
2	**Now, Discover Your Strengths**	Marcus Buckingham	2001
3	**First, Break All the Rules: What the World's Greatest Managers Do Differently**	Marcus Buckingham & Curt Coffman	1999
4	**2600 Phrases for Effective Performance Reviews: Ready-to-Use Words and Phrases That Really Get Results**	Kerry Patterson et al	2005
5	**Human Resource Management, 13th Edition**	Robert L. Mathis & John H. Jackson	2010
6	**The Four Obsessions of an Extraordinary Executive: A Leadership Fable**	Patrick Lencioni	2000
7	**Leading at a Higher Level, Revised and Expanded Edition: Blanchard on Leadership and Creating High Performing Organizations**	Ken Blanchard	2009
8	**The HR Scorecard: Linking People, Strategy, and Performance**	Dave Ulrich et al	2001
9	**Key Performance Indicators (KPI): The 75 Measures Every Manager Needs to Know (Financial Times series)**	Bernard Marr	2012
10	**One Page Talent Management: Eliminating Complexity, Adding Value**	Marc Effron	2010

Table 14: Top 10 books on "Corporate Performance Management" (November 2013)

Corporate Performance Management

No.	Title	Author	Published
1	**Key Performance Indicators (KPI): Developing, Implementing, and Using Winning KPIs**	David Parmenter	2010
2	**Business Analytics for Managers: Taking Business Intelligence Beyond Reporting**	Gert H. N. Laursen & Jesper Thorlund	2010
3	**Management Information Systems**	Kelly Rainer et al	2013
4	**Time-Driven Activity-Based Costing: A Simpler and More Powerful Path to Higher Profits**	Robert S. Kaplan & Steven R. Anderson	2007
5	**Corporate Performance Management Best Practices: A Case Study Approach to Accelerating CPM Results**	Bob Paladino	2013
6	**Handbook of Corporate Performance Management**	Mike Bourne & Pippa Bourne	2011
7	**Five Key Principles of Corporate Performance Management**	Bob Paladino	2007
8	**Corporate Performance Management: The Role of the Chief Performance Officer in Perilous Times**	Bob Paladino	2012
9	**Performance: Creating the Performance-Driven Organization**	Mark A. Stiffler	2006
10	**Corporate Performance Management: Integrating Balanced Scorecard, Rewards and Recognition to Drive Value**	Bob Paladino	2012

Table 15: Top 10 books on "Business Performance Management" (November 2013)

Business Performance Management

No.	Title	Author	Published
1	**Performance Dashboards: Measuring, Monitoring, and Managing Your Business**	Wayne W. Eckerson	2010
2	**Business Analytics for Managers: Taking Business Intelligence Beyond Reporting**	Gert H. N. Laursen & Jesper Thorlund	2010
3	**Business Dashboards: A Visual Catalog for Design and Deployment**	Nils H. Rasmussen et al	2009
4	**Business Intelligence**	Rajiv Sabherwal & I. Becerra-Fernandez	2007
5	**Improving Business Process Performance: Gain Agility, Create Value, and Achieve Success**	Joseph Raynus	2011
6	**The Performance Management Revolution: Business Results Through Insight and Action**	Howard Dresner	2007
7	**Performance Metrics: The Levers for Process Management**	Duke Okes	2013
8	**Business Intelligence and Performance Management: Theory, Systems and Industrial Applications**	Peter Rausch et al	2013
9	**The MAXIMO Manager's Guide to Business Performance Management**	Richard Taggs et al	2011
10	**Best Practices in Planning and Performance Management: Radically Rethinking Management for a Volatile World**	David A. J. Axson	2010

Table 16: Top 10 books on "Enterprise Performance Management" (November 2013)

Enterprise Performance Management

No.	Title	Author	Published
1	**Competing on Analytics: The New Science of Winning**	Thomas H. Davenport & Jeanne G. Harris	2007
2	**The Intelligent Company: Five Steps to Success with Evidence-Based Management**	Bernard Marr	2010
3	**Look Smarter Than You Are with Oracle Hyperion Planning: An End User's Guide**	Edward Roske & Tracy McMullen	2010
4	**Enterprise Performance Management Done Right: An Operating System for Your Organization**	Ron Dimon	2013
5	**The New Era of Enterprise Business Intelligence: Using Analytics to Achieve a Global Competitive Advantage**	Mike Biere	2010
6	**Oracle Enterprise Manager 12c Administration Cookbook**	Dhananjay Papde et al	2013
7	**Scorecard Best Practices: Design, Implementation, and Evaluation**	Raef Lawson et al	2008
8	**Enterprise Dashboards: Design and Best Practices for IT**	Shadan Malik	2005
9	**Service Oriented Enterprises**	Setrag Khoshafian	2006
10	**Value Creation: Linking Information Technology an Business Strategy**	Ashu Bhatia	2012

Table 17: Top 10 books on "Strategic Performance Management" (November 2013)

Strategic Performance Management

No.	Title	Author	Published
1	**Competitive Strategy: Techniques for Analyzing Industries and Competitors**	Michael E. Porter	1998
2	**Competitive Advantage: Creating and Sustaining Superior Performance**	Michael E. Porter	1998
3	**The Balanced Scorecard: Translating Strategy into Action**	Robert S. Kaplan & David P. Norton	1996
4	**Strategy Maps: Converting Intangible Assets into Tangible Outcomes**	Robert S. Kaplan & David P. Norton	2004
5	**The HR Scorecard: Linking People, Strategy, and Performance**	Dave Ulrich et al	2001
6	**Strategic Human Resources: Frameworks for General Managers**	James N. Baron & David M. Kreps	1999
7	**Strategic Management: Value Creation, Sustainability and Performance**	G. Page West III	2013
8	**Strategic Management**	Garth Saloner et al	2001
9	**The Three Rules: How Exceptional Companies Think**	Michael E. Raynor & Mumtaz Ahmed	2013
10	**The Strategist: Be the Leader Your Business Needs**	Cynthia Montgohmery	2012

Table 18: Top 10 books on "Operational Performance Management" (November 2013)

Operational Performance Management

No.	Title	Author	Published
1	**Practical Lean Six Sigma for Healthcare - Using the A3 and Lean Thinking to Improve Operational Performance in Hospitals, Clinics, and Physician Group Practices**	Todd Sperl et al	2013
2	**The Toyota Way to Continuous Improvement: Linking Strategy and Operational Excellence to Achieve Superior Performance**	Jeffrey Liker & James K. Frantz	2011
3	**Balanced Scorecards and Operational Dashboards with Microsoft Excel**	Ron Person	2013
4	**Quality & Performance Excellence**	James R. Evans	2010
5	**Information Technology for Management: Improving Strategic and Operational Performance**	Efraim Turban & Linda Volonino	2011
6	**Program Evaluation and Performance Measurement: An Introduction to Practice**	James C. McDavid et al	2012
7	**The Strategy-Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment**	Robert S. Kaplan & David P. Norton	2000
8	**Performance Dashboards: Measuring, Monitoring, and Managing Your Business**	Wayne W. Eckerson	2010
9	**Improving Business Process Performance: Gain Agility, Create Value, and Achieve Success**	Joseph Raynus	2011
10	**No Excuses: A Business Process Approach to Managing Operational Risk**	Dennis I. Dickstein & Robert H. Flast	2008

Table 19: Top 10 books on "Individual Performance Management" (November 2013)

Individual Performance Management

No.	Title	Author	Published
1	**The Leadership Pipeline: How to Build the Leadership Powered Company**	Wayne W. Eckerson	2010
2	**The Leadership Pipeline: How to Build the Leadership Powered Company**	Gert H. N. Laursen & Jesper Thorlund	2010
3	**The Progress Principle: Using Small Wins to Ignite Joy, Engagement, and Creativity at Work**	Nils H. Rasmussen et al	2009
4	**Organizational Behavior: Managing People and Organizations**	Rajiv Sabherwal & I. Becerra-Fernandez	2007
5	**Becoming a Manager: How New Managers Master the Challenges of Leadership**	Joseph Raynus	2011
6	**The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments**	Howard Dresner	2007
7	**Human Resource Champions**	Duke Okes	2013
8	**Becoming a Strategic Leader: Your Role in Your Organization's Enduring Success**	Peter Rausch et al	2013
9	**The Emotionally Intelligent Workplace: How to Select For, Measure, and Improve Emotional Intelligence in Individuals, Groups, and Organizations**	Richard Taggs et al	2011
10	**Best Practices in Talent Management: How the World's Leading Corporations Manage, Develop, and Retain Top Talent**	David A. J. Axson	2010

Table 20: Top 10 books on "Employee Performance Management" (November 2013)

Employee Performance Management

No.	Title	Author	Published
1	**Strengths Finder 2.0**	Tom Rath	2007
2	**Employee Engagement NOW - Proven Strategies to Instantly Motivate Your Team, Peak Performance & Achieve Maximum Employee Engagement**	William Wyatt	2013
3	**Human Resource Management, 13th Edition**	Robert L. Mathis & John H. Jackson	2010
4	**The Crowdsourced Performance Review: How to Use the Power of Social Recognition to Transform Employee Performance**	Eric Mosley	2013
5	**Employee Engagement 2.0: How to Motivate Your Team for High Performance**	Kevin Kruse	2012
6	**Managing Human Resources**	Scott A. Snell & George W. Bohlander	2012
7	**One Page Talent Management: Eliminating Complexity, Adding Value**	Marc Effron & Miriam Ort	2010
8	**The Wisdom of Teams: Creating the High-Performance Organization**	Jon R. Katzenbach & Douglas K. Smith	2006
9	**Coaching and Mentoring: How to Develop Top Talent and Achieve Stronger Performance**	Harvard Business School Press	2004
10	**The Talent Management Handbook: Creating a Sustainable Competitive Advantage by Selecting,**	Lance Berger & Dorothy Berger	2010

Table 21: Top 10 books on "Strategy Execution" (November 2013)

Strategy Execution

No.	Title	Author	Published
1	**The 4 Disciplines of Execution: Achieving Your Wildly Important Goals**	Chris McChesney	2012
2	**Execution: The Discipline of Getting Things Done**	Larry Bossidy et al	2002
3	**HBR's 10 Must Reads on Strategy**	Harvard Business Review	2011
4	**The HR Scorecard: Linking People, Strategy, and Performance**	Dave Ulrich et al	2001
5	**Management Accounting: Information for Decision-Making and Strategy Execution**	Anthony A. Atkinson et al	2011
6	**Deep Dive: The Proven Method for Building Strategy, Focusing Your Resources, and Taking Smart Action**	Rich Horwath	2009
7	**The Execution Premium: Linking Strategy to Operations for Competitive Advantage**	Robert S. Kaplan & David P. Norton	2008
8	**Transforming Performance Measurement: Rethinking the Way We Measure and Drive Organizational Success**	Dean R. Spitzer	2007
9	**Driven: Business Strategy, Human Actions, And The Creation Of Wealth**	Joel Litman & Mark L. Frigo	2008
10	**The Workforce Scorecard: Managing Human Capital To Execute Strategy**	Mark A. Huselid et al	2005

Table 22: Top 10 books on "Strategic Management" (November 2013)

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	2005
3	**The Lords of Strategy: The Secret Intellectual History of the New Corporate World**	Walter Kiechel	2010
4	**Strategic Management**	John Pearce & Richard Robinson	2012
5	**Strategic Management: Concepts and Cases: Competitiveness and Globalization**	Michael A. Hitt et al	2012
6	**Concepts in Strategic Management and Business Policy: Toward Global Sustainability**	Thomas L. Wheelen & J. David Hunger	2011
7	**Strategic Management: A Competitive Advantage Approach, Concepts and Cases**	Fred R. David	2012
8	**Creating Your Strategic Plan: A Workbook for Public and Nonprofit Organizations**	John M. Bryson & Farnum K. Alston	2011
9	**The Strategy-Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment**	Robert Kaplan & David Norton	2000
10	**Strategic Management of Health Care Organizations**	Linda E. Swayne et al	2009

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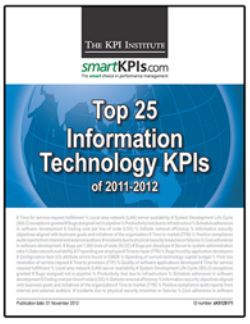
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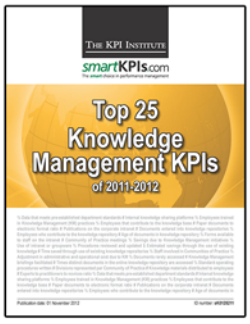




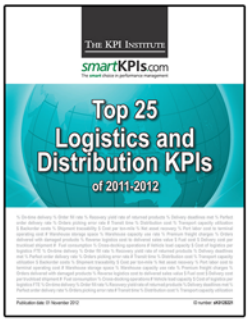


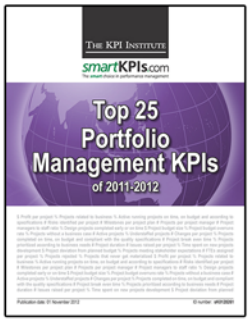


















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LATEST PUBLISHED BOOKS

The lists of the latest published books at the time of the research (November 2013) were compiled in the same manner as the lists of Bestselling Books. They reflect an up-to-date overview on the focus and trends in Performance Management publishing.

Table 23: The latest published books on "Performance Management" (November 2013)

Performance Management

No.	Title	Author	Published
1	**Risk-Based Performance Management: Integrating Strategy and Risk Management**	James Creelman & Andrew Smart	29.11.2013
2	**Building Performance Dashboards and Balanced Scorecards with SQL Server Reporting Services**	Christopher Price et al	4.11.2013
3	**International Handbook of Practice-based Performance Management**	Patria De Lancer James et al	30.10.2013
4	**Performance Measurement and Incentive Systems in Purchasing: More Than Just Savings**	Erik Hofmann et al	16.10.2013
5	**The Use of Performance to Maximize Organizational Goals and Objectives in Educational Organization**	Anderson Brians	16.09.2013
6	**Performance Improvement - How to beat the competition and become the market leader**	Silke Frödtert	4.09.2013
7	**Performance Management: The Need for a Focus on Public Value**	Uwe Klapproth	4.09.2013
8	**VoIP Performance Management and Optimization (paperback) (Networking Technology: IP Communications)**	Adeel Ahmed et al	2.09.2013
9	**CIMA Complete Text - P2 Performance Management**	Kaplan Publishing's Content Team	1.09.2013
10	**The What If of Performance management and HR**	Slim Lambert	25.08.2013

Table 24: The latest published books on "Corporate Performance Management" (November 2013)

Corporate Performance Management

No.	Title	Author	Published
1	**Corporate Governance and Firm Performance (2000-2012)**	Muhammad Uzair Farooq Khan & Samaira Uzair Khan	3.11.2013
2	**Corporate Governance And Business Performances: Modern approaches in the new economy**	Monica Violeta Achim & Sorin Nicolae Borlea	31.10.2013
3	**Measurement of Organization Performance**	Tony Manera	29.09.2013
4	**Optimizing Firm Performance: Alignment of Operational Success Drivers on the Basis of Empirical Data**	Christian Faden	31.08.2013
5	**A Real Look at Real World Corporate Governance**	David Larcker et al	29.08.2013
6	**Corporate Social Performance in Emerging Markets**	Zsófia Lakatos	28.08.2013
7	**Operations Proficiency Model: A Path to Success for Educational Institutions**	Jack Spain	14.08.2013
8	**The Impact of Merger and Acquisition Activities on Corporate Performance Measured on an Accounting and Market Base**	Malwina Woznik	13.08.2013
9	**The 2013-2018 Outlook for Corporate Performance Management (CPM) Software in Europe**	Icon Group International	17.07.2013
10	**The 2013-2018 Outlook for Corporate Performance**	Icon Group International	17.07.2013

Table 25: The latest published books on "Business Performance Management" (November 2013)

Business Performance Management

No.	Title	Author	Published
1	**Entrepreneurship: Motivation, Performance and Risk**	Richard Fairchild	16.11.2013
2	**High Performance Organisation**	Gabedi Nicholas Molefe	16.11.2013
3	**Delivering High Performance: The Third Generation Organisation**	Douglas G. Long	28.10.2013
4	**Predictive Business Analytics: Forward Looking Capabilities to Improve Business Performance**	Lawrence Maisel & Gary Cokins	7.10.2013
5	**Engineering Firms: A Survey of Factors Affecting their Growth and Performance (ISR Technology, management & business growth studies)**	Industrial Systems Research	10.09.2013
6	**Enterprise Rules: The Foundations of High Achievement - and How to Build on Them**	Don Young	10.09.2013
7	**The Innovator's Path: How Individuals, Teams, and Organizations Can Make Innovation Business-as-Usual**	Madge M. Mayer	10.09.2013
8	**Business Impact Booster: 7 Productivity Habits of Super Successful Entrepreneurs that Maximize Personal Performance & Business Income (The Business Impact Booster series 3)**	Jay Allyson Dempster	9.09.2013
9	**Managing Business Performance and IT**	Carolin Sachse	4.09.2013
10	**Leading Successful Changes in Your Business: Peakmake - A New Model Combining Change Management and Change Leadership**	Edward Darnell	3.09.2013

Table 26: The latest published books on "Enterprise Performance Management" (November 2013)

Enterprise Performance Management

No.	Title	Author	Published
1	**Enterprise Governance: Driving Enterprise Performance Through Strategic Alignment**	Bharat Vagadia	30.09.2013
2	**Achieving Service Excellence: Maximizing Enterprise Performance through Innovation and Technology**	Carl M. Chang	26.09.2013
3	**Enterprise Resource Planning and Supply Chain Management: Functions, Business Processes and Software for Manufacturing Companies (Progress in IS)**	Karl E. Kurbel	6.09.2013
4	**Enterprise Resource Planning 83 Success Secrets**	Matthew Wiley	16.07.2013
5	**Enterprise Performance Management Done Right: An Operating System for Your Organization (Wiley CIO)**	Ron Dimon	1.04.2013
6	**Enterprise Risk Management Practice: Impact on Financial Performance of Top Multinational Companies in the Philippines**	Ramon Leo Gavan	3.12.2012
7	**Enterprise Security: Compliance v. Competence**	Suku Nair et al	1.12.2012
8	**Enterprise Analytics: Optimize Performance, Process, and Decisions Through Big Data (FT Press Operations Management)**	Thomas Davenport International Institute for Analytics	23.09.2012
9	**Enterprise Project Portfolio Management: Building Competencies for R&D and IT Investment Success**	Richard M. Bayney & Ram Chakravarti	4.09.2012
10	**Role & Performance of Micro and Small Enterprises: Their Success and Failure**	Demis Alamirew Getahun	12.08.2012

Table 27: The latest published books on "Strategic Performance Management" (November 2013)

Strategic Performance Management

No.	Title	Author	Published
1	**Avoiding Strategic Drifts in a Hypercompetitive Market**	Ramzi Dziri	3.09.2013
2	**Strategic Performance Management and Measurement Using Data Envelopment Analysis**	Ibrahim Osman	31.08.2013
3	**Strategic Performance Management: A Managerial and Behavioral Approach**	Andre De Waal	12.08.2013
4	**Strategic Finance: Achieving High Corporate Performance**	Alnoor Bhimani	1.07.2013
5	**Strategic HRM and Performance: Theory and Practice**	Tamer K. Darwish	1.06.2013
6	**Strategy for Action - II: Strategy Formulation, Development, and Control (SpringerBriefs in Business)**	Giorgio Gandellini et al	27.01.2013
7	**Strategy Deployment in Business Units: Patterns of Operations Strategy Cascading Across Global Sites in a Manufacturing Firm (Contributions to Management Science)**	Maik Schlickel	24.01.2013
8	**Strategic Business Management: From Planning to Performance**	AICPA	1.01.2013
9	**Strategic Consistency and Business Performance: Theory and Analysis**	Gordon Walker et al	30.10.2012
10	**Encyclopedia of Strategic Brand Management: Value Creation, Sustainability, & Performance (5 Vol)**	Adan Miller	10.08.2012

Table 28: The latest published books on "Operational Performance Management" (November 2013)

Operational Performance Management

No.	Title	Author	Published
1	**Handbook to Achieve Operational Excellence**	William Boothe & Steven Lindborg	15.10.2013
2	**Optimizing Firm Performance: Alignment of Operational Success Drivers on the Basis of Empirical Data**	Christian Faden	31.08.2013
3	**Key Performance Indicator 26 Success Secrets: 26 Most Asked Questions On Key Performance Indicator - What You Need To Know**	Benjamin Hodges	16.07.2013
4	**KPI 23 Success Secrets: 23 Most Asked Questions On KPI - What You Need To Know**	Martin Roman	16.07.2013
5	**Operations Management: Policy, Practice and Performance Improvement**	Steve Brown et al	17.06.2013
6	**Top 25 Call Center KPIs of 2011-2012**	smartKPIs.com et al	22.04.2013
7	**Top 25 Business Consulting KPIs of 2011-2012**	smartKPIs.com et al	19.04.2013
8	**Operational Excellence for Change Management. A Structured Approach to Reach the Desired Performance Destination**	John Crawford	1.04.2013
9	**Top 25 Customer Service KPIs of 2011-2012**	smartKPIs.com et al	1.03.2013
10	**Top 25 Production KPIs of 2011-2012**	smartKPIs.com et al	20.02.2013

Table 29: The latest published books on "Individual Performance Management" (November 2013)

Individual Performance Management

No.	Title	Author	Published
1	**Assessing the Value of Self Development from the Viewpoint of the Manager and the Organisation**	Helen Metz	21.10.2013
2	**Personality and Job Performance - Models and Impact of Individual Attributes**	Daniel Simmank	2.09.2013
3	**Simply Managing**	Henry Mintzberg	2.09.2013
4	**Critical Perspectives on Leadership: Emotion, Toxicity, and Dysfunction (New Horizons in Leadership Studies series)**	Jeanette Lemmergaard	30.08.2013
5	**Managing People**	Joseph Katie	28.08.2013
6	**Kiss: Keep it Simple and Sustainable: Lean Leadership Methods that Build Sustainment**	Lowell J. Puls	27.08.2013
7	**Performance Appraisal: Measurement of Performance**	Aakanksha Jain	10.08.2013
8	**Performance Measurement and Leisure Management**	Konstantinos Alexandris	26.04.2013
9	**Linking Emotional Intelligence and Performance at Work: Current Research Evidence With Individuals and Groups**	Vanessa Urch Druskat et al	15.04.2013
10	**Coaching for Commitment: Achieving Superior Performance from Individuals and Teams**	Cindy Coe et al	3.04.2013

Table 30: The latest published books on "Employee Performance Management" (November 2013)

Employee Performance Management

No.	Title	Author	Published
1	**The End of the Performance Review: A New Approach to Appraising Employee Performance**	Tim Baker	5.11.2013
2	**Fearless Performance Reviews: Coaching Conversations that Turn Every Employee into a Star Player**	Jeff Russell & Linda Russell	23.10.2013
3	**Employee Engagement NOW - Proven Strategies to Instantly Motivate Your Team, Peak Performance & Achieve Maximum Employee Engagement**	William Wyatt	7.10.2013
4	**Motivation and Job Satisfaction in Oyo State Civil Service**	Adeola Ajayi	6.09.2013
5	**Managerial Succession and Team Performance: The Role of Manager Attributes**	Martin Mertens	28.08.2013
6	**Quality of Work Life (Qwl) & Employee Satisfaction**	Kunal Gaurav	28.08.2013
7	**3000 Power Words and Phrases for Effective Performance Reviews: Ready-to-Use Language for Successful Employee Evaluations**	Sandra E. Lamb	27.08.2013
8	**The Influence of Rewards and Satisfactions on Employees' Performance in Organization**	Abdifatah Musse	27.08.2013
9	**High Performance Team Coaching**	Dr Jacqueline Peters	26.08.2013
10	**Performance Management: Aligning Employee Performance with Agency Goals at Six Results ACT Pilots**	U. S. Government Accountability Office	27.07.2013

Table 31: The latest published books on "Strategy Execution" (November 2013)

Strategy Execution

No.	Title	Author	Published
1	**The Strategy of Execution: A Five Step Guide for Turning Vision into Action**	Liz Mellon & Simon Carter	29.11.2013
2	**The Execution Shortcut: Why Some Strategies Take the Hidden Path to Success and Others Never Reach the Finish Line**	Jeroen De Flander	17.09.2013
3	**Successful Strategy Execution**	Michel Syrett	9.08.2013
4	**The Government Manager's Guide to Strategic Planning**	Kathleen E. Monahan	7.08.2013
5	**U.S. International Broadcasting: Strategic Planning and Performance Management System Could Be Improved: Nsiad-00-222**	U. S. Government Accountability Office	27.06.2013
6	**Making Strategy Work: Leading Effective Execution and Change (2nd Edition)**	Lawrence Hrebiniak	23.06.2013
7	**Strategic Planning, Execution, and Measurement (SPEM): A Powerful Tool for CEOs**	Girish P. Jakhotiya	13.05.2013
8	**Innovation Engine: Driving Execution for Breakthrough Results**	Jatin Desai	13.05.2013
9	**Strategy in the Contemporary World**	John Baylis et al	7.02.2013
10	**The Strategy Execution Barometer - expanded edition**	Jeroen De Flander & Koen Schreurs	25.10.2013

Table 32: The latest published books on "Strategic Management" (November 2013)

Strategic Management

No.	Title	Author	Published
1	**Handbook of Strategic e-Business Management**	Francisco J. Martínez-López	30.11.2013
2	**Handbook of Strategic Recruitment and Selection: A Systems Approach**	Bernard O'Meara & Stanley Petzall	26.11.2013
3	**Strategic Risk Management: A Practical Guide to Portfolio Risk Management**	David Iverson	11.11.2013
4	**Strategic Management: Formulation, Implementation, and Control in a Dynamic Environment**	Abbass Alkhafaji & Richard Alan Nelson	31.10.2013
5	**Balanced Scorecard: a successfully story in strategy implementation**	Tung Nguyen Thanh	26.10.2013
6	**Government e-Strategic Planning and Management: Practices, Patterns and Roadmaps**	Leonidas G. Anthopoulos & Christopher G. Reddick	18.20.2013
7	**Strategies, Mission, Vision, Goals**	Stefan Sabrautzki	9.10.2013
8	**Strategic Management: Creating Competitive Advantages**	Gregory Dess et al	23.09.2013
9	**Strategic Management of Complexity**	Susanna Mandorf	2.09.2013
10	**Strategic Management: Value Creation, Sustainability and Performance**	G. Page West III	31.07.2013

JOURNAL ARTICLES

Academic research is an important component of the global image upon Performance Management as a discipline. The table below presents 15 of the latest published articles related to Performance Management. The list was compiled using Google Scholar search, sciencedirect.com and services.oxfordjournals.org.

Table 33: The Latest Published Articles

Journal Articles

No.	Title	Author	Published
1	**Is Performance Measurement And Management Fit for the Future?**	Steven A. Melnyka, Umit Bititcib, Ken Plattsc, Jutta Tobiasd & Bjørn Andersene	2013
2	**Supporting Performance Management with Business Process Management and Business Intelligence: A Case Analysis of Integration and Orchestration**	Vesna Bosilj Vukšica, Mirjana Pejic Bacha & Aleš Popovic	2013
3	**Performance Management, Managerial Authority, and Public Service Performance**	Poul A. Nielsen	2013
4	**The Impact of Performance Management in Public and Private Organizations**	Ulrik Hvidman & Simon Calmar Andersen	2013
5	**Employee Performance Management Culture and System Features in Higher Education: Relationship with Employee Performance Management Satisfaction**	Adelien Decramera, Carine Smoldersa & Alex Vanderstraeten	2013
6	**The Influence of Lead Indicator Strength on the Use of Nonfinancial Measures in Performance Management: Evidence from CEO Compensation Schemes**	Vincent O'Connell & Don O'Sullivan	2013
7	**Challenges to and Forms of Complementarity Between Performance Management and Evaluation**	Steffen Bohni Nielsen & David E. K. Hunter	2013
8	**Performance Management and Evaluation in the Danish Public Employment Service**	Joachim Boll & Lars Høeberg	2013
9	**Sorting the Relationships Among Performance Measurement, Program Evaluation, and Performance Management**	Harry P. Hatry	2013
10	**Critical Evaluation of Project-Based Performance Management: Change Intervention Integration**	D. Parker, A. Verlinden, R. Nussey, M. Ford & R.D. Pathak	2013
11	**Public And Private Leadership And Performance Management**	Christine (Mihaescu) Demeter & Ana-Claudia Tapardel	2013
12	**Business Intelligence and Performance Management: Theory, Systems and Industrial Applications**	Peter Rausch, Alaa F. Sheta & Aladdin Ayesh	2013
13	**Performance Management in the public sector: Past, Current and Future Trends**	E. Buschor	2013
14	**The Big Question for Performance Management: Why Do Managers Use Performance Information?**	Donald P. Moynihan & Sanjay K. Pandey	2013
15	**On Target?—Public Sector Performance Management: Recurrent Themes, Consequences and Questions**	Simon Guilfoyle	2013

PORTALS

In the more and more technologized world, online content plays a crucial role in sharing information and knowledge. The tables below present the top 10 most visited portals according to the traffic rankings produced by Alexa.com and Ranking.com. These are two of the best providers of web statistics. In order to get an overview of the 2013 traffic situation, worldwide data was analyzed from both websites.

The top five is similar within both Alexa.com and Ranking.com, although sites' order fluctuates. In Alexa's ranking, the best site in the Performance Management domain is smartKPIs.com, followed by KPIlibrary.com, businessintelligence.com, dashboardinginsight.com and b-eye-network.com. According to Ranking.com, the best site is enterprise-dashboard.com, followed by dashboardinginsight.com, smartKPIs.com, KPIlibrary.com and b-eye-network.com.

Overall, the Performance Management aspects that generate the most interest when it comes to portals are KPIs, Dashboards and Business Intelligence. The data was correct at the time of the research (November 2013).

Table 34: The most visited portals according to Alexa.com (November 2013)

No.	Name	Rank on Alexa.com
1	**www.smartKPIs.com**	248,987
2	**www.KPILibrary.com**	263,576
3	**www.businessintelligence.com**	342,715
4	**www.dashboardinsight.com**	372,527
5	**www.b-eye-network.com**	550,415
6	**www.dashboardspy.com**	813,957
7	**www.enterprise-dashboard.com**	1,100,729
8	**www.dashboardzone.com**	2,521,013
9	**www.performanceportal.org**	3,349,138
10	**www.performance-measurement.net**	9,893,850

Table 35: The most visited portals according to Ranking.com (November 2013)

No.	Name	Rank on Ranking.com
1	**www.enterprise-dashboard.com**	175,403
2	**www.dashboardinsight.com**	176,817
3	**www.smartKPIs.com**	337,547
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.dashboardzone.com**	N/A
9	**www.performance-measurement.net**	N/A
10	**www.performanceportal.org**	N/A

smartKPIs.com
The *smart* choice in performance management

smartKPIs.com Profile

smartKPIs.com is the result of a research program dedicated to documenting and cataloguing how KPIs are used in practice. It is an online portal for performance management knowledge integration containing the largest collection of well documented KPI examples.

KPI examples

Developed by identifying, documenting and prioritizing the most important KPIs, measures, metrics and other performance indicators.

smartKPIs Premium

Over 1,000 KPI examples preselected by The KPI Institute's research team as the most relevant for practice across functional areas and industries. They were thoroughly documented in over 40 fields.

KPIs in practice

A free online catalogue of reports that illustrate the use of performance measures in practice by organizations from around the world. Users can find relevant KPI examples and reports illustrating the use of KPIs in practice by browsing the functional areas and industries or by using the advanced search functionality.

Resources

Valuable resources to support the use of the database are provided:

- recommended books;
- links;
- articles;
- templates.

COMMUNITIES

Social media has had a fulminant evolution in the last few years. Websites such as LinkedIn, a social network for professionals, provide platforms for sharing ideas, expertise and best practices. LinkedIn was chosen for analysis as it represents the largest community of professionals interested in business topics and it has the most active member base from various industries and functional areas. Five types of LinkedIn groups dedicated to Performance Management were identified: Corporate Performance Management (CPM), Balanced Scorecard (BSC), Business Intelligence (BI), Key Performance Indicators (KPIs) and Employee Performance Management (EPM).

Each group's member base is represented below. The number of members was correct at the time of the research (January 2014). However, given the high dynamism of social media, the number of members for the presented groups might have increased ever since.

Table 36: Performance Management communities

Performance Management	Members
PERFORMANCE: Measurement, Management, KPI, Balanced Scorecard, Business Intelligence, Analytics	10,810
Corporate Performance Management (CPM)	9,243
BI-Business Intelligence & EPM-Enterprise Performance Management Practitioners Group	6,041

Table 37: Balanced Scorecard communities

Balanced Scorecard	Members
Balanced Scorecard Practitioners Global Network	12,985
PERFORMANCE: Measurement, Management, KPI, Balanced Scorecard, Business Intelligence, Analytics	10,810
Balanced Scorecard Group	3,801

Table 38: Business Intelligence communities

Business Intelligence	Members
Business Intelligence Professionals	125,000
Business Intelligence, Big Data, Analytics, MIS Reporting & Database Group	69,794
Business Intelligence	34,052

Table 39: Key Performance Indicators communities

Key Performance Indicators	Members
PERFORMANCE: Measurement, Management, KPI, Balanced Scorecard, Business Intelligence, Analytics	10,810
Performance Measurement	4,230
Key Performance Indicator (KPI) Users Group	3,504

Table 40: Employee Performance Management communities

Employee Performance Management	Members
HR & Talent Management Executive	254,135
Employee Performance Management (HR)	2,359
Talent Management Group	1,980

SOFTWARE

Considering their increasing popularity, Performance Management systems now need different enablers in order to simplify the access and understanding.

The main study that reviews software products is provided by the research and advisory company Gartner. Three of the Gartner studies are quoted below, reflecting the latest trends in specialized products dedicated to Performance Management. The products were reviewed from three perspectives: Corporate Performance Management, Business Intelligence and Employee Performance Management.

Corporate Performance Management

The main Gartner research used for software analysis is "User Survey Analysis: Customers Rate Their CPM Vendors, 2012", which appeared in June 2013. The study sheds light on the features of 13 different vendors when it comes to customer satisfaction, product and implementation particularities, as well as solution cost characteristics.

Overall, most survey participants were satisfied with their CPM vendors. On a scale of 1 to 7, the average rating was 6.09. "This favorable rating, which is higher than those in previous years, indicates that CPM solutions are mature and are delivering value" (Gartner 2012).

The rating is an average of respondents' overall aggregate score by vendor. The figure represents customer perceptions, not Gartner's opinion. The graph may feature vendors that in Gartner's opinion don't deliver the benefits described (N = 275).

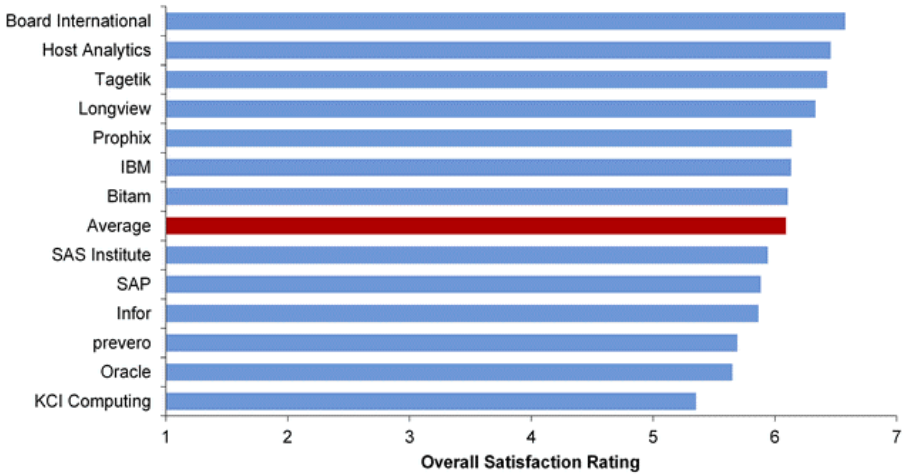


Figure 65: Corporate Performance Management Software Overall Satisfaction
Source: Gartner (June 2013)

Solution Cost Comparisons

Respondents were asked to provide the approximate total cost to date of their organizations' CPM solutions for five cost categories. This included subscription fees, external services (consulting, system integration, managed services, hosting and outsourced process), hardware, software, internal labor and head count. Because IBM and KCI Computing each had one customer response with very high costs, median results were used, instead of averages, to reduce their impact, according to the Gartner Survey.

The average period the solution has been in use represents an important variable. Vendors with customers that have used their solutions for longer periods of time (such as those using Longview and SAS Institute's solutions) now show lower comparable costs. Others have relatively new installations, such as those using SAP's and Host Analytics' solutions. Oracle is the most expensive, both on a total and per year basis. However, it is important to consider that Oracle's customer respondents also estimated a relatively high number of average users.

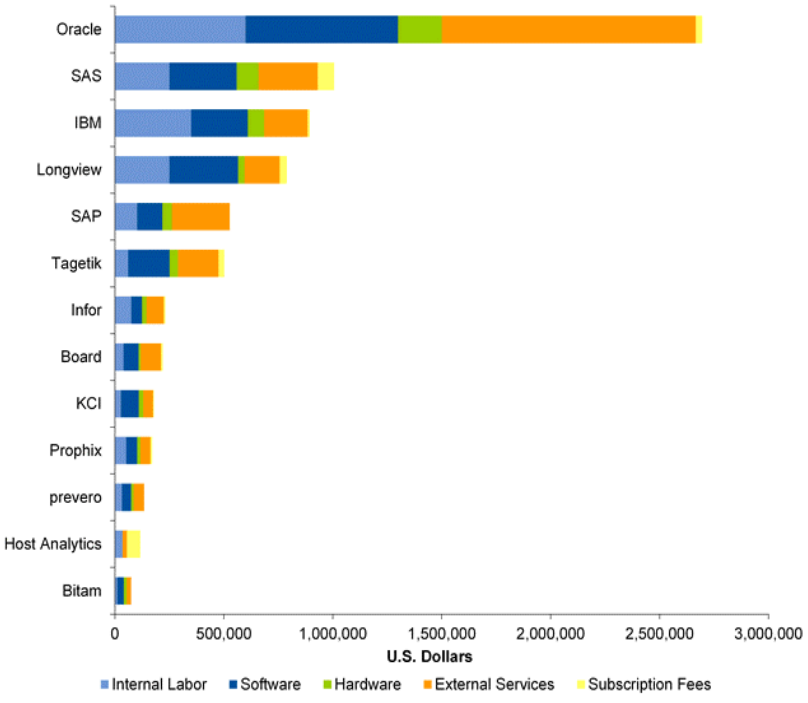


Figure 66: Cost Characteristics: Total Cost to Date
Source: Gartner (June 2013)

Business Intelligence

Magic Quadrant for BI 2013

Each February, Gartner releases one of its most important research reports: Magic Quadrant for Business Intelligence. This year, Gartner changed the name of this Magic Quadrant from "Business Intelligence Platforms" to "Business Intelligence and Analytics Platforms" to emphasize the growing importance of analysis capabilities to the information systems that organizations are now building (Gartner 2013).

Throughout this report, BI and analytics platforms are defined as softwares that deliver 15 capabilities across three categories:

1. **Integration,** which deals with BI infrastructure, metadata management and development tools.
2. **Information Delivery,** whose most important elements are reporting and dashboarding.
3. **Analysis,** which involves analytical processing, predictive and prescriptive modeling.

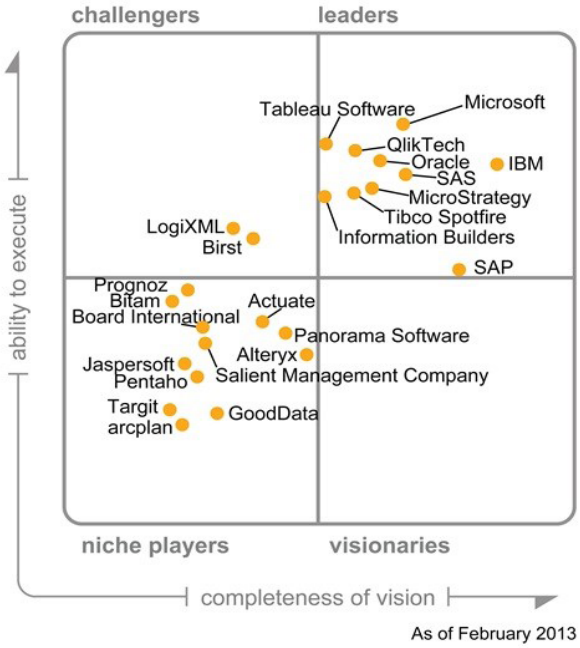


Figure 67: Magic Quadrant for Business Intelligence and Analytics Platforms
Source: Gartner (March 2013)

"The report states that the dominant theme of the market in 2012 was that data discovery became a mainstream BI and analytic architecture" (Gartner, 2013). Increasingly, Gartner sees more organizations building diagnostic analytics that leverage critical capabilities, such as interactive visualization, to enable users to drill more easily into the data and discover new insights. This emphasis on data discovery from most of the leaders in the market accelerates the trend toward decentralization and user empowerment of BI and analytics and greatly enables organizations' ability to perform diagnostic analytics, as stated in the Gartner Magic Quadrant for BI 2013.

Employee Performance Management

Magic Quadrant for Talent Management Suites

In 2013, for the first time, Gartner released this new Magic Quadrant, which assesses the market for talent management suites, in order to help organizations "manage the key processes of plan to source, acquire to onboard, perform to reward and assess to develop" (Gartner, 2013). Talent management suites are an integrated set of applications, including workforce planning, talent acquisition, performance appraisal/ assessment, goals management, career development, succession management, learning management and compensation management. Today, as offerings from the vendor community expand, the talent management suites have become viable options. Even if for now their adoption is limited, Gartner concludes that the number of customers adopting three or four talent management modules from a single vendor continues to grow, and that customers are predisposed to buy more modules from a single vendor, which puts this market on an indisputable ascending trend.

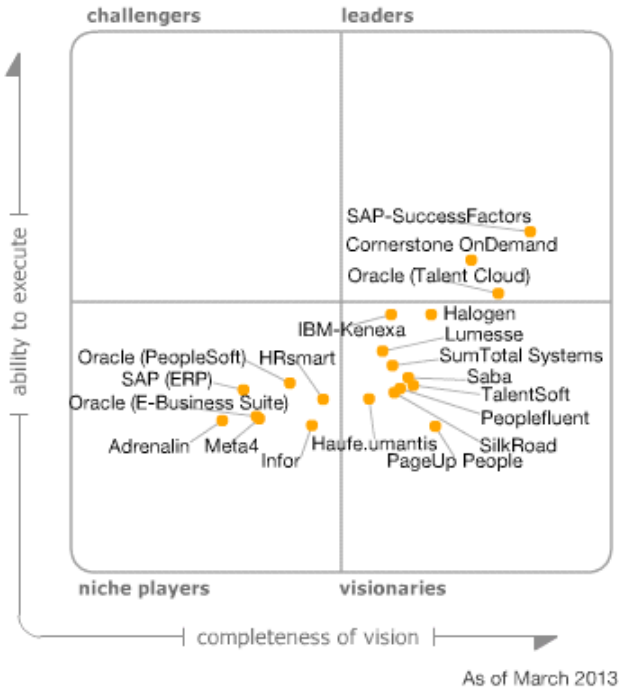


Figure 68: Gartner Magic Quadrant for Talent Management Suites
Source: Gartner (March 2013)

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Communication (edit) licence: **$30/month**
View only licence: **FREE**

Characteristics

- ✓ Intuitive, robust, fully live and interactive
- ✓ Reliable in any economic environment
- ✓ Offers optimal return on investment





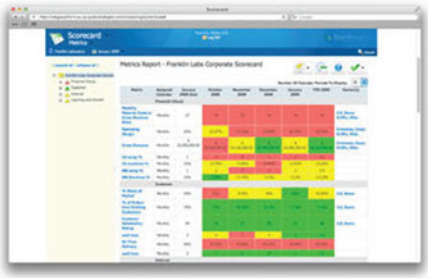
Benefits

- ✓ Real time control of your business
- ✓ Easy monitoring, analysis and reporting of KPis
- ✓ Perfect for Balanced Scorecard automalion
- ✓ Fast consolidalion of information

Configuration

- ✓ Easy to access and to use, fully web-based
- ✓ Possibility of external, in-cloud hosting, as well as on-site
- ✓ Easy to access from any device or location having Internet access





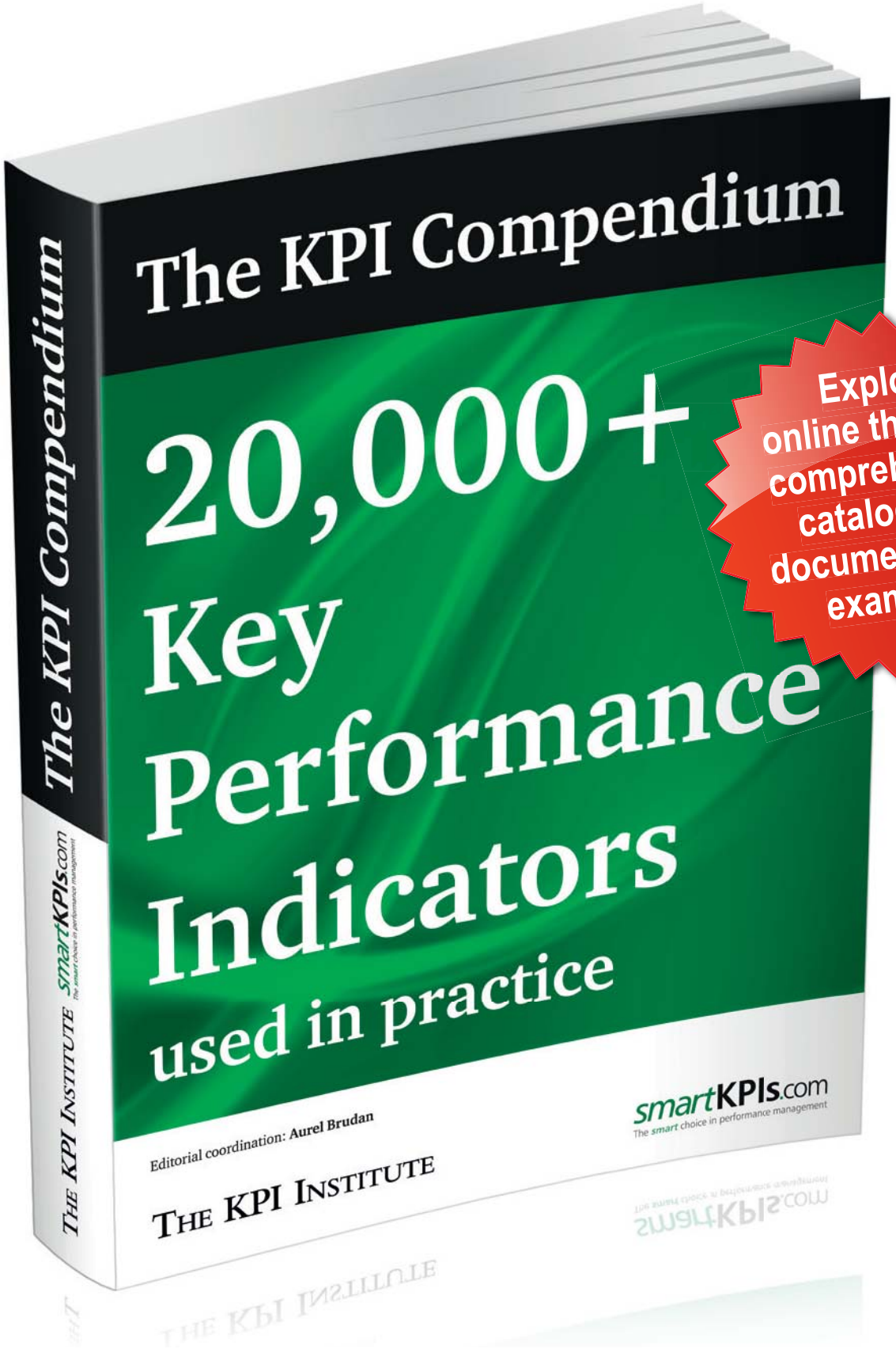




Who uses it?

Cleveland Clinic · U.S.ARMY · FDA · Bank of America · unicef · Walmart

www.integerperform.com/kpi-dashboard-balanced-scorecard-software



http://store.kpiinstitute.org/the-kpi-compendium.html

Content. Methodology. Visual Summary. Introduction. Global Perspectives. Practitioners'. Perspectives. Academics' Perspectives. Consultants' Perspectives. Map Snapshot. Country Profiles. Country Legislations. Trends in Search. 2013 Statistics. Media Exposure. Educational Programs. Main Events in the field. Job Trends. Salaries. Bestselling Books. Latest Published Books. Journal Articles. Portals. Communities. Corporate Performance Management Software. Business Intelligence Software. Employee Performance Management Software. | **Interviews.** Argentina. Australia. Brazil. Bulgaria. Canada. Chile. Colombia. Italy. Kuwait. Malaysia. Netherlands. Nigeria. Philippines. Qatar. Saudi Arabia. Thailand. Uganda. USA. | **Keywords analyzed.** Analytics. Balanced Scorecard. Business Intelligence. Business. Performance Management. Corporate Performance Management. Dashboard. Employee Performance. Employee Performance Management. Enterprise Performance Management. Individual Performance Plan. Individual Performance Management. Key Performance Indicators. KPI. Metrics. Operational Performance Management. Performance Appraisal. Performance Criteria. Performance Evaluation. Personal Development Plan. Performance Management. Performance Management Plan. Performance Measures. Performance Management System. Performance Review. Scorecard. Strategy Execution. Strategy Implementation Strategy Management. Strategic Performance Management. | **Educational Degree Institutions.** Aston University. University of Canberra Faculty of Business and Government. University College Dublin. Erasmus University Rotterdam. ESCP Europe. Grenoble Ecole de Management. HEC Paris. Heriot-Watt University Edinburgh Business School. University of Leicester. London School of Economics and Political Science. MIP Politecnico di Milano. Monash University. New York University Stern School of Business. The University of Adelaide. University of Liege HEC Management School. University of Pennsylvania Wharton Business School. University of Palermo. University of Sydney. European University Cyprus. Maastricht School of Management. Bocconi University. University of Palermo. University of Bradford - Bradford University School of Management. Cardiff University. University of Cambridge. University of Oxford. University of Ottawa - Telfer School of Management. Baruch College. Boston College University - Carroll School of Management. Davenport University. Georgetown University. Centrum – Catolica. The University of Melbourne. The Chinese University of Hong Kong. The Hong Kong University of Science and Technology. Nanyang Business School. National University of Singapore. University of Cape Town Graduate School of Business. University of Johannesburg. | **Performance Management Events. 2013.** Vancouver, British Columbia, Canada. New York, USA. Penrith, Cumbria, UK. Al Bustan Rotana - Dubai, United Arab Emirates. Sao Paulo, Brazil. San-Francisco, USA. Washington DC, USA. Nairobi, Kenya. Istanbul, Turkey. New Delhi, India. Barcelona, Spain. Lucca, Italy. Nishi Waseda, Shinjuku, Tokyo, Japan. Atlanta, Georgia. Loch Lomond, Scotland, UK. London, UK. Rydges Lakeland Resort, Queenstown, New Zealand. Dallas, Texas. Riyadh, Saudi Arabia. San Francisco, California. Brussels, Belgium. | **Job trends analyzed.** Performance Manager. Strategy Manager. Performance Management. | **Industry salaries analyzed.** Automobile and Transport. Banking. Beverages. Business Services Charitable Organizations. Chemicals. Computer Services. Computer Software. Construction. Consumer Products. Consumer Services. Education. Food. Manufacturers. Electronics. Energy & Utilities. Financial Services. Insurance. Government. Health Care. Leisure. Media. | **Book Categories.** Business Performance Management. Corporate Performance Management. Employee Performance Management. Enterprise Performance Management. Individual Performance Management. Operational Performance Management. Performance Management. 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.** Corporate Performance Management. Overall Satisfaction versus Average Implementation Size. Solution Cost Comparisons. Business Intelligence Software. Magic Quadrant for BI 2013. Employee Performance Management. Magic Quadrant for Talent Management Suites. | **203 countries reviewed.** 66 with performance management legislation in place. Afghanistan. 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. Cayman Islands. Central African Republic. Chad. Chile. China. Christmas Island. Colombia. Comoros. Congo. Cook Islands. Democratic Republic of the. Costa Rica. Croatia. Cuba. Cyprus. Czech Republic. Denmark. Djibouti. Dominica. Dominican Republic. Ecuador. Egypt. El Salvador. Equatorial Guinea. Estonia. Ethiopia. Falkland Islands (Islas Malvinas). Fiji. Finland. France. Gabon. Gambia. Georgia. Germany. Ghana. Ghana. Greece. Grenada. Guernsey. Guyana. Honduras. Hong Kong. Hungary. Iceland. India. Indonesia. Iran. Iraq. Ireland. Isle of Man. Israel. Italy. Jamaica. Japan. Jersey. Jordan. Kazakhstan. Kenya. Kiribati. Korea, North. Korea, South. Kosovo. Kuwait. Kyrgyzstan. Laos. Latvia. Lebanon. Lesotho. Liberia. Libya. Lithuania. Macau. Macedonia. Madagascar. Malawi. Malaysia. Maldives. Mali. Malta. Marshall. Islands. Mauritania. Mauritius. Mexico. Micronesia, Federated States of Micronesia. Moldova. Mongolia. Montserrat. Montenegro. Morocco. Mozambique. Mozambique. Namibia. Nauru. Nepal. Netherlands. New Zealand. Nicaragua. Niger. Nigeria. Niue. Norfolk Island. Norway. Oman. Pakistan. Palau. Panama. Papua New Guinea. Paraguay. Peru. Philippines. Pitcairn Islands. Poland. Portugal. Qatar. Romania. Russia. Rwanda. Saint Helena. Saint Kitts and Nevis. Saint Lucia. Saint Vincent and the Grenadines. Samoa. Sao Tome and Principe. Saudi Arabia. Senegal. Serbia and Montenegro. Seychelles. Sierra Leone. Singapore. Saint Maarten. Slovakia. Slovenia. Solomon Islands. South Africa. South Africa. Spain. Sri Lanka. Sudan (South). Swaziland. Sweden. Switzerland. Taiwan. Tanzania. Thailand. Timor-Leste. Togo. Tokelau Tonga. Trinidad and Tobago. Tunisia. Turkey. Turkmenistan. Tuvalu. Uganda. Uganda. Ukraine. United Arab Emirates. United Arab Emirates. United Kingdom. United States. Uruguay. Uzbekistan. Vanuatu. Vietnam. Virgin Islands. West Bank. Zambia. Zimbabwe.