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Annexure A

The requirements of a Performance Measurement System

A performance measurement system must:

- Be aligned with, and support the vision, mission, goals, objectives, strategies and critical success factors of the organization.

- Provide comprehensive and substantive information supporting better decision making, organizational learning and improvement.

- Provide quantitative, objective feedback that helps identify, understand and manage performance trends and makes accurate forecasts.

- Assist in workflow streaming, maximizing through as well as eliminating waste.

- Minimize surprises.

- Reflect strategic, tactical and operational realities.

- Measure only system relevant information, while avoiding too much measuring.

- Collect data and report results in a way that wastes few resources.

- Provide substantial clues as to the root cause of poor performance.

- Be a component of the total information strategy.

- Contain information, both on what needs to be measured and what the unit measurement can be.

Adapted from Johnson & Scholes, 2001:165.
Performance reporting to stakeholders

Strategic planning

Goal/ objective setting & resource planning

Performance planning

Establishing and updating performance measures

Establishing accountability for performance

Measuring performance

Analyzing & reviewing performance

Evaluating & utilizing performance information

Stakeholder input
Managemen priorities & decisions

Performance reporting to stakeholders