

The Literacy Link – *Supporting you through change* Tuesday, September 18, 2012

Performance Management Framework

Literacy Link South Central has committed to providing performance management assistance to LBS service providers throughout the coming year. As part of the business planning process, the Learning Networks of Ontario will be spearheading provincial initiatives around this topic. Over the next several months, you will be receiving newsletters from LLSC on the performance management topic and we'll be passing along some of the tools and resources that will be created provincially.

Management by Objectives (MBO) – Peter Drucker

The principle:

Management by objectives (MBO) is a concept that was first popularized by Peter Drucker in 1954. Although there are other management philosophies, this is the most widely accepted. It involves defining the objectives of an organization so that management and staff agree on what needs to be done to achieve the goals and objectives.

Organizational objectives should not be imposed on staff, but decided on together as a team with management. This will ensure that all objectives are supported by all, and the achievement of the objectives will be successful. Staff will perform better when they know what is expected of them and when they can relate their personal goals to organizational objectives.

An important part of MBO, as with any type of performance management, is measuring and comparing the actual performance with the targets that are set. Accomplishing the goals and objectives is achieved through participation of all staff members and management.

The outcome of this type of PMF philosophy can include advantages such as:

- Employee motivation
- Increased staff morale
- Effective and purposeful leadership
- Clear objectives for all concerned persons.

LLSC's recommendations:

When management and staff work together, achievement of organizational objectives is possible by cooperation and participation. We suggest involving all staff in the performance management process.

Management and staff should work together to:

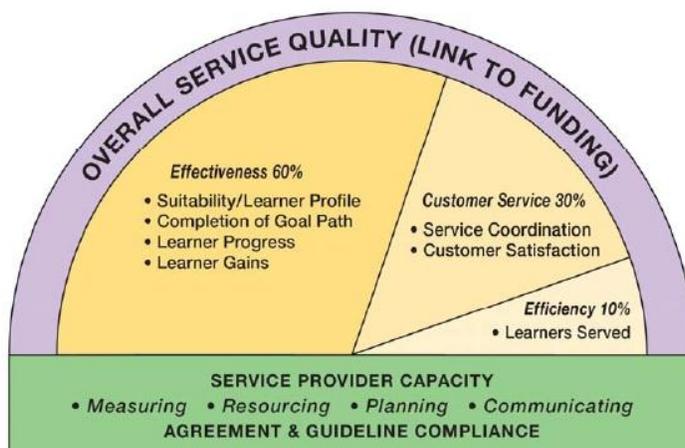
- **Establish the goals** and objectives of the organization
- **Assign authority** for monitoring the achievement of the goals
- Constantly **monitor performance**

This will help in creating a well-rounded vision for the LBS program.

Performance management is a framework for program measurement and management within a system of continuous improvement.

When fully implemented, a performance management model will consist of the following elements:

- A performance measurement process which includes:
 - **An LBS logic model** describing the business of the program and its relationship between activities, expected results, and measurements in the areas of:
 1. Efficiency
 2. Effectiveness
 3. Customer Service
 - **Ongoing measurement and reporting** on performance in these key areas
- A system for managing performance, based on the measures that support:
 - **Agency assessment of progress** towards results
 - **A framework for evaluation** that outlines how performance will be measured by the Ministry
 - **Benchmarking** to achieve improvements over time
- A model of continuous improvement that:
 - **Integrates performance management** into the daily program operations
 - **Supports innovation** in the LBS field



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Sources:

- *Community Literacy of Ontario's CIPMS module, 2009*
- http://en.wikipedia.org/wiki/Peter_Drucker#Work_and_philosophy

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