



Defining Goals, Objectives & KPIs

–EU, UN & International Organisations



INTRODUCTION

Though ongoing performance enhancement represents a recurring theme for EU, UN and other international organisations, the deterioration in funding providers' finances has created an imperative for increased efficiency and greater clarity of organisational purpose.

Now more than ever before, relevant officials are required to clearly articulate and subscribe to (individual and organisational) goals, objectives and key performance indicators (KPIs). Greater rigour in target setting and performance reporting is becoming the norm as resources are reduced and funding is aligned to achievements.

While institutions such as the OECD offer recommendations and a blueprint for change, EU, UN and other international organisations are ultimately required to customise and adopt associated initiatives. Where these are implemented successfully, the pursuit of agreed objectives, measures and KPIs is invaluable in supporting the achievement of operational, cost saving and reform objectives.

Whether establishing agencies, devolving responsibilities, restructuring departments or simply delivering efficiencies, the identification of clear goals, objectives and KPIs is a precondition for effective oversight and management. Notwithstanding, even the most progressive organisations experience difficulty in, for example:

- Shifting from a concentration on inputs, to focus on outputs, outcomes and the efficient delivery of results
- Applying knowledge of systems, processes and requirements to inform the development of tangible performance measures
- Assessing performance against benchmarks, past performance and service delivery requirements
- Integrating performance evaluations into planning, budgeting and management processes
- Ensuring that they harness analytical and administrative capacity to deliver performance reforms
- Translating strategic vision and goals into specific, measurable and time-bound objectives

Given such challenges, the need to develop clear, robust and quantifiable targets and KPIs should be seen as a priority for all officials. Depending on the particular circumstances of different organisations, any failure to address related requirements has the potential to jeopardise funding, headcount or ultimately the future of units/programmes.

With this in mind and given our extensive experience in developing performance metrics for a multitude of diverse organisations, we have designed a customised programme for officials in EU, UN and other international organisations.

“In modern society – with customised services, the need for constant adaptation, pressures for efficiency, and the increased use of private agents – there is a demand for sharper performance focus and incentives”

- Organisation for Economic Cooperation & Development (OECD)

What will I get from this programme?

Specifically designed to include interactive and practical workshop elements, this 2 day programme provides participants with the skills and ability necessary to develop robust objectives and clear key performance indicators.

Participants work with a tested framework and learn to define concrete measures and KPIs which support the achievement of performance goals and targets.

Particular emphasis is placed on the identification of objectives and development of (internal and external) metrics to enhance the performance of teams and organisations.

The programme concludes with a practical module on implementation planning which considers the variables which can support or impede success within different environments.

Who is this programme for?

This programme is designed for all those who are responsible for managing the performance of units, divisions or organisations, as well as for those who manage third party service providers. These include senior officials within the EU, UN and other international organisations, together with senior managers within relevant Bodies and International Agencies.

Participants benefit from shared insights and experiences through facilitated discussion and active reflection on practical case examples. Case studies (selected from your own corporate documentation) are also used to highlight practical solutions and tangible examples which may be implemented within your organisation.

Workshop level

Senior and top managers

Strategic leaders and decision makers who are responsible for the formulation of strategy and lead organisations at regional, national and international levels.

Upper-mid managers

Senior executives who are responsible for, or participate in, the formulation of divisional/ departmental strategy and who lead strategy execution



“Common challenges include, integrating performance information into planning, budgeting and management processes, and engaging key actors in reform processes”

“Reform initiatives necessitate performance management and budgeting, performance measurement, improving financial management and using market type mechanisms”

- Organisation for Economic Cooperation & Development (OECD)

PROGRAMME CONTENT

The programme consists of 7 modules which are delivered over 2 days.

1. Background, Context & Key Requirements

- Genesis and OECD thinking
- Performance plans and associated expectations
- Emerging stipulations and associated imperatives
- Obligations on officials and managers
- Obligations on Board members

2. Inputs, Outputs & Outcomes

- Defining inputs, outputs and outcomes
- Contribution to, and control over, impacts/outcomes
- Organisation, agency and stakeholder collaboration
- Examples of output statements and scope for enhancement
- Measuring outputs, outcomes and achievements

3. Identifying Critical Performance Information

- Mandate, strategy and business plans
- Identifying key performance information
- Inputs, outputs and outcomes revisited

4. Defining Performance Goals, Objectives & KPIs – Part I

- Coursework: Defining concrete objectives and KPIs
- Review of metrics and scope for enhancement

5. Best International Practice & Scope to Emulate

- Best practice and considerations for participants
- Trend data and evidence of performance improvement
- Corporate governance requirements and considerations

6. Defining Performance Goals, Objectives & KPIs – Part II

- Coursework: Defining more complex objectives and KPIs
- Identifying objectives and KPIs for senior officials
- Review of metrics and scope for enhancement

7. Implementation & Implementation Planning

- Review of draft objectives and KPIs
- Strategic integration, support and integration with PM system
- Performance monitoring, evaluation and reporting



“Drawing up outcome measures or identifying how outputs contribute to outcomes can help to avoid the goal distortion that can result from concentrating on a limited number of output measures”

- Organisation for Economic Cooperation & Development (OECD)

PROGRAMME DIRECTOR

Peter Ryan is Programme Director.

Peter Ryan (B.A., M.Soc.Sc., M.B.A.) is a Director of RA Consulting and is a specialist strategy and performance improvement consultant. He works with organisations in the design, implementation and delivery of change management, organisation design and strategy solutions. He has developed and customised strategically integrated organisational and individual performance management systems, metrics and associated support structures.

His industry and consulting experience has been gained across a wide array of sectors which range from pharmaceutical to financial services and media/entertainment to the food processing industry. Peter also works extensively with many government and public service organisations. Prior to working as a consultant with Ernst & Young and RA Consulting, he was employed by various blue chip multinational organisations.

PROGRAMME LOGISTICS & SCHEDULING

Logistics

This programme is delivered on-site, at your organisation's premises. In view of the learning methodology which includes interactive engagement, case studies and group discussion, it is designed for up to 12 participants.

The programme can typically be arranged with c. 5 weeks' notice. During this period we work with you to customise learning and agree case study elements.

Information & Bookings

For further information and bookings, please contact RA Consulting Executive Education at:

Email: Enquiries@ExecEducation.eu

Phone: +353 1 602 4744

Web: www.ExecEducation.eu

What previous participants said:

- "This time we had really a good trainer! He was knowledgeable, very well prepared (someone who has done some reading finally), had an intelligent reply to all our questions and could practically apply the theory to our environment"
- "The way that the course was related and aligned our work was impressive"
- "I will recommend this training to other key colleagues within the organisation"
- "Real benefit in focusing on practical knowledge of objectives and KPIs"
- "Reviews of examples from real life and best practice were very worthwhile"
- "The case study sessions and the discussions in the group worked really well"
- "Peter was an excellent coach and invested considerable time into making the course relevant to us"
- "For me the interchange between 'theory' and 'practice' worked – for once! The scene setting was very good and made an immediate link to the relevance for participants"
- "Examples, group exercises and interactive elements worked particularly well"
- "The whole programme was very effectively run"
- "Applying the learning to our areas of work helped progress our thinking and develop those ideas"
- "Blend of case studies with real life case examples was great"
- "Very useful, very many thanks."

