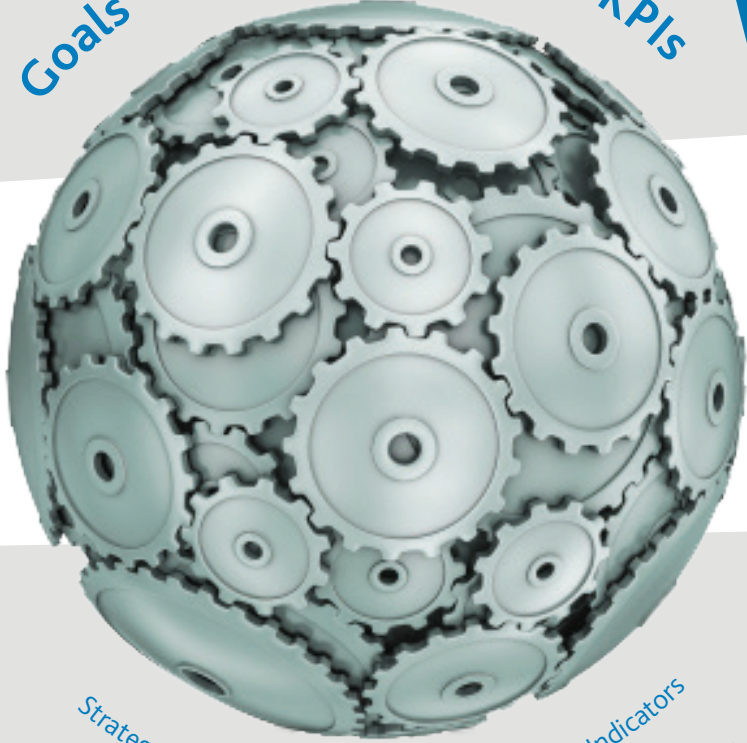


Goals    Objectives    KPIs



Strategy & Productivity    Input & Impact Indicators  
Business Plans    Progress & Efficiency Measures  
Performance Plans    Baseline Values & Performance Metrics



# Defining Public Service Goals, Objectives & KPIs

# INTRODUCTION

Though performance enhancement represents a recurring theme for Departments, Agencies and Non-Departmental Public Bodies (NDPBs), continued pressure on public finances has created an imperative for greater efficiency and clarity of organisational purpose.

Civil and public service managers 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. Single Departmental Plans also place a renewed focus on management by objectives and the delivery of associated results.

While the National Audit Office offers recommendations and guidance, Departments, Agencies and NDPBs are required to address a range of complexities when identifying and selecting appropriate metrics. Once clearly defined, the pursuit of agreed objectives, measures and KPIs is invaluable in supporting the achievement of performance, operational, cost saving and reform goals.

Whether devolving responsibilities, streamlining Bodies/Agencies, restructuring Departments or simply delivering performance and efficiency gains, 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:

- Clearly articulating strategic priorities, supporting objectives and relevant performance indicators
- Assessing performance against benchmarks, past performance and service delivery requirements
- Providing clear accounts of expenditure, performance and achievements to Commons Select Committees
- Integrating performance evaluations into planning, budgeting and management processes
- Competing for resources by preparing compelling cost-benefit analyses and identifying what they commit to achieve
- Shifting from a concentration on processes and inputs, to focus on outputs, outcomes and the efficient delivery of results
- Ensuring that they harness analytical and administrative capacity to deliver performance reforms

Given such challenges, the need to develop clear, robust and quantifiable targets and KPIs should be seen as a priority for all. 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 or programmes.

With this in mind and given our extensive experience in developing performance metrics for a multitude of diverse civil and public service organisations, we have designed a customised programme for managers and officials across the spectrum of government.



**“Measuring government performance is vital. It shows whether the taxpayer is getting value for money and lets government learn from experience and improve performance. Metrics need to be clear, measurable and directly related to the resources used to deliver them”**

– National Audit Office

## 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 robust 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 will include senior civil servants (typically senior managers in Government Departments/Ministries) as well as senior managers and leaders within Agencies and NDPBs.

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

**“Government currently faces significant challenges in providing public services, which means there is now a greater need than ever before for an effective strategic business planning and management framework”.**

– National Audit Office

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

– Organisation for Economic Cooperation & Development (OECD)

# PROGRAMME CONTENT

## Programme Content

### 1. Context & Specific Requirements

- Genesis, OECD thinking & Government expectations
- Performance plans and Select Committee requirements
- 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/impact 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 robust 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

- Coursework: Defining objectives for participant organisations
- Review of draft objectives and KPIs
- Strategic integration, support and integration with PM system
- Performance monitoring, evaluation and reporting



**“The life blood of a successful organisation is the quality of information on which it makes decisions and monitors and assesses performance . . . Departments need reliable information on which to design and deliver services and monitor quality, be confident about their productivity, and drive continuous improvement”**

– National Audit Office

# 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](mailto:Enquiries@ExecEducation.eu)

Phone: +353 1 602 4744

Web: [www.ExecEducation.eu](http://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."