



How to Identify Performance Indicators of Success

It is good practice to identify certain measures, or performance indicators, that will suggest whether you have successfully achieved the goals. Now is a good time to identify those measures before you begin implementing the various action plans associated with each goal. Performance measures are an essential part of the overall performance management process. To identify the performance measures, consider the following guidelines:

- 1. Consider “success” as depicted by the vision of the organization.**
Think about each of the different departments (for example, business units, program and product lines) in the organization. What are 3-5 things needed from each of them to achieve that vision? Perhaps you want to have each department articulate their own vision when doing this.
- 2. Consider each of the overall goals or actions recommended during Feedback.**
If those goals were described in specific terms, they might be helpful to use as overall measures of success. Many times, though, the recommended goals are changed when developing specific action plans to achieve the overall goals. If those goals still seem accurate, they might contribute to defining measures of success now.
- 3. Consider the overall results that will occur from implementing action plans.**
If you have identified a wide range of numerous action plans, then it could be a major challenge to identify measures of success by referencing those plans. Still, it is useful to do the best that you can for now. Occasionally, the measures need to be changed. That is fine, as long as the measures are changed systematically.

Information in the following table depicts an example of measures of success. The information is an example only.

Example of Performance Indicators For Success

Board operations:

Indicators:

The Board of Directors has approved and implemented a Board Development Plan based on results of a Board self-evaluation. New policies are adopted for Board attendance, ethics, CEO compensation and staffing the Board. As soon as the new Strategic Plan is approved, the Board re-organizes to match and ensure Board oversight of each strategic goal. Each Committee has an updated work plan with goals, responsibilities and timelines. New Board members are recruited, oriented, trained and organized, as needed. The Board Chair and Executive Committee assure that work plans are implemented on schedule.

Outcome:

Board-driven, focused, participative and proactive governance.

Strategic planning:

Indicators:

The Board of Directors has approved and ensured wide communication of a new three-year Strategic Plan. The Plan includes an updated mission, vision, values, strategic goals, associated action plans and budgets. Each action plan has specific objectives, responsibilities, timelines and methods to monitor implementation. The Board participates in the strategic planning activities. The CEO is assuring that action plans are implemented on schedule.

Outcome:

Clearly communicated organizational mission, vision, values, methods to achieve the vision and methods to verify progress toward that vision.

Standardize practices for human resource management:

Indicators:

Personnel Policies are reviewed by an expert in employment laws, Policies are updated and then approved by the Board. The policies address practices in staffing, performance management and compensation, and include procedures for how performance goals are established, employees are trained and developed, performance is monitored and evaluated, performance issues are addressed, and performance is associated with equitable and fair compensation. All employees are trained on the policies and sign a form indicating their conformance to the policies. All supervisors are trained on policies regarding staffing and supervision.

Outcome:

Uniform fair, legal and effective standards for recruiting, supervising and evaluating employees.

Leadership and supervisory development:**Indicators:**

Based on strategic goals from the new Strategic Plan, job descriptions are updated for each management position. Specific leadership competencies are identified as needed for achievement of goals. Each management position has a completed 360-degree performance evaluation and leadership assessment, resulting in a documented Individual Development Plan (IDP) that is approved and monitored by the position's supervisor. The IDP includes specific performance goals, activities for training and deadlines for completion of goals in the IDP.

Outcomes:

Robust strategic leadership and supervision focused on achievement of strategic goals.
