

Table III:1 – Examples of Performance Management Systems

| Function | Identify Desired Results | Performance to Achieve Desired Results | Evaluate Performance Toward Results | Reward and/or Improve Performance |
|--|--|--|---|--|
| Board | 1) Strategic Plan and 2) evaluation of Board, both specify goals and expertise needed by Board | Recruit Board expertise and train Board members, supervise Chief Executive Officer, represent organization to community, oversee planning, ensure adequate resources, and ensure effective performance | Conduct Board evaluation toward achieving desired results | Celebrate accomplishment and/or conduct Board development as needed |
| Strategic Planning | 1) Stakeholder analysis and 2) organizational analysis, both identify needs to be met by overall implementation of Strategic Plan | Clarify mission, vision and values statements, establish goals and strategies toward statements, develop action plans to implement strategies, implement action plans | Evaluate progress of implementation of plan toward meeting overall stakeholders’ needs | Reward positive performance and/or adjust organizational operations to improve performance as needed |
| Product development and sales Planning | 1) Market research identifies specific customer’s needs to be met by product or service and 2) evaluation, both specify adjustments to development and sales | Clarify desired outcomes from product or service for customers, develop product or service to achieve outcomes, deliver product or service to customers | Conduct evaluation of development of product or service and results toward meeting customer’s needs | Celebrate accomplishments and/or adjust operations to improve performance as needed |
| Human Resource Management | 1) Strategic Plan and 2) evaluation of employees, both specify goals employees must achieve | Supervise employees (establish goals for each employee, provide feedback and coaching) | Conduct employee performance evaluations | Reward performance and/or implement employee performance improvement as needed |
| Financial management | Fiscal policies and procedures specify financial practices | Conduct accounting and bookkeeping to track and monitor transactions, analyze financial statements | Evaluate financial activities | Reward performance and/or adjust financial operations as needed |