



Goals

Objectives

KPIs

Strategy Statements

Outputs & Strategic Impacts

Business Plans

Progress & Output Measures

Performance Plans

Baseline Values & Performance Metrics

Inputs

Outputs

Outcomes

Defining Public Service Goals, Objectives & KPIs

INTRODUCTION

Now more than ever before, civil and public servants are required to clearly articulate and subscribe to (individual and organisational) goals, objectives and key performance indicators. Greater rigour in target setting and performance reporting is imperative as funding becomes more closely aligned to achievements.

Though the 'reform agenda' has been refined and developed, organisational efficiency and effectiveness are central tenets which retain on-going relevance. Successive iterations place obligations upon Departments and State Bodies/Agencies such that each is required to:

- Clearly articulate strategic priorities which detail high level goals and objectives
- Identify performance indicators which measure progress towards goal achievement
- Include output statements in their organisations' annual reports
- Prepare cost-benefit analyses and submit projects for on-going evaluation
- Compete for resources by publishing pre-budget spending requests and identifying what they commit to achieve
- Provide an account of performance against targets to Oireachtas Committees
- Agencies are also required to commit to, and detail, achievements against targets as outlined in 'Service Delivery Agreements' with Government

Given such stipulations, the need to develop clear, robust and quantifiable targets or key performance indicators (KPIs) has assumed even greater significance. Agencies or Officers who find it difficult to formulate objectives or define associated metrics risk undermining their organisation's position. Short term consequences are likely to include funding and headcount reductions; over the medium term, the future of units, divisions and/or organisations will ultimately be threatened.

With this in mind and following the continued success of our *Managing State Bodies & Agency Performance* programme (offered in conjunction with the UCD Michael Smurfit Graduate Business School), we have developed a practical and customised solution which addresses associated requirements. The programme draws on extensive experience gained by RA Consulting in developing performance metrics for a multitude of organisations – not just across the Irish public service but also with EU, UN and 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.

Particular emphasis is placed on the identification of objectives and development of (internal and external) metrics to enhance the performance of civil and public service 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) as well as senior managers and leaders within State Bodies and 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”

- Organisation for Economic Cooperation & Development (OECD)

“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. Context & Specific Public Sector Requirements

- Genesis - DBG, OECD, Task Force and Croke Park Agreement
- Output statements, Oireachtas and PAC requirements
- Government stipulations and associated imperatives
- Obligations on civil and public service managers
- Obligations on Directors of State Boards

2. Inputs, Outputs & Outcomes

- Defining inputs, outputs and outcomes
- Contribution to, and control over, impacts/outcomes
- Department, 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 robust objectives and KPIs
- Review of metrics and scope for enhancement

5. Best International Practice & Scope to Emulate

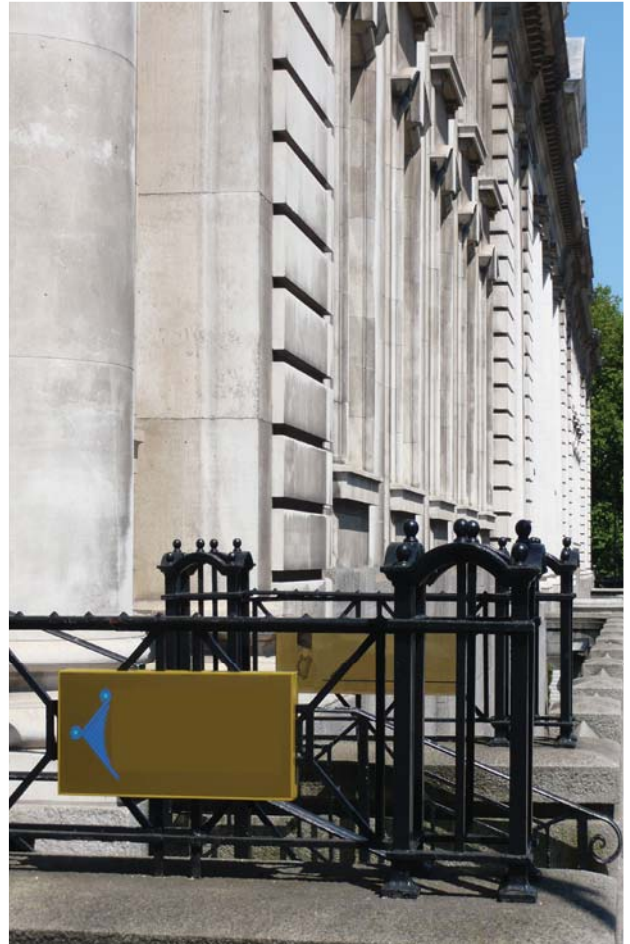
- Best practice and considerations for participants
- Trend data and evidence of performance improvement
- Corporate governance requirements and considerations

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

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

7. Implementation & Implementation Planning

- Coursework: Defining objectives for participant organisation
- 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)

* The use of the above photo should not be interpreted to suggest that this programme has been endorsed by the Department.

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. 3 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

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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."