

Examples of measures for managing strategic performance

Critical success factor	Performance measure(s)	Target
Customer / client performance measures		
<ul style="list-style-type: none"> Identification of customer needs 	<ul style="list-style-type: none"> Number of hours spent discussing their requirements, Results from customer surveys 	
<ul style="list-style-type: none"> Success in satisfying customer needs 	<ul style="list-style-type: none"> Satisfaction level (survey) Number of customers (growth) Market share 	
<ul style="list-style-type: none"> Preparing and testing new ways of satisfying customers 	<ul style="list-style-type: none"> Hours, days, spent with customer Number of new approaches trailed 	
<ul style="list-style-type: none"> Speed of servicing customer needs 	<ul style="list-style-type: none"> Benchmark data Time between requesting the service and customer receiving it 	
<ul style="list-style-type: none"> Service quality – fitness for purpose 	<ul style="list-style-type: none"> Quality index (defect level of services as measured by the customer not the supplier) 	
<ul style="list-style-type: none"> Adding value for the customer 	<ul style="list-style-type: none"> Value adding for customer (\$) 	
<ul style="list-style-type: none"> Extent to which different types of customers receive services which are tailored to their particular needs 	<ul style="list-style-type: none"> Customer survey results 	
<ul style="list-style-type: none"> Number of services and variations of services offered to customers 	<ul style="list-style-type: none"> Number 	
<ul style="list-style-type: none"> Costs of servicing each type of customer 	<ul style="list-style-type: none"> Dollars 	
<ul style="list-style-type: none"> Cost of providing each service offered 	<ul style="list-style-type: none"> Dollars 	
<ul style="list-style-type: none"> How often each service is used by customers within a given time period 	<ul style="list-style-type: none"> Number 	
<ul style="list-style-type: none"> Active pursuit new customers 	<ul style="list-style-type: none"> Number of new customers attracted over a given time period 	
<ul style="list-style-type: none"> Attributes of services which customers like and dislike 	<ul style="list-style-type: none"> Survey 	
<ul style="list-style-type: none"> The unmet needs of customers 	<ul style="list-style-type: none"> Survey 	
Internal process performance measures		
<ul style="list-style-type: none"> Suitability of physical resources Suitability of information resources Suitability of human resources 	<ul style="list-style-type: none"> Staff surveys, customer surveys Benchmarking, staff surveys Skills audit 	
<ul style="list-style-type: none"> Operations 	<ul style="list-style-type: none"> Number of stages in the service creation process Effect of bottlenecks on throughput Service cycle time 	
<ul style="list-style-type: none"> Outputs 	<ul style="list-style-type: none"> Number of stages in the service delivery process 	

▪ Service support	<ul style="list-style-type: none"> ▪ Complexity of the service delivery process (survey) ▪ Number of people performing service support functions ▪ Time spent supporting services 	
▪ Technology	<ul style="list-style-type: none"> ▪ Benchmarked age and capability of equipment 	
▪ Information systems	<ul style="list-style-type: none"> ▪ Frequency of reports ▪ Usefulness of reports ▪ Accuracy of reports 	
Innovation performance measures		
▪ New products/services	<ul style="list-style-type: none"> ▪ Sales form services less than two years old ▪ Number of new products/services 	
▪ Suggestions made and implemented	<ul style="list-style-type: none"> ▪ Number 	
▪ Improvements made by staff	<ul style="list-style-type: none"> ▪ Value in dollars, time saving, quality improvement, customer satisfaction index, etc 	
▪ Number of teams developing new or customised components of the business	<ul style="list-style-type: none"> ▪ Number, proportion of total number of teams in organisation 	
▪ Availability of relevant information	<ul style="list-style-type: none"> ▪ Survey results relating to availability 	
▪ Time it takes to create and disseminate information	<ul style="list-style-type: none"> ▪ Cycle time 	
▪ Information provided on line to customer facing staff	<ul style="list-style-type: none"> ▪ Percentage of customer facing staff having access to online systems 	
Financial performance measures		
Profitability	Profit - % required	
Budget achieved	Variance allowed ($\pm\%$)	
Revenue growth	Increase (%)	
Cost reduction	<ul style="list-style-type: none"> ▪ Fixed to variable cost ratio ▪ Salary to total costs ▪ Benchmark of costs 	
Productivity improvement	<ul style="list-style-type: none"> ▪ Costs per employee ▪ Number of service deliveries per employee 	
Asset utilisation	<ul style="list-style-type: none"> ▪ Cash flow ▪ Investment in intellectual property and technical know-how ▪ Use of databases and intellectual property ▪ Investment in information systems ▪ Investment in office space/facilities 	
People performance measures		
▪ Staff satisfaction	<ul style="list-style-type: none"> ▪ Involvement in decision making survey ▪ Recognition for doing a good job survey ▪ Encouragement to use initiative and be creative survey ▪ Support level from staff functions survey ▪ Overall satisfaction with agency survey 	
▪ Staff productivity	<ul style="list-style-type: none"> ▪ Cost per staff member 	

	<ul style="list-style-type: none"> Number of service transactions per staff member 	
<ul style="list-style-type: none"> Staff retention 	<ul style="list-style-type: none"> Turnover rate of key staff 	
Willingness to take decisions	Survey	
Willingness to participate in teamwork	Survey	
Willingness to be open with information	Survey	
Willingness to be accountable	Survey	
Willingness to adapt to change	Survey	
<ul style="list-style-type: none"> Congruence between organisational and individual goals 	<ul style="list-style-type: none"> Performance appraisal analysis 	
Stakeholders performance measures		
<ul style="list-style-type: none"> Identification of stakeholder needs 	<ul style="list-style-type: none"> Number of hours spend discussing their requirements Results from stakeholder surveys 	
<ul style="list-style-type: none"> Preparing and testing new approaches to stakeholder servicing 	<ul style="list-style-type: none"> Hours, days Number of new approaches trailed 	
<ul style="list-style-type: none"> Time between requesting the service and actually receiving it 	<ul style="list-style-type: none"> Cycle time 	
<ul style="list-style-type: none"> Extent to which stakeholder receives services which are tailored to their particular needs 	<ul style="list-style-type: none"> Stakeholder survey results 	
<ul style="list-style-type: none"> Costs of servicing each stakeholder 	<ul style="list-style-type: none"> Dollars 	
<ul style="list-style-type: none"> Cost of providing each service offered 	<ul style="list-style-type: none"> Dollars 	
<ul style="list-style-type: none"> Satisfaction level of stakeholder with service performance 	<ul style="list-style-type: none"> Satisfaction level 	
<ul style="list-style-type: none"> How often each service is used by stakeholder within a given time period 	<ul style="list-style-type: none"> Number 	
<ul style="list-style-type: none"> The unmet needs of stakeholder 	<ul style="list-style-type: none"> survey 	

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