

SYNOPSIS OF BOOK

Building a Sustainable Performance Framework

A Case Study for Development of a Framework to Support Strategic and Operational Planning, Performance Measurement, and Technology Implementation

This is a true “how to” book for organizations desiring to continue their existence, win their share of limited dollars, and demonstrate accountability and transparency. The methodology illustrated in this book is used to develop or enhance performance measurement efforts and provide an outcome focused framework for process mapping initiatives. The study uses the governmental function of animal control, an area in which most people have had some personal experience. The author emphasizes the importance of the behavioral aspects of developing a performance framework, providing for the alignment of people within the organization to a well-communicated vision and mission. It also expresses the importance of focusing on cross-organizational results and consistently demonstrating value to customers.

The methodology used in this framework recognizes three levels of reporting usage: Leadership, Management, and Process. In addition, it recognizes three distinct framework development areas: Results, Services and Projects. The framework supports strategic and operational planning and withstands the challenges of organizational dynamics, such as organizational structure, leadership changes, and staff turnover. It provides for all levels of management reporting that are necessary for development of management accounting and information systems.

The building of a sustainable performance framework will provide for a comprehensive set of useful performance measures, without “over measuring”. It ensures mutual understanding of performance expectations at all levels of an organization. It provides for consistency in managing for results, while avoiding undesirable behavior that can occur from “unbalanced” use of performance measurement. It also provides for presentation of *sets of measures and trends of data*, necessary for telling the complete story and providing for analysis.

The author derived this work from over fifteen years’ experience in performance management consulting. Her effort began in the early 1990’s as Inspector General within a state agency, creating program logic models to support performance-based budgeting. She subsequently provided these services as a private consultant to other state and local agencies. She later applied the concepts in the not-for-profit and private sector, and in other performance management areas: strategic planning, quality, human resource management and information technology projects.

Kaye Kendrick, CPA, CPM, CIA, began organizational performance work as an auditor, serving six years as Inspector General for a Florida state agency. Since that time, Kaye has worked as an entrepreneur and performance management consultant. She provided reviews and testimony for the Government Accounting Standards Board and the Government Finance Officers Association in their authoritative guidance to public entities on performance management, and service efforts and accomplishment reporting.