

**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