



## PERFORMANCE SYSTEMS

Tim Weston's approach to performance management is based upon a detailed analysis of business functions (tasks or accountabilities) at the organisation, work team and individual level. This analysis uses a methodology derived from IDEF0 to identify the significant functions being managed. Each function is represented both in a graphical format and in the form of a database structure, and is defined in terms of:

- Purpose or objective
- Criticality to the business (risk/opportunity driven)
- Upstream (supplier) and downstream (customer) functions
- Accountable team or individual
- Appropriate performance measures
- Forum and frequency for reviewing performance

Tim Weston understands that performance systems must be aligned to business strategies and plans, and must consider the level of maturity of the organisation along the performance management continuum:

- Having appropriate performance measures
- Collecting accurate performance data
- Achieving a stable and consistent level of performance
- Improving performance and re-establishing consistency at the higher levels of performance
- Reviewing the continued validity of performance measures and targets

Equally, Tim is aware that performance measures developed for individuals and work teams should:

- Relate to functions which the individuals and work team have decision making authority
- Be expressed in units of measure that relate to parameters controlled directly by the individual or team, rather than in consequential or derived terms.

Projects and experience in this area include:

- Development and implementation of performance reporting and tracking systems for a major Australian coal export terminal
- Analysing the business model of a major Asian coal producer with a view to developing key performance indicators and a performance reporting system.

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