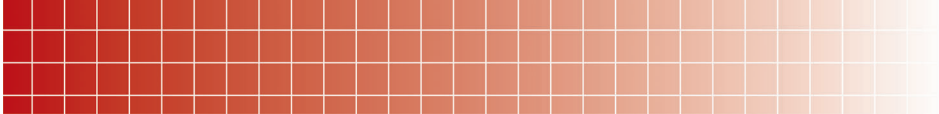


Executive Summary



The management of performance in the Public Service, and hospitals in particular, is a challenge. The decline in real budgets, demoralisation of health staff and inability to replace some categories of health professionals are some of the reasons provided as contributing to this challenge. A number of high level policy directions and documents have highlighted a need to deal with Public Service organisational performance. These include the Constitution, the White Paper on Reconstruction and Development, the White Paper on the Transformation of the Public Service, the White Paper on Transforming Public Service Delivery (Batho Pele), the Public Service Regulations, and the Public Finance Management Act. Flowing from this need and the findings of the 2000 Batho Pele survey, this Guide was developed.

This Guide on Organisational Performance Management for Hospital Managers, developed by the PSC in collaboration with the Provincial and National Departments of Health is a practical, user friendly resource directed at hospital managers. Its *Plan-Do-Check-Adjust* approach aims to make hospital managers accountable by operationalising strategic plans through planning, implementing, monitoring, and improving performance. The Performance Measurement Process Model followed in the Guide begins with strategic planning, including goal and objective setting, followed by establishing and updating performance measures, establishing accountability, measuring performance, analysing and reviewing performance, evaluating and utilising performance information, reporting performance and ends with taking corrective steps to correct or modify whatever has been identified as a bottleneck in the process.

Each of these steps in the Performance Measurement Process Model is explained and examples of how each step can be successfully completed are provided. Most strategic plans are difficult to implement because the how part is normally not included in the plans but this Guide takes the reader and practitioner/ manager through each step. The Guide also recognises the fact that leadership is not only at the top but throughout the organisation and links this to the need to cascade accountability, while mapping measures in every level. It further provides the necessary link between organisational and individual performance management systems that are currently functional in the Public Service.

The importance of delegation and its contribution to management accountability is highlighted in the Guide. One area considered difficult, that of collecting, validating and making sense of data, is explained with methods for data presentation given. The Guide concludes by making reference to those areas considered important for an organisation to succeed. These include the need to capacitate the organisation as well as individuals, performance management and reward, communication, organisation culture and change and monitoring and evaluation.