

KPI REFRESHER COURSE



31 Julai 2017

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OBJECTIVE



At the end of this session participants will be able to:

- Assist their respective ministries in further cascading and developing individual KPIs.
- Draw out and develop individual KPIs from various sources.
- Distinguish between Strategic and Routine Individual KPIs

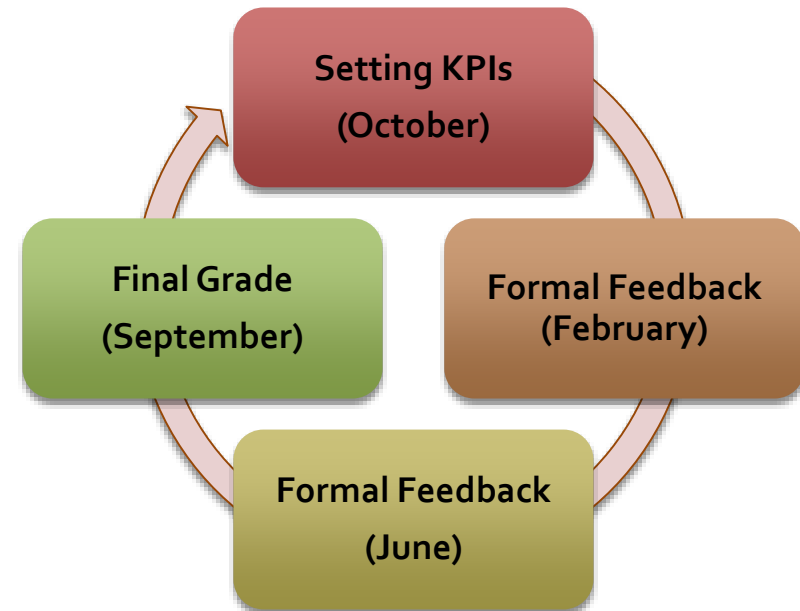




NEW PERFORMANCE APPRAISAL

- ▶ Introduction of individual KPIs as a measure of individual performance.
- ▶ Monitored through continuous feedback sessions conducted between assessor and assessee.

Division I, II, III	Division IV, V
Minimum 2 KPIs	1 KPI



DEFINITION



KPI (**Key Performance Indicators**)

- Petunjuk Prestasi Utama adalah satu **sukat-sukat penilaian yang** digunakan oleh **sebuah organisasi atau individu** dalam **mengukur atau membandingkan prestasi** bagi mencapai matlamat strategik dan operasi.

*(Key performance indicators are a set of **quantifiable measures** that **an organisation or a person** uses to gauge or **compare performance** in terms of meeting their strategic and operational goals)*

WHY ARE KPIS NEEDED?

**To
Communicate
Status Of
Performance**

**To Drive
Improvement
By
Fact/ Data**

**To Help
Prioritise
Improvement
Activities**

**Establish
Accountability
Prioritisation
Development**

**A Continual
Health Check**

**Connect
Outcomes
To Process**





DEVELOPING OBJECTIVES & KPIs

OBJEKTIF	KPI
<ul style="list-style-type: none">Bermula dengan Kata Kerja (<i>Verb</i>)Contoh:<ul style="list-style-type: none"><input type="checkbox"/> Meningkatkan Kepuasan Pelanggan	<ul style="list-style-type: none">Dapat dinilai (<i>Measurable</i>)Menilai Kualiti, Kuantiti dan Keberkesanan (<i>Quality, Quantity & Efficiency</i>)Bermula dengan symbol seperti # (No.), \$, %Contoh:<ul style="list-style-type: none"><input type="checkbox"/> % Mencapai Tahap Kepuasan Pelanggan<input type="checkbox"/> % Mengurangkan aduan yang tidak ditangani



DEVELOPING SUCCESSFUL KPIs

S

- **SPECIFIC (KHUSUS)**
- The KPI is clear and focused toward performance targets

M

- **MEASURABLE (DAPAT DIUKUR)**
- The KPI can be expressed quantitatively

A

- **ATTAINABLE (DAPAT DICAPAI)**
- The KPI Targets are reasonable and achievable

R

- **REALISTIC**
- The KPI is directly pertinent to the work being done

T

- **TIME BASED (JANGKA MASA)**
- The KPI can be measured in a given time period

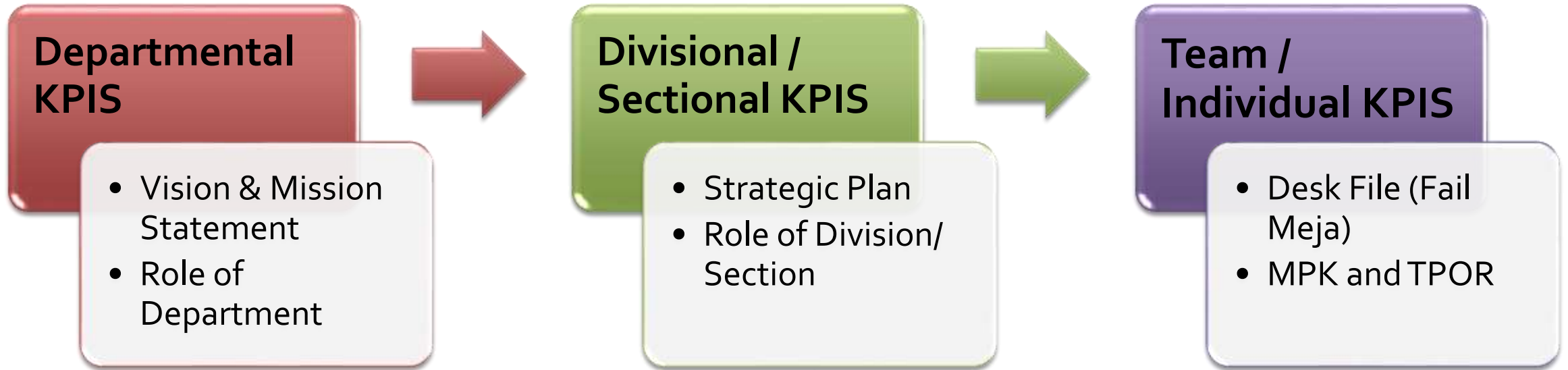


BARRIERS TO EFFECTIVE INDIVIDUAL KPIs

“Measures are ugly when they fail to give you the feedback you need to have more control or influence over the results you most passionately want, or need, to create”.

- ▶ KPIs set are difficult to track or measure.
- ▶ Not tied to organisation’s strategy, purpose or role.
- ▶ Targets do not push or motivate individuals to do their best.
- ▶ No specific time frame given.
- ▶ Measures that are actually data (such as input KPIs) and not a measure of performance.
- ▶ Lack of a proper feedback mechanism*.

CASCADING KPIS



TRANSLATING KPIS: EXAMPLE



Vision & Mission

- To provide excellent customer service



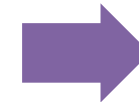
Departmental KPIs

- # Annual complaints unresolved reduced by 25%



Sectional / Divisional KPIs

- # Complaints Processed
- # Complaints Resolved
- # Complaints Unresolved



Team / Individual KPIs

- % Complaints resolved within 7 Days



TYPES OF INDIVIDUAL KPIs

Procedural KPIs

- Based on MPK, TPOR
- Daily Routines

Timely KPIs

- Tasks completed on time

Project Based KPIs

- Completion of Projects



Key Performance Indicator

Strategic KPIs

- Leadership Role

Quality KPIs

- Quality of product

Output KPIs

- Expected output / production



TYPES OF INDIVIDUAL KPIs

Procedural KPIs

- # Jumlah permohonan diproses dalam satu masa

Timely KPIs

- # Masa dispatch surat

Project Based KPIs

- % Project dikendalikan mengikut jadual ditetapkan

Strategic KPIs

- % Kerja-kerja Bahagian/ Seksyen selesai dikendalikan

Quality KPIs

- % Aduan diterima dan ditangani dalam tempoh 7 hari

Output KPIs

- # Program latihan dikendalikan setiap tahun



Key Performance Indicator

Example of Cascading KPIs



INSTITUT PERKHIDMATAN AWAM

VISION	Menjadi Institusi Sumber Tenaga Manusia Yang Terbilang
MISSION	Menyediakan latihan, pembelajaran, konsultasi dan perkembangan sumber manusia bagi Perkhidmatan Awam, pelanggan tempatan dan antarabangsa yang disejajarkan dengan matlamat pembangunan negara

Objektif Bahagian Latihan dan Perkembangan:

- Menyediakan dan menyampaikan program **pembelajaran berkualiti berpandukan** keperluan perkhidmatan awam mengikut kajian (evidenced based).
- Memberikan perkhidmatan konsultasi dari segi pembangunan sumber manusia.

KPI BAHAGIAN TD

Bil.	Objektif	KPI1	KPI2
1	Menyediakan Program Latihan Yang Berkualiti	% Program Pembelajaran Tahunan Diselaraskan Berpandukan keperluan Perkhidmatan Awam mengikut kajian (Evidence Based)	
2	Mengendalikan Program Latihan Yang Berkualiti	% Program Latihan Tahunan Yang Dirancang Berjaya Dikendalikan	% Program Latihan Disampaikan Mencapai Purata Markah Penilaian 80% ke atas
3	Memberikan perkhidmatan konsultasi dari segi pembangunan sumber manusia (HRD)	% Permohonan Latihan In-House yang diterima dijalankan	

KPI INDIVIDU: BAHAGIAN TD

Bil.	Jawatan	Dvn	KPI1	KPI2	KPI3	KPI4
1	Pegawai Latihan Kanan	II	% Menyampaikan 150 Jam Pembangunan Kapasiti	% Program Latihan Disampaikan Mencapai Purata Markah Penilaian 80% ke atas	% Program Latihan Tahunan Yang Dirancang Pusat Berjaya Dikendalikan	% Program Pembelajaran Tahunan Pusat Diselaraskan Berpandukan keperluan Perkhidmatan Awam mengikut kajian (Evidence Based).
2	Pegawai Latihan	II	% Menyampaikan 150 Jam Pembangunan Kapasiti	% Program Latihan Disampaikan Mencapai Purata Markah Penilaian 80% ke atas	% Program Latihan Tahunan Yang Diselaras Berjaya Dikendalikan	
3	Penolong Pegawai Latihan	III	% Menyampaikan 150 Jam Pembangunan Kapasiti	% Program Latihan Disampaikan Mencapai Purata Markah Penilaian 80% ke atas	% Program Latihan Tahunan Yang Diselaras Berjaya Dikendalikan	
4	Kerani Latihan	IV	% Mengeluarkan makluman pencalonan 2 Minggu Sebelum Kursus Berjalan Makluman	% Menyediakan bilik kuliah 1 Hari Sebelum Kursus dikendalikan		

QnA Session

