

## Performance management of service-sector organizations

**T**wenty-seven performance management professionals from 13 member economies gathered for the five-day workshop on Performance Management of Service-sector Organizations held by the APO in collaboration with the National Productivity Organization (NPO), Pakistan, 18–22 February, in Islamabad. The service sector is the mainstay of the economy in most APO members. Apart from public-sector organizations, it also includes healthcare, education, retail, transport, tourism, etc. that employ thousands. There is increasing demand to improve productivity in service organizations, although this is challenging. Performance management is one effective tool that can achieve quantum leaps in the productivity of these organizations. Performance management can lead to enhanced service quality, increased stakeholder satisfaction, and greater cost-effectiveness and transparency. It also helps to recognize and reward outstanding performers and to develop modest ones.

The workshop discussed ways, new approaches, and methodologies for performance management of service-sector organizations; examined the difficulties and challenges in conducting performance management by sharing case studies; and worked on solutions for the effective use of performance management as a tool to enhance the productivity of service-sector organizations.

The NPO chose a major local healthcare institution, Shifa International Hospital, in Islamabad for the site visit. A private hospital, it attained ISO certification in 2008. The Department of Clinical Support did an excellent job of explaining the hospital's performance management and improvement system, how it worked, and how it

impacted the management of the organization's performance down to individual performance management. It was a good illustration of the power of a performance measurement and improvement system which correlated directly related to the workshop contents. The workshop participants, some of whom were senior hospital officials, posed interesting questions that sparked stimulating discussions.



*Participants brainstorming during group work on action plans for performance management.*

Um Serivuth from Cambodia committed to conducting internal training for colleagues and add performance management to the action plan for productivity improvement in his office. Senior Employment Relations Officer from the Housing Authority of Fiji Kelera Cawai Ratinaisiwa remarked that she would try and improve the performance management system of her agency. “The service sector is a major component of all the countries represented at the workshop and even among the emerging nations present, the service sector is contributing more than 50% of GDP. Therefore I think this workshop demonstrated that the APO made the correct decision in focusing more projects on this sector,” stated Canadian expert Richard Clarke. ☺