



## PUTTING THE PERFORMANCE INDICATORS TO WORK

British philosopher Michael Oakeshott once wrote that the purpose of professional education is “to create the moment and stimulate the dialogue.”

In many ways, that is the role of the PERFORMANCE INDICATORS - to be the reason (or excuse) why people pause in their day to day work and to provide the framework for their reflection and discussion.

By their very nature, the PERFORMANCE INDICATORS can be used in a wide variety of ways to achieve different results.

For example:

- as a QUICK DIAGNOSTIC TOOL, individual managers or small teams can efficiently “check-in” on the status of their programs;
- as a SURVEY INSTRUMENT, they can generate data that gives insight into how people perceive the company’s commitment and performance;
- as a framework for SYSTEMATIC ANALYSIS, they can guide research and reflection by a project team;
- as the starting point for ORGANIZED PLANNING, both strategic and tactical, they can result in an “agenda for development” that can guide growth and improvement.

[ Mónica Galiano and Kenn Allen, the developers of the PIs, have been directly involved in the creation and development of Voluntarios Vale, the corporate volunteer program of Vale do Rio Doce company. Monica as the designer and managing consultant and Kenn as an international resource person. Vale do Rio Doce has been involved in the development, refinement and utilization of the Performance Indicators as they have evolved over the past three years, with the contribution of Liesel Filgueiras and Maria Alice Gonçalves Santos, from Vale foundation staff. They feel strongly that the PIs can be useful throughout the world - helping companies assess their performance, creating a data base that all of us can use to compare ourselves with others and building a body of global “best practice.” ]

## THE CONCEPTS

THESE SIX CONCEPTS are the basis for the PERFORMANCE INDICATORS:

1. Support of top leadership is one of the most critical elements of success. With it comes the opportunity to demonstrate that the company holds its volunteer efforts in high value.
2. Sustained programs are rooted in established policies that are visible to and known by everyone in the company. These reinforce value and demonstrate that the programs are considered part of the company’s ongoing business operations.
3. The primary outlets for a company’s volunteer time, talent, and energy are its partners in the community. When strongest, these are not philanthropic relationships but true partnerships in which both sides participate in planning and execution for impact.
4. Successful companies bring to their volunteer efforts the same quality of management that they use in their core business operations. They are aiming to maximize the impact of their work for the community and the personal benefit to their employee volunteers.
5. At the heart of that effective management is the commitment to continuous improvement. By actively learning from their employee volunteers and from their community partners, companies can steadily improve performance and increase value.
6. Top companies go beyond themselves to provide leadership for volunteering at the local, national and even international levels, enrolling their stakeholders and bringing more and more companies into active engagement with their communities.

These six essential elements are supported by 12 Core Indicators, specific statements designed to help determine whether each of the Elements are in place, and a series of specific Performance Measures.

The PIs are designed to be used at any level of the company - from an overall multinational assessment through to a self-assessment by a single local unit. They are packaged as an online survey that allows companies to enable as many or as few people as they desire to respond.