

**Designing a Performance Measurement Tool and a Strategic
Planning Guide for Pro-Life**





Ashesi University College

Designing a Performance Measurement Tool and a Strategic Planning Guide for Pro-Life

By

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Applied Project Report submitted to the Department of Business Administration, Ashesi University College in partial fulfillment of the requirements for the award of Bachelor of Science degree in Business Administration

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Declaration Page

I hereby declare that this Applied Project Report is the result of my own original work and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's Signature:.....

Candidate's Name:.....

Date:

I hereby declare that the preparation and presentation of the Applied Project Report were supervised in accordance with the guidelines on supervision of applied projects laid down by Ashesi University College.

Supervisor's Signature:.....

Supervisor's Name:

Date:

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Executive Summary

Pro-Life Multimedia is a youth development NGO located at Awoshie, a suburb of Accra, the capital city of Ghana. The organization was established in 2009 and they organize many social programs to aid the development of the youth at Awoshie.

This project was carried out with the main aim of identifying and resolving some key human resources management and operational challenges Pro-Life is facing. A needs assessment was conducted within the premises of Pro-Life, and the most crucial needs identified were the need for a performance measurement tool and a strategic planning guide.

Performance measurement is a formal process used to measure employee's behavior and job related attitudes. Performance measurement is important because it enable employees to constantly improve because of the feedback system incorporated. From the need assessment, Pro-Life did not have a performance measurement system and it affected them because it led to some employees taking their jobs for granted.

Strategic planning is the process by which members of an organization envision its future and develop the necessary procedures and operations to achieve that future. Strategic planning is important because it serves as a framework for decisions making and it explains the business to others, in other to inform and motivate them. Pro-Life does not have a strategic plan and it has affected their ability to fund operations.

To address these issues, an employee performance measurement tool and a strategic planning guide were designed for the organization. The frequent use of the deliverables aforementioned will help Pro-Life to grow and develop since it will enable mangers to effectively direct their employees towards the attainment of the organization's strategic goals.

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Chapter One: **Introduction to Project**

Youth development has become a priority for many countries across the globe. it can be defined as “the ongoing growth process in which all youth are engaged in attempting to (1) meet their basic, personal and social needs, to be safe, feel cared for, be valued, be useful, and be spiritually grounded, and (2) to build skills and competencies that allows them to function and contribute in their daily lives” (Pittman, 1993). Youth development therefore means providing opportunities for young people to grow holistically. Governments of nations across the world are making strenuous effort to develop and empower the young people in their countries. As a result, the United Nations has shown interest in youth development by earmarking 12th August, as the International Youth Day. Ghana as an economy has also paid attention to youth issues by establishing the Ministry of Youth and Sport (MOYS), to aid youth development in the country.

In 2005, the Ministry of Youth and Sport was merged with the Ministry of Education to form the Ministry of Education, Youth and Sport. In 2006, the Youth and Sport segment of this Ministry were separated. The Sports segment was later merged with Education and Science to form the Ministry of Education, Science and Sports whilst, the Youth segment was merged with Employment and Manpower Planning to form the Ministry of Employment, Youth and Manpower Planning. In 2009, Government decided to re-establish the Ministry so as to represent an emergent trend amongst different countries worldwide which acknowledges the inherent benefit in the natural affinity between Youth and Sport as an instrument for national development. (Ministry of Youth And Sport, 2014). Thus, the Ministry of Youth and Sport was re-established with the mission to “create an enabling environment for the effective development of the youth and sport sectors through policy formulation, co-ordination, monitoring and evaluation and the facilitating of the provision of facilities”. (Ministry of Youth and Sport, 2014). So far, the Ministry has been

able to create different statutory institutions such as the National Youth Employment Programme and the National Youth Authority. The Ministry has also been able to finalize and implement the National Youth Policy and establish a framework that will guide, mobilize and develop the youth. The Ministry also reviews the National Youth Employment Programme (NYEP), and ensures the institution's effectiveness and efficiency. MOYS also established the National Youth Authority (NYA) and they are responsible for implementing policies and programs that will develop and empower the youth. According to NYA, youth in Ghana are people between the ages 15 and 35 years. (The National Youth Authority, 2014).

Over the years, there has been numerous youth development agencies established in Ghana. These agencies are either religiously owned, private owned or state owned. Most of these youth agencies organize conferences, workshops and different training sessions to educate the youth so that they can become responsible, confident and productive citizens. Examples of these youth agencies include: Under 30, Golden Opportunity, Drama Network and many more. Furthermore, the youth development agencies also provide career counselling for the youth and some of them go further to help them get jobs. For instance, The National Youth Employment Programme was established to help the youth acquire jobs and to prevent them from being jobless. Pro-Life Multimedia is one of the youth development agencies in Ghana; and they offer both remedial classes and social programs to aid the development of the youth in the area where they operate.

In Ghana, students from low income background frequently fall behind early on their educational journey. This is because while schooling, there were no support to help them address their learning needs and goals. As a result, these students lag behind and fail their national exams that will take them from one educational level to the next. Remedial education programs were established to address learning needs of a targeted group of students, who are lagging behind academically.

Remedial schools in Ghana are very effective because they strategically plan to deliver quality education for students. Some of the remedial schools in Ghana include; Ideal College, Stream Street College, Pro-Life Multimedia, His Majesty Academy, A+ Remedial school and many more.

1.1 Company Profile of Pro-Life Multimedia GH

Brief History

Pro-Life Multimedia Ghana is a Non-Governmental Organization (NGO) which was established by Mr. Samuel Boateng in October 2009. Mr. Boateng saw the need of the youth in his community (Awoshie) to be educated and developed after he had worked on the Junior Guide Newspaper. He established Pro-Life which organizes many activities to ensure the development of the youth in his society in three core areas which are; Education, Health and Livelihood. The organization currently has an office at Awoshie in the Greater Accra Region of Ghana.

1.2 Activities of Pro-Life Multimedia under Health, Livelihood and Education

Education	Livelihood	Health
<ul style="list-style-type: none">• Remedial and vacation classes for students• Library for the community• Workshops and conferences for the youth at Awoshie• A youth magazine called The Coaktail• A T.V quiz for private S.H.S schools dubbed Brain Battle	<ul style="list-style-type: none">• Career development seminars dubbed "Excellence Orientation" for the youth	<ul style="list-style-type: none">• Partnership with the Selasian Missions to set up clubs that reaches to the youth on sexual issues.

Education

- The main services offered by Pro-Life are related to education and these include; their remedial school for students who need to improve their grades in order to access tertiary education. They also offer home tuition and extra classes for students whose parents want them to get ahead in class and vacation/summer school for students at all levels during their long summer breaks. Currently, Pro-Life has over 20 students attending their remedial school.
- Pro-Life runs a library at Awoshie and provides counselling and mentoring services for students on various subjects ranging from time management to abuse prevention. They also help students with university selection and application.
- Pro-Life runs a newspaper called The Cocktail, which seeks to use its content to promote positive life transformation of the youth of Ghana and the sub regions. The cocktail newspaper is currently under restructuring. It will then be converted into a quarterly youth magazine.
- Pro-Life has also partnered with the Conference of Heads of Private Schools to develop an innovative educative program dubbed: Brain Battle T.V Quiz for private senior high schools in Ghana. This program was piloted on October 2013 and it is aimed at improving the proficiency and performance of students in the core subjects studied under the Ghana Education Service syllabus.

Health

- Pro-Life is currently collaborating with a Priest from the Salesian Missions to set up clubs in Ghana that will reach out to the youth on sexual issues. Prominent among these issues

is an Anti- abortion campaign. This will mainly involve programs and projects to educate and sensitize young people across Ghana on issues that will help them stay away from abortion, pre-marital sex and homosexual practices.

Livelihood

- Pro-Life also organizes career development seminars dubbed “Excellence Orientation” for the youth to help them develop and maximize their potential and capacity for the future.

Several individuals serve as volunteer staff at Pro-Life. According to Pro-Life, the average student who attends the vacation class graduate from senior high school with an A grade and an average grade of B+ for remedial class students.

Vision

Pro-Life Multimedia Ghana is a registered youth NGO with the ultimate goal of harnessing the power of the print and electronic media (through partnership) to promote life through three core areas. The default objective of Pro-Life is to develop activism and advocacy against legalization of abortion and other sexual rights that are not in consonance with the written Word of God.

Mission

Pro-Life seeks to promote issues that will support and improve the lives of the youth of Ghana through the following core areas;

- Education
- Health
- Livelihood.

SWOT Analysis

A SWOT analysis includes identifying the Strengths, Weaknesses, Opportunities and Threats of an organization. It is a strategic planning tool, which is useful for planning and decision making at multiple levels within an organization and it also analyses the environment and the organization's standing in it. A SWOT analysis was conducted with some of the employees at Pro-Life and the results are below;

SWOT Analysis	
Strengths	Weaknesses
<ul style="list-style-type: none">• They have highly qualified, competent and experienced employees• They have volunteers to help the organization with their day to day activities• They also have a strong relationship with partners and stakeholders	<ul style="list-style-type: none">• Pro-Life is unable to attract sponsors• The organization has not reached out to the youth outside Awoshie• The organization has weak human resources policies• Pro-Life is not known in other parts of Accra
Opportunities	Threats
<ul style="list-style-type: none">• The organization can develop links with the business community and other partners• Use of technology and finding sponsorship can also be used to the organization's advantage• Support from the community can also be used to their advantage	<ul style="list-style-type: none">• Unstable macroeconomic and political environment

1.3 Observed Research Problem

Pro-Life as an NGO has many goals it wants to achieve. As a result, all members of the team work tirelessly to help the organization achieve most of its dreams. Since its establishment, Pro-Life has measured performance based on feedback they generated from employees. Additionally, none of their feedback is documented, which leads to the problem of forgetfulness of feedback given or

the inability to provide evidence to measure the performance of employees and volunteers. Moreover, the feedback system is not systematic and mandatory.

Secondly, the NGO has many goals it wants to accomplish in the next five years which has not been documented. Therefore, it does not have any document to serve as a guide to help the organization strategically plan towards their future.

To summarize, the major problems identified are the absence of a performance measurement tool and a strategic planning guide which has led to a slower growth rate for Pro-Life Multimedia.

1.4 Objective and Significance of the Research Project

The challenges aforementioned led to the need of this project. This project seeks to conduct a detailed research on the ways Pro-Life conduct its activities and how they hope to accomplish their goals. The main deliverables include a performance measurement tool and a strategic planning guide. The objective was identified after a need assessment was conducted at Pro-Life. Based on the result of the needs assessment, a solution was proposed.

1.5 Rationale for the Project

Pro-Life as an NGO has potential to grow and develop within a few years. The organization has highly qualified team members who are passionate about the youth and their development, in addition to the organization's mission and vision. However, for every organization to develop and grow, they must have a strategic planning guide to enable the organization envision itself in a few years and plan towards it. Additionally, employees in an organization can be improving constantly once their performance is measured regularly. Pro-Life needs these tools to aid its growth and development so that the organization can also be more impactful to the community than it already is.

1.6 Outline of the project

1st Chapter: This chapter provides a general context for the project, and lays the foundation for the rest of the work that will be done. It gives an overview of the organization and the industry.

2nd Chapter: This chapter demonstrates the need and the importance of this project, and essentially creates a strong business case for it. Here, the chapter focuses on the needs assessment conducted for the organization.

3rd Chapter: This chapter entails a literature review on resources related to strategic planning and performance measurement tools. This will include what various researchers have said about the importance of strategic planning and performance measurement.

4th Chapter: This chapter discusses the creation of the actual tools aforementioned. It will include clear guidelines on how to use the tool, its maintenance and how often it should be reviewed.

5th Chapter: This chapter entails a conclusion of the tools designed and a set of recommendations for the organization.

Chapter Two : Needs Assessment and Methodology

Chapter Overview: This section outlines how a needs assessment was performed on the premises of Pro-Life Multimedia. The chapter discloses how interviews were used to conduct the needs assessment. The result of the needs assessment is a proposed solution that will directly help fill the gap identified.

“A needs assessment is the formal process of identifying needs as gaps between current and desired results, placing those needs in priority order based on the cost to meet each need versus the cost for ignoring it, and selecting the most important needs for reduction and eliminating” (Leigh, Platt, Watkins, & Kaufman, 2000). The goals of this needs assessment are;

- To learn more about what Pro-Life’s needs are. The interview will provide detailed information from the employees than what one could get from observation alone.
- To become aware of possible needs that no one ever saw as particularly important or never even knew existed.
- To identify the strength, weakness and objectives of Pro-Life with regard to documentation of their goals

A summary of the Needs Assessment is shown graphically in Appendix E of this document

2.1 Interviews

An Interview can be defined as a method of data collection, information or opinion gathering that specifically involves asking a series of questions (Davies, 2006). An interview was conducted with Mr. Samuel Boateng on the premises of Pro-Life. He was the representative chosen to be interviewed because he is the founder of Pro-Life and he wrote the organization’s mission and

vision and thus has a future plan for the organization. Two volunteers who have been working with the organization were also interviewed. The questions asked in the interview are:

- Do you have a performance appraisal system at Pro-Life?
- How do you think Pro-Life's current performance appraisal process can be improved?
- Has the absence of an improved structured performance appraisal system affected employee performance?
- How has the absence of an improved structured performance appraisal system cost the organization? (Any examples)
- What are some of the key performance indicators for this organization?
- What are Pro-Life's short term and long term goals?
- Do you have a strategic plan?
- How do you think Pro-Life's current strategic plan can be improved?
- How has the absence of a strategic plan affected operations? / How has the absence of an improved / updated strategic plan affected operations?
- How has the absence of a strategic plan cost the organization / How has the absence of an improved / updated strategic plan cost the organization? (Any special examples)?

2.2 Result of Needs Assessment

The Needs Assessment revealed that Pro-Life did not have a performance measurement system. The current system for measuring employee performance at Pro-Life involves supervisors observing employees whiles they are working. After observing, supervisors will offer feedback where necessary.

It was also discovered that the lack of a performance measurement tool had affected operations at Pro-Life because it has led to ;

- Some employees taking their jobs for granted; because employees knew that their performance would not be evaluated, they tend to take their jobs for granted and perform averagely when they can actually perform excellently at work.
- Repetition of mistakes; because there is no performance appraisal system at Pro-Life, feedback is not given in a structured way; as a result, there is the repetition of mistakes from the employees. Thus, if there was a structured documented way of appraising employees, feedback would be given and employees would be constantly improving.

From the interview, Mr. Boateng also highlighted that the lack of a performance measurement tool has cost the organization because it had delayed progress of the organization.

Mr. Boateng, wanted the performance of the employees at Pro-Life to be measured based on their competencies, individual job requirement and some key performance indicators. Mr. Boateng wanted a performance measurement tool that incorporated some specific competencies for measuring the performance of employees in non-supervisory roles, supervisory roles and teachers.

From the interview, Mr. Boateng wanted to evaluate the behavior of the various employees. In other words, he wanted to measure how work was actually performed by the employees. Lastly, he also wanted to evaluate what employees actually accomplished or produced at the end of a particular period.

Additionally, it was revealed that Pro-Life did not have a strategic planning guide. Pro-Life currently have goals that they hope to accomplish. However, they do not have a strategic planning guide with an implementation worksheet and timelines attached. From the interview, the lack of a strategic plan has affected operations at Pro-Life because it affected their ability to fund their operations and it has also prevented them from receiving some sponsorship from potential donors.

This is because donors sometimes demand for strategic plans from an NGO before they donate to an organization.

The result of the needs assessment and interviews conducted were used in designing a performance measurement tool and a strategic planning guide for Pro-Life. These tools are discussed thoroughly in the next two chapters.

Chapter Three: Literature Review

Chapter Overview: In an attempt to come up with a solution for Pro-Life, a literature review was conducted. This chapter summarizes what other researchers have said about the importance of the proposed deliverables aforementioned. It will also draw on real life cases that demonstrate the impact of the proposed solutions created. Additionally, the literature will provide justification for the proposed solution.

Strategic Planning

3.1 The importance of Implementation

Strategic planning is defined as the devising and formulation of organizational level plans which set the broad and flexible objectives, strategies and policies of a business, driving the organization towards its vision of the future (Aldehayyat & Anchor, 2010). Strategic planning enhances coordination by bringing together all business unit strategies within an overall corporate strategy. Strategic planning makes way for top managers to enhance controlling by reviewing performance and progress towards objectives and improves the corporate performance of their companies. However, strategic planning can be successful only if there is an effective implementation of the strategy. Sometimes, companies face some problems when implementing (Aldehayyat & Anchor, 2010). An implementation problem can be defined as an operational obstacle to goal achievement which either existed before implementation began and; was not recognized or arose as a systematic reaction to conditions of the implementation effort due to poor preparation or systematic failure (Aldehayyat & Anchor, 2010). A study was conducted with the Jordan companies of the Middle East in which they examined their various strategic planning implementation problems. From the result of their research, the highest implementation problem recorded was the unanticipated major problems that arose in the course of implementing, followed by economic crisis that distract

attention from implementation. Some other implementation problems include, inadequate leadership and direction by departmental managers and inadequate definition of key implementation tasks. This proves that for a strategic plan to be effective, managers must anticipate unforeseen problem and adjust their strategic plan to respond to the unanticipated problem. Additionally, it is also evident that leadership and direction of managers and supervisors are importance to the proper execution of a strategic plan because with good leadership and supervisory skills, managers will be able to motivate and encourage their employees to perform their assigned task effectively. Furthermore, a strategic plan cannot affect the performance of an organization unless the plan is implemented effectively. For the purpose of this project, the concept of Aldeyyat and Ancor will be adopted because they made mention of the importance of not just drawing a strategic plan but also implementing the strategic plan. Thus, when drawing a strategic planning guide for Pro-Life, an implementation plan will also be designed.

3.2 Unpredictable Changes and Strategic Planning

Robert Grant wrote about strategic planning in his article “Strategic Planning in a turbulent environment” (Grant, 2003). Grant wanted to find out whether a company’s strategic planning practices have adapted to a world of rapid and unpredictable change, since there has been an increase in the volatility of the business environment thus making systematic strategic planning very difficult (Grant, 2003). Indeed unpredictable changes such as macroeconomic disequilibrium; exchange rate volatility makes implementation of strategic plan quite difficult (Grant, 2003). Thus, it is recommended organizations consistently adjust their strategic plan to respond to the unforeseen challenges. Strategic planning plays a central role in the management system of large companies. However, it was also discovered that the practices of strategic planning has also changed substantially over the past two decades in response to the challenges of the turbulent environment. Now strategic plans themselves have become shorter term, more

goal focused and more specific with regards to actions and resources allocation (Grant, 2003).

Grant's article agrees with Aldehayyat & Anchor that Strategic planning is very important since it plays a central roles in the management system of large companies. Additionally, it is evident that in the process of implementing a strategic plan, many companies experience many challenges, which can thwart their implementation process. Nonetheless, Strategic plans must be adjusted to respond to unforeseen problems so that companies can continue implementing once challenges emerge. For the purpose of this project, Grant's concept will be recommended because it involves taking into consideration some of the unpredictable changes in the business environment that affect strategic planning. This means when drawing the strategic planning guide for Pro-Life, the planning guide itself will become more goal focused and specific in regards to actions and resources allocation.

Lawlor in his article "The importance of Strategic planning" agrees with Grant concerning the fact that the volatility of the business environment makes planning strategically quite difficult. However, he also articulated that businesses must be looking ahead, anticipating change, and developing a strategy to proactively and successfully navigate through the turbulence that are unexpected. This means a strategic plan must be able to anticipate the different changes and economic challenges that might come up, and work on it, in other not to thwart the company's performance (Lawlor, n.d).

Furthermore, strategic planning provides a company with purpose and direction. Without a strategic plan, businesses simply drift and are thus always reacting to the pressure of the day. It is evident that companies that do not have a strategic plan have exponentially higher rates of failure than those that plan and implement well. A strategic plan must consist of a vision, a good plan, great execution, and a communicated goal that is accessible to everyone. Lawlor also agrees with

Aldehayyat and Anchor by stating that a good strategy combined with a great execution plan will transform the organization. Some of the benefits of a strategic plan are discussed below.

- With a strategic plan, information communicated through vision and strategy allows people to make the best decisions in terms of hiring talents, adopting and developing the right systems, making the right investments and many more important decisions.
- Another benefit of a strategic plan is that, it increases the energy of the employees: With a strategic plan in place, it will energize the workers and eliminate confusion on priorities.
- One benefit of a strategic plan is that, it improves customer satisfaction: With an implemented strategic plan, it will lead to higher retention and growth of the company because all resources will be invested towards accomplishing a goal or objective

For the purpose of this project, the relevant themes of Lawlor's article will be adopted. It is important that every strategic plan must have a vision, great execution and a communicated goal.

Strategic planning helps different organization to accomplish their goal. Once goals and objectives have been achieved, employers reward employees who performed well and helped the organization achieve their goals. Thus it is important for organizations to measure the performance of their employees because it enables them to rewards employees who performed excellently at work.

Performance Measurement Tools

3.3 Productivity and Performance measurement

In Managing Human Resources the authors Jackson, Schuler and Werner (2009) stated that performance measurement ensures productivity in an organization. The authors defined performance measurement as the “formal, structured, process used to measure, evaluates and

influence employee job related attitudes, behavior and performance result” (Jackson, Schuler & Werner, 2009). The authors presented a case study of a company called TRW whose condition begun to decline. As a result, top management begun to seek ways to revitalize the company. TRW incorporated a performance measurement system and that transformed the company. TRW was transformed because the performance measurement system ensured that both managers and subordinates found new ways to become more efficient and more effective as a result of the feedback system they incorporated during appraisal. This proves that performance measurement can transform a company by constantly improving the employees.

Mark Glase shared similar views with Jackson, Schuler and Werner in his article “Tailoring performance measurement to fit the organization: From Generic to Germane” about how performance measurement is an important mechanism for productivity improvement (Glase, 1991). Glase used his article to examine the different methods for turning generic performance measurement into a useful tool for monitoring performance and for establishing communication network that feeds into decision making. This proves that it is important employees within the organization communicate frequently. Glase made mention of Chris Churches in his article. Chris Churches was the Wichita’s city manager and he became a driving force behind productivity improvement in the year 1987 when he took steps to ensure that performance measurement systems were implemented in his organization (Glase, 1991). The above literature proves that there is a direct correlation between companies’ who measure their employee’s performance and their productivity improvement.

Dessler in his book “Human Resource Management” also shared similar views with the different authors. Dessler stated that performance measurement is very important because it ensures the constant improvement of employees since feedback is given at the end of almost

every appraisal. However, he also shares a concern that many companies wait until the time for employee's appraisal before they give employees feedback. Dessler stated that it is "a mistake" (Dessler,2005) to wait until the actual appraisal to let employees know whether what they are doing is wrong or right. He therefore advised managers to constantly provide feedback to also ensure constant improvement of their employees (Glase, 1991).

For the purpose of this project, all the ideas of the different authors will be considered when drawing a performance measurement tool for Pro-Life. All the authors talked about the importance of incorporating a feedback system in the performance appraisal system to ensure that the employees are constantly improving.

3.4 How Useful Is Performance Measurement

Performance measurement is important because it ensures the ability to track outcomes in a timely manner, thereby allowing real-time adjustment and, hence, productivity improvement (Berman, 2002). Dessler in his book agrees with Berman because measuring performance means that each employee and team, performances makes sense in terms of the company's overall goals. This suggests that the degree of the employees' performance determines the success of the company. If employees are performing extremely well the organization is likely to also do well and the opposite is also true.

Nonetheless, Courty and Marschke in their article "dynamics of performance measurement system" (2003) stated that performance measurement is not always beneficial to an organization because the performance measurement system could elicit dysfunctional and unintended response called gaming. This response is elicited because some supervisors appraising the performance of their employees, do not understand how the measurement system works. In other to manage the problem of gamming, the performance measurement system must be dynamic in

nature and must be updated from time to time to incorporate new goals and vision the organization want to accomplish (Courty & Marschke, 2003). Performance measurement is dynamic in nature and thus changes constantly. As a result, organizations must not design the performance measurement tool as though they were the final product since they might have to makes some changes to ensure that all the skills set of employees are in line with the mission , vision and objectives of the organization (Courty & Marschke, 2003).

In summary, the literature discusses strategic planning as central to the success of an organization once the plan is implemented. Additionally, literature also highlighted the importance of adjusting strategic plans to respond to unforeseen circumstances so that it does not prevent mangers from implementing effectively. Secondly, Literature also highlighted the importance of measuring employee's performance since it leads to improved productivity of the organization. Literature has demonstrated the importance of a strategic plan and a performance measurement tool. The next chapter discusses the actual deliverables in detail.

Chapter Four: Deliverables and Conclusion

Chapter Overview: To resolve the problems faced by Pro-Life Multimedia, a strategic planning guide and a performance measurement tool were designed for the organization based on the needs assessment conducted. The different aspects of these tools as well as recommendations on how to use the tool are discussed in this section. Concepts and ideas from the literature review and the needs assessment were used in the process of designing a strategic planning guide and a performance measurement tool. The tools were designed in a way that it is easy to update.

4.1 A strategic planning guide

A strategic planning guide was designed for Pro-Life. This deliverable is a guide that will help managers at Pro-Life to design a strategic plan for the organization.

4.2 Information on who will use the tool and when it will be used

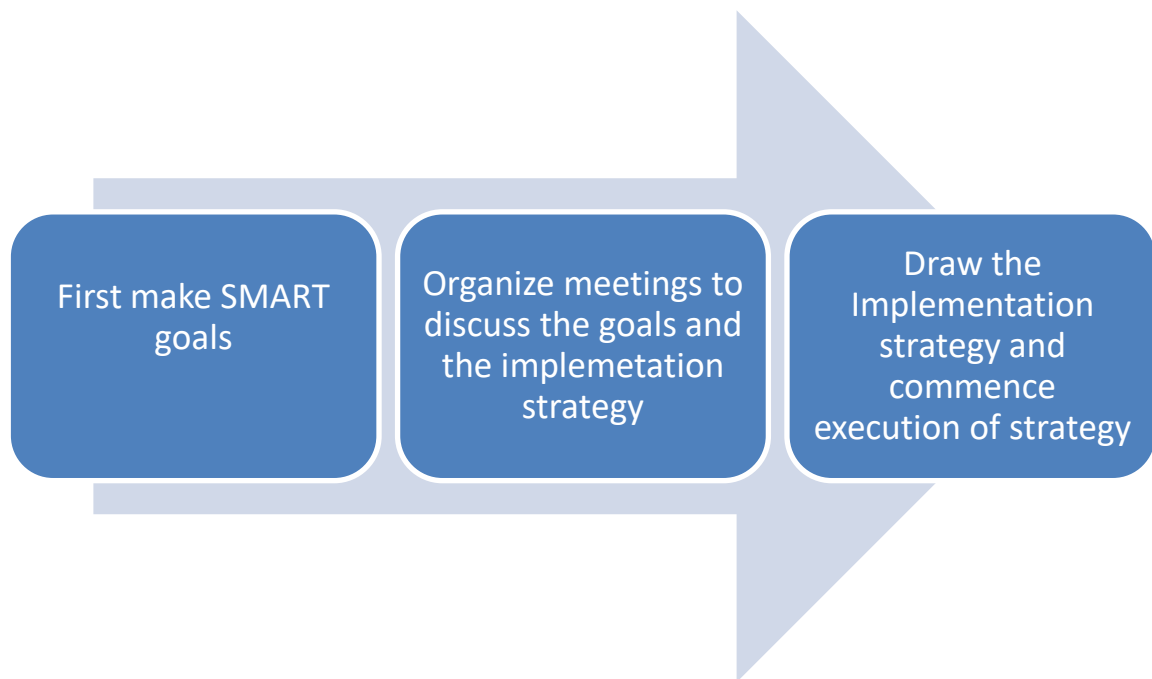
Management will be the key implementers of this tool. They will be the main people who will use this tool because they are the ones who sit down and plan the organization's future goals and objectives. However, it is recommended that everyone in the organization takes part in the strategic planning process. This tool will be reviewed quarterly, this is because management will have to meet and discuss how far they have gotten in terms of accomplishing their goals. These quarterly meetings will enable management to revise some implementation strategies so as to ensure the organization is on the right path.

This deliverable is designed for four years. Thus, managers must review the deliverable quarterly to make adjustment for unforeseen circumstance or includes more goals that the organization wants to accomplish. The deliverable has an implementation worksheet that must be filled accurately and reviewed frequently.

The strategic planning guide created consists of the following;

- A full view of Pro-Life in four years.
- The steps to take in forming a strategic plan
- Finalizing an implementation plan

4.3 Information on how to use the tool



The first Step is for Pro-Life to make the various goals that they hope to accomplish in the coming years.

4.4 A full view of Pro-Life In four years

This diagram gives the reader the different goals Pro-Life hopes to achieve in the next 4 years.

The diagram entails both the goals the organization has started working on, and the ones it has not started working on. The goals set in this diagram are all SMART. This means they are

Specific, Measurable, Attainable, Realistic, and Time bound. The goals described have been categorized under Programs, Financial, Visibility, Stakeholders and Human Capital Strength. Lastly, the diagram tells the reader where the organization want to see it self in 4 years.

Objectives / Goals for the next five years				
Category	2015	2016	2017	2018
Financial	Increase sponsorship by 20%	Increase revenue by 30%		
Programs	Launch the Cocktail newspaper in 10 senior high schools	Organize a science fair	Collaborate with the Selasian Mission to implement Youth for Life clubs in 50 schools	Start implementing the youth level job recruit agency
	Launch the Brain Battle Competition in 4 senior high schools	Increase the number of schools who patronize the Brain Battle competition by 10%		
Visibility		Commence peace campaigns and (Peace walk, concert , debate) forum for all stakeholders	Pro-Life must acquire their own office space	Commence the construction of a state of the art science laboratory
Human Capital Strength	Train 10 volunteers in delivering first aid by teaching children basic first aid knowledge	Employ 10-20 S.H.S graduates and university students to be trained for the home tutor initiative		
Stakeholders	Increase the number of students who attend the extra classes and remedial classes by 20%	Increase the number of viewers who patronize the magazine by 20%		

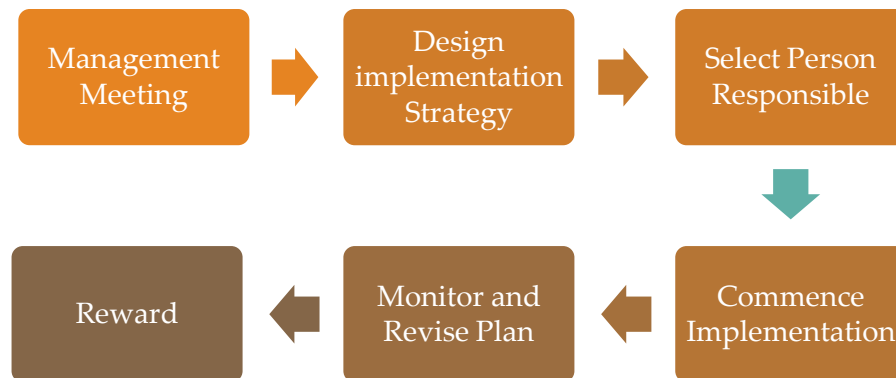
4.5 Strategy making process

The second step entails the organization taking the different goals and drawing an execution strategy for the targeted goal. When it comes to drawing up the execution strategy, the organization must follow the steps below;

1. There must be a management meeting to discuss the various goals that will be implemented. This meeting must consist of all the top management employees of the firm and everyone from the subordinate team. Subordinates must be present during management meetings because they might have insight on what goes on in the organization that management do not know and they might bring on board some interesting ways of implementing a great strategy that will benefit all customers (since they deal with them directly).
2. During the management meeting, discussion must be centered on the various objectives under each targeted goal, the resources needed to accomplish the goal, and deadlines to achieve the targeted goal. Some questions that could be asked during the meeting include;
 - What is the first step to taking in achieving these goals?
 - How are we going to fund this particular operation?
 - How will we attract people to patronize the youth magazine?
 - How can the Cocktail magazine gain a competitive advantage?
 - What resources are needed to carry out the action plan?
 - How will the organization monitor and evaluate progress?
 - Who will hold the team accountable for this goal?
 - Which organizations are likely to sponsor this youth program?

- What are some challenges that we anticipate might arise and how will we fight it
 - Is the deadline realistic? Can we achieve the goal by this deadline?
3. Next the team must appoint a representative who will be responsible for monitoring and evaluating the team and how successful they are in accomplishing the targeted goal.
 4. All the information discussed will be written down in the implementation template and made available to everyone.
 5. After the management meeting, the set goals will be communicated to all employees of the firm. When everyone in the organization understands the targeted goal and how it will be accomplished, the organization can start executing the targeted goal.
 6. The individual selected to hold the team accountable must monitor and evaluate how far the organization has come in accomplishing the goal. If he/she realizes the organization is not moving towards the right direction, a meeting must be held and the strategy must be revised again in which corrections will be made to ensure that the target goal will be accomplished. Additionally, the Strategic plan must be revised as needed to suit anticipated challenges. Evaluations must be conducted until the individual holding the team accountable is confident the organization is on the right path.
 7. Rewards could be given to the team after each objectives/goal has been accomplished.

Strategic Planning Process



4.6 Strategic Planning Worksheet

The below template is the Strategic Planning worksheet. The individual holding the team responsible will fill this worksheet after discussions has been made on how the goal will be achieved.

Execution Worksheet

Execution Worksheet				
Objectives	Action Steps	Resources Needed	Person Responsible	Time Lines
Increase sponsorship by 20% before 31st July,2015	Research for companies that sponsor other events or activities similar to that of Pro-Life	Staff Administration, Internet	Samuel Boateng	7th March 2015
	Create a list of potential sponsors	Staff Administration, Internet	Samuel Boateng	31st March 2015
	Research every organization or person on the list	Staff Administration, Internet	Samuel Boateng	30th April,2015
	Create a sponsorship Packet and give to sponsors	Staff Administration, Internet	Samuel Boateng	1st June, 2015
	Follow up with a call		Samuel Boateng	

Train 10 volunteers in delivering first aid by 1 st August 2015	Look for 2 representatives from Ghana Red Cross Association	Budget Administration	Christiana Owusu	15th March, 2015
	Select 10 Volunteers	Budget Administration	Christiana Owusu	31st March, 2015
	Training of the 10 volunteers begins	Budget Administration	Christiana Owusu	1st April, 2015
	10 volunteers will teach the youth at Awoshie basic first aid knowledge	Budget Administration	Christiana Owusu	31st July, 2015
Increase the number of student who attend Pro-Life's extra classes by 20% before 1st December 2015	Promote vacation classes and encourage the use of the library by advertising and visiting different organization (e.g churches) and informing them about Pro-Life	Budget Administration	Edward Sackey	31st October, 2015
	Hire after-school tutors	Budget Administration Teachers	Edward Sackey	15th November, 2015

This is the execution plan that management will have to follow to ensure their goals are being accomplished. This execution plan has the different action steps that the organization must follow in order to ensure the goals are being met. The plan also has the resources that the organization will need in order to accomplish the goal. This will help the organization to plan and budget well so that they can purchase the resources that they will need. Most importantly, the plan has the name of the person responsible for a targeted goal. Finally the plan has deadlines to help the employees act faster so as to meet them. Additionally, this plan can always be adjusted

To conclude, this strategic plan is easy to use and simple. It will enable Pro-Life to implement all their targeted goals. It is also not static but dynamic so that management can make necessary changes to capture unanticipated challenges.

4.7 Performance Measurement Tool

Objective

The objective of the performance measurement tool is to help improve the performance of employees. The tool enhances motivation and productivity of employees in the workplace. People choose their behaviour and effort levels after considering whether their behaviour and effort will improve their performance and lead to a desired outcome. The Performance measurement tool will enable employees and supervisors to reflect on their past performance, and learn ways to improve.

Information on what, when and who will measure

What to measure	When to measure	Who will measure
<ul style="list-style-type: none"> • Personal Trait (Focus on personal characteristics) • Behaviour Traits (Focus on how work was actually performed) • Result Traits (What was accomplished or produced) 	<ul style="list-style-type: none"> • Focal Point Approach • Natural time Span of the Job 	<ul style="list-style-type: none"> • Supervisors

4.8 Organizational Goals and Core values

The designed performance measurement tool focuses on measuring behavioral traits and competencies that are related to the objectives of the organization. As a recommendation for Pro-Life, organizational goals must be written down and distributed to all employees. Copies must also be attached to the performance appraisal forms as they serve as a benchmark for appraising the employees.

Every organization has core values they uphold. Core values at Pro-Life includes team work, communication, attitude at work, and commitment. In this tool, core values as well as other values that influence high performance at Pro-life such as ability to inspire and motivate, planning and organization are also measured. Additionally, there are various competencies that depend on the position an employee holds in the organization. For example, ability to transmit knowledge is a key competency for a teacher and leadership and supervisory relations are also key competencies of a supervisor.

What to measure

Results from the interview conducted indicated that measurement of employee performance at Pro-Life should ideally be based on criteria made up of the following dimensions;

- **Personal Traits:** Personal traits that focus on personal characteristics of the employee. Some examples of employee's personal characteristics include leadership, team work, and communication.
- **Behaviour Traits:** Behaviour traits capture how work was actually performed. This includes specific activities that were supposed to be performed by the employees.
- **Result Traits:** The result traits capture the actual achievement of the employees. It includes what was accomplished or produced by the employee

In designing the Performance measurement tool for Pro-Life, care was taken to ensure that the tool was valid (that it measured what it was supposed to measure) and that it was not contaminated (that it did not include/measure irrelevant traits). This was accomplished by reviewing the needs assessment to verify how Pro-Life wanted to measure the performance of their employees. As a result, performance indicators were thoroughly discussed with Mr. Boateng before being included in the tool.

When to measure and how often to use it

The timing of performance measurement activities should ideally be convenient and strategic (Jackson, Schuler & Werner, 2009). The focal point approach and natural time span of job are recommended for Pro-Life. This method involves measuring the performance of employees at approximately the same time. If all employees' performances are measured at once, it ensures

comparisons among employees and enables management to understand their performance for a particular period. Furthermore, the focal point approach was chosen because Pro-Life currently has few employees and it will be easy for the organization to measure employee's performance at the same time.

The natural time span of job was also suggested for Pro-Life because some of the employees are present in the organization to work on a 1 year project or a 3 month project. As a result, the natural time span will be used to evaluate employees who are working on project based work in the organization. Thus, when they are done with their project, their performances will be evaluated.

It should be noted, however that although it was recommended to use a focal point approach and natural time span, the tool is flexible enough to be used on other occasions for other human resources and operational purposes.

Who will measure?

Supervisors are the main people who will be evaluating their employee. This is because the supervisors know their subordinates and how they perform at work. Additionally, as a supervisor at Pro-Life, one must have the skills and experience in all aspects relating to effective performance in his/her field of work. Appendix F of this document shows the organizational chart of Pro-Life. The supervisors who will be measuring the performance of employees at Pro-Life include the Project Coordinators, Account Officer, Administrative Officer, Program Manager and Director.

How to measure: Format Used

Absolute Standards and Results based Format were used while designing the tool for Pro-Life. The absolute standard format allows appraisers to assess performance in relation to a specified criteria that does not make direct comparisons among employees. The absolute standard format allows appraisers to evaluate performance of employees in relation to pre-determined criteria and does not involve making comparison amongst employees. This was the best format chosen because it discourages competitiveness, but rather reassures co-operation amongst employees.

Result based formats focus on job products as the primary criteria. The result based format used in this performance tool is the direct index approach. The direct index approach measures performance using objectives and impersonal criteria such as productivity and turnover. From the needs assessment Pro-Life also wanted to measure what employees were able to achieve at the end of a particular period. Thus, the direct index approach was recommended for Pro-Life since it will help supervisors to evaluate employee performance based on what the employee was able to achieve.

4.9 Rating System

All the different formats and criteria used requires a numerical rating system that requires assigning ratings to describe the level of performance demonstrated by the employee during appraisals.

Ratings		
Scale	Adjectival	Description
4	Greatly Exceeded Expectations	Performance represents an extraordinary achievement and commitment in terms of quality and time, technical skills and knowledge, ingenuity, creativity and initiative. Employees at this performance level should have demonstrated exceptional job mastery in all major areas of responsibility. Employee achievement and contributions to the organization are of marked excellence
3	Exceeded Expectations	Performance exceeded expectations. All goals, objectives and targets were achieved above the established standards
2	Met Expectations	Performance met expectation in terms of quality of work, efficiency and timelines. The most critical annual goals were met.
1	Did not meet Expectations	Performance was consistently below expectations and or reasonable progress towards critical goals was not made. Significant improvement is needed in one or more important areas.

Supervisors who are appraising are required to assign the rate that best corresponds with the employee's performance for each criterion. To eliminate rating errors, ratings used in this tool are well explained to prevent ambiguity and also reduce subjectivity.

4.10 Appraisal of employees at Pro-Life

The performance appraisal process for employees at Pro-Life are depicted in Figure 1 below;

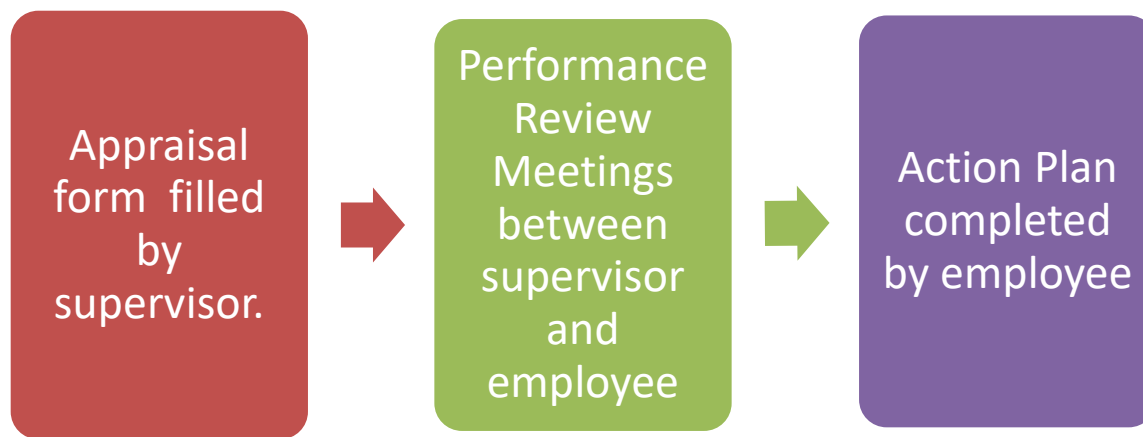


Figure 1

First, the competency based assessment (Appendix A) is filled by the employer in which he ranks the employee's various competencies. After, he assesses how they were able to get work done (Individual / Job responsibility based assessment). Next, he assesses what they were able to accomplish at the end of the period (Result bases assessment –Appendix C). The result based assessment might not apply to all employees in the organization. Thus, the supervisor only fills the ones that apply to the employee he/she is appraising. While appraising the employee, the supervisor is supposed to write comments to justify why he has assigned a particular rate to the employee. After the supervisor is done appraising the employee, he conducts a performance review meeting between him (the supervisor) and the employee. During this meeting, the various employee ratings are discussed. Next, both the supervisor and the employee will discuss the employee's strengths, weaknesses, threats and opportunities (Appendix D). Later, feedback is given on what he is doing well and how he can improve. Finally, the supervisor and the

employee discuss and fill the action plan template (Appendix D). The performance review meeting is a critical part of the performance appraisal system because it serves as a medium for providing employees with feedback on their performance and decides on the various measures to improve their performance. The performance review meeting will also serve as a way for supervisors to also get feedback on how they relate with their employees.

4.11 Recommendation and Conclusion

In using this tool, it should be noted that performance management is a continuous process.

Evaluation of employees' performance and provision of feedback are activities that should be done every year. The performance appraisal result should be used in managing employee performance. Furthermore, the result of the appraisal process should be linked to all other functional areas of human resources management. It should form the basis of making decisions on recruitment, selection, compensation, promotions and termination.

Secondly, it should be noted that strategic planning is also a continuous process. Evaluation and monitoring of the plan to verify if employees are moving on track or are deviating should be done regularly. The strategic plan is not a fixed one and can be altered to suit more goals, objectives and anticipated change.

If these tools are taken seriously, Pro-Life will be able to effectively direct the performance of their employees towards the attainment of its long term goals through the use of the performance measurement tool.

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Appendix

Performance Measurement Tool

Appendix A: Competency based assessment

The information below evaluates the different competencies for supervisory roles, non-supervisory roles and teachers. Kindly select the table that applies to the candidate you are appraising and evaluate his/her performance.

Competency Based Assessment for Non-Supervisory role			
Name of Employee:		Name of Supervisor:	
Competency	Description	Rate (1-4)	Write comment to justify the ratings assigned
Quality of work Output	This employee can work of high quality. This individual is expected to be accurate and thorough in performing work activities. This individual must also be able to monitor their own work to ensure quality		
Team work	This individual is able to lead and facilitate any meeting. Individual can engage the audience and ensure that everyone contribute during meetings. Additionally, individual demonstrates confidentiality when engaging with the team members. Individual is able to plan, organize and follow through on projects and meet deadlines.		
Punctuality	This employee arrives to work on time and also returns from break on time. This employee also knows how to complete task and meetings on time.		

Ability to take initiative	This employee takes initiative. She/he is constantly looking out for and ready to take advantage of opportunities. This individual also takes the initiative to resolve problems with minimal assistance from peers and management		
Attitude towards work	This employee sees each task as a challenge and excited about solving every challenge. She/he show high interest with the project and is constantly motivated to do a good job		
Communication	This individual can read and write very well, has good verbal and listening skills. He/ She is able to capture the attention of the audience when he/she is speaking. He/she is also able to pay attention to whoever is speaking.		

Competency Based Assessment for Teachers			
Name of Employee:		Name of Supervisor:	
Competency	Description	Rate (1-4)	Write comment to justify the ratings assigned
Ethics	This individual strongly believes in the morals of the firm, constantly upholds rules and regulations no matter the cost.		
Communication	This individual can read and write very well, has good verbal and listening skills. Is able to capture the attention of the audience when he is speaking. He is also able to pay attention to whoever is speaking.		
Planning and Organizing:	This individual organizes work, sets priorities, and determines resource requirements. He is also able to determine necessary sequence of activities needed to achieve goals. 1) Works in an organized manner 2) Sets priorities 3) Plans ahead to meet deadlines		
Ability to transmit knowledge	This individual explains topic well with external examples and provides clarity in all ramifications. This individual inspires her students and motivates them to pursue their dreams		

Punctuality	This employee arrives to work on time and also returns from break on time. This employee also knows how to complete task and meetings on time.		
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Appendix B: Job or individual Responsibility assessment form

The objective of the individual assessment is to evaluate how the employee performs all the tasks assigned to him/her by comparing his expected performance to his actual performance at the workplace

The supervisor must read the actual performance to know what is really expected from the employee. After, the supervisor comments on each expected performance by providing specific evidence of when the employees took an action. Then the supervisor rates their performance.

The supervisor will sum up the numbers rated and divide it by the total number of points possible and find the percentage.

Any percentage between 80% -100% is an excellent Performance

Any Percentage between 70% - 79% is a very good performance

Any percentage between 60% -69% is a good performance

Any percentage below 60 is deemed as a poor performance

Based on the percentage calculated, the overall rating is done. The supervisor will now rate the performance of the employees by ticking whether he exceeded, met or did not meet expectations.

Department:		Job Title: Remedial School Manager
Employee's Name :		
Supervisor's Name :		
Expected Performance	Rating scale 1-4	Kindly provide specific evidence that justifies the rating assigned
1. Supervised educational team, facilitated administrators and ensured the overall success and effective daily operations of the school		
2. Prepared the training requirements of the department and ensured that staff were adequately trained and equipped to deliver at an optimum level.		
3. Coordinated and facilitated staff meetings every two weeks with agenda items and deliverables		
4. Provided technical assistance for the implementation of all civil works projects, outlined roles, monitored and managed all key stakeholders		
5. Collected, consolidated, redeveloped lesson plans for all current and future programs and performed any other duties that may have been assigned from time to time.		
Total # of points	____/20	Write % here:
Overall Performance: <input type="radio"/> Did Not Meet Expectations <input type="radio"/> Met Expectations <input type="radio"/> Exceeded Expectations		

Appendix C: Result Based Criteria

Result Based Criteria					
Name of Employee:			Name of Supervisor:		
Key performance Questions	Key Performance Indicators	Target	Produced/Accomplished	Rating scale (1-4)	Means of verification
Are resources being used efficiently?	# of staff hours	140 in September			Staff time sheet
Have planned activities been completed on time and within budget?	% of variance between budgeted and actual spending	50% accuracy			Records kept by accountant
Result of the sexuality campaigns Organized?	% of workshop participant demonstrating a high level of knowledge on sexuality issues and abortion	60%			Questionnaires before and after program
What are the changes that has occurred as a result of the workshop?	% of workshop participant reporting frowning against homosexuality and abortion	80%			Surveys before workshop after 1 month and 6 month

The Action Plan is supposed to be completed during the performance review meeting between the supervisor and the employee

Appendix D: SWOT Analysis and Action Plan for the employee

SWOT Analysis of employees	
Strengths	Weaknesses
Threats	Opportunities

Action Plan			
Based on the feedback received, choose three objectives that are important to you. For each objective state what you will do to develop yourself.			
List 3 core competencies that needs development	List key gaps for each core competency	Briefly state how you will close each gap	Target date for completion
1)		a)	
		b)	
		c)	
		a)	
		b)	
		c)	
3)		a)	
		b)	
		c)	

Appendix E: Needs Assessment of Key Functional Areas of Pro-Life Multimedia Limited.

Functional Areas	Current Scenario	Idea Scenario	Effect of Problem
Performance Management	No existing structure for measuring the performance of employees and volunteers	To have a situation where employee performance is constantly measured and feedback is also given consistently	Led to employees taking their Jobs for granted and performing averagely. Lead to the repetition of mistakes by employees
Strategic planning	Goals are listed without a plan that direct the organization as to how the goals will be achieved	To have a situation where a strategic plan has been drawn for the organization to provide direction	Affected the ability to fund operations and also prevented the organization from receiving sponsorship from potential donors

Appendix F: **Interview Guide for Head of Department at Pro-Life Multimedia**

General Questions

- How long have you been working with Pro-Life?
- What is your role/duty at Prolife?

Specific Questions (Performance Appraisal)

- Do you have a performance appraisal system at Pro-Life?
- How do you think Pro-Life's current performance appraisal process can be improved?
- Has the absence of an improved structured performance appraisal system affected employee performance?
- How has the absence of an improved structured performance appraisal system cost the organization (Any examples)
- What are some of the key performance indicators for this organization company?

Specific Questions (Strategic Plan)

- What are Pro-Life's short term and long term goals?
- Do you have a strategic plan?
- How do you think Pro-Life's current strategic plan can be improved?
- How has the absence of a strategic plan affected operations? / How has the absence of an improved / updated strategic plan affected operations?
- How has the absence of a strategic plan cost the organization / how has the absence of an improved / updated strategic plan cost the organization? (Any special examples)?

1) Any additional Comment?

Appendix G: Organizational Chart

