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Strengthening Performance Management in the IAEA Department of Safeguards

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This paper will describe an initiative to develop a management support tool to improve performance management in the IAEA Department of Safeguards. The envisaged mechanism should enable the Department to (a) plan, assess and report on the achievement of its objectives and (b) to improve its performance on a continuous basis. The performance management tool should be aligned with related processes in the Department and the IAEA as a whole such as strategic planning, programming and budget, the result-based management approach and various reporting mechanisms. It should be integrated with existing and planned information and other management systems.

The initially, departmental working group that was established for this initiative focussed on two aspects: confirmation of the overall and specific objectives to be achieved by the Department of Safeguards, and compiling an inventory of indicators of activities, outputs and outcomes that were being used in the Department. This exercise confirmed that alignment and prioritisation of activities relating to assessment of, and reporting on, performance could be improved. A value creation map was subsequently developed to assist in focussing the performance management tool to identified needs of stakeholders.

Other activities of the working group included the determination of the desired characteristics of a hierarchy of performance indicators to be used to drive desired behaviour across organisational levels. Complexities to be handled included the following:

- reflecting the appropriate component of the results chain (such as activities, outputs, outcomes and impact);
- maintaining the linkages between objectives and performance indicators across organisational levels;
- developing a balanced set of performance indicators (e.g. reflecting in-field and Headquarters activities, incorporating all main components of Departmental processes and balanced scorecard perspectives, measurable vs qualitative indicators); and
- distinguishing between performance of the Secretariat and the safeguards system as a whole.

Country or International Organization

IAEA

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