

**DEVELOPING AND IMPLEMENTING PERFORMANCE MEASUREMENT
TOOLS FOR SECONDARY SCHOOL**



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ABSTRACT

School Performance Index (SPIn) is an alternative measurement tool proposed to measure schools' performance in Malaysia. SPIn in this study has been extended to 161 secondary schools in the state of Selangor. For SPIn to be adopted as a tool to measure performance of secondary school, seven education criteria for performance excellence were incorporated. The criteria include leadership(LD), measurement, analysis & knowledge management(MAKM), strategic planning(SP), students and stakeholders(SS), process management(PM), school and staff focus(SSF), and PMR examination result with the premise that an excellent school should excel in all processes in providing education to their students and not necessary be judged solely on the examination results. The results prove that schools that performed well in PMR do not necessary excel in LD, MAKM, SP, PM, SS and SSF. Also the dimension with the highest mean SPIn is SS, followed by PM, MAKM, SSF, SP and lastly, LD. It can safely be concluded that the majority of schools place high importance on students and stakeholders and all processes involved as compared to strategic planning and leadership. This might be due to the fact that Malaysian schools are regulated by the Ministry and they do not compete openly in the market like the private schools. However, in order to achieve the mission of becoming the education hub in the world, these two criteria might be worth considered for. Analysis by District shows that there is not much difference in the overall SPIn for the majority of the school except for the district of Petaling in which the overall SPIn is the lowest. Schools from the districts of Kuala Langat, Sepang and Sabak Bernam are the main frontrunners for best overall performance. The results also show that on the average schools in both urban and rural areas are still lacking in communication and organizational performance, especially, in vision and values. There is no difference in terms of governance and social responsibilities between urban and rural schools, but the leadership of rural schools has better ethical practices as compared to urban schools.

CHAPTER 1

INTRODUCTION

Performance measurement has been generally defined as the process of developing measurable indicators that can be systematically tracked to assess progress made in achieving predetermined goals. This is normally carried out by measuring the relevant inputs, processes, outputs and outcomes. In recent years, public sector management has become increasingly results-oriented and customer-focused. The line which separated the private and public sectors is increasingly diminishing as the private sector is now expected to take more social responsibility, which was once seen as the sole responsibility of public sector. On the other hand, the public sector is also witnessing the need to focus on customers and result-oriented. Consequently, greater attention is being given to target, measurement and accountability, and relevancy value of specific activities and programs previously and currently implemented.

As such, a diversity of administrative reforms introduced in the public sector have tried to replace the hierarchical and bureaucratic logic of government operations with a contractual logic (Lane, 2000; Behn, 2001, 30-32; Pollitt and Bouckaert, 2000; Boven, 2007). However, previous studies have shown that cost reduction criteria assume ascendancy over quality criteria despite the rhetoric of quality that currently pervades academic institutions in the UK (Mather, et al., 2007). Similar cases are expected to be in the case of public sector in other countries even though initiatives for reform have been expanded to government departments and agencies. Malaysian government has been pro-active in implementing performance measurement system to improve its efficiency and effectiveness especially with the advent of the electronic government. The electronic government initiative was launched to lead the country into the Information Age. It will improve how the government operates internally, as well as how it delivers services to the people of Malaysia. It seeks to improve the convenience, accessibility and quality of interactions with citizens and businesses. At the same time, it will improve information flows