

ANALYSIS OF THE PERFORMANCE MEASUREMENT SYSTEM IN PRIBADI SCHOOL

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Abstract

Pribadi School is one of education foundation founded in 2002. The number of students has been growing steadily to its present day number of 350 students. The school has been considered as one of the best private schools in Bandung. It is not so familiar to measure a school using Balance Score Card. In this paper, the application of Balance Score Card will be implemented to Pribadi Bilingual Boarding School. Using questionnaires, that will be distributed to the stakeholders – customers, teachers, and management, – it will enable the research to deploy several Key Performance Index (KPI) methods that has never been seen before for Pribadi. Having deployed the KPI that will be measured, the weight of importance will also be determined using Analysis Hierarchy Process (AHP). After applying AHP, the target for what the school is going to achieve will be determined. The determination of the target is based on the historical data (if available) about the attributes weighted earlier in AHP. When the historical data is not available, a new measurement method will be created. After the targets are determined, the action plan will be created. Having created the action plan, the BSC is ready to be implemented for Pribadi Bilingual Boarding School.

Keywords: School, Performance Management, Nonprofit, Balance Scorecard.

1. Introduction

In 2002, Yenbu Indonesia Foundation showed its commitment towards the education in Indonesia by reaching the capital of West Java province, Bandung. By working in partnership with PASIAD Turkey Foundation (Association with Pacific Countries in Economic and Social Solidarity), Yenbu Indonesian Foundation established an education institution, Pribadi Bilingual Boarding School Bandung. The school provides bilingual education in natural and social science education. Natural science subjects such as Mathematics, Physics, Chemistry, and Biology are taught in English, that is why our students can read and understand international publications. Social science subjects are taught in Indonesian so the students are grown up as a person who knows better his/her culture.

Education model of school is not just based on theory; Pribadi School designed the curriculum parallel to project based learning disciplines to make practice by knowledge. One of our graduation requirements is to being successful in project lesson, it means student have present their project before graduation.

There were targets to break the boundaries for education by high quality of dormitories. Their accommodation style is different than ordinary dormitories. Pribadi School have mentor teachers stay 24 hours in dormitories with students. Their tasks are to be good role models for students' behavior, lead the study hours, and help the students for lesson. Even if we do not have school in a region, our dormitories overcome this issue.

PRIBADI SBHOOOL's aim is to raise individuals who care about humanistic ethic, his/her neighborhood, sensitive in tolerance and peace, love his/her country and culture. For these reasons, we are sensitive in character education beside science.

A wide variety of academic achievements have been attained by their students during the school proceeding. All simply summed up and presented in this site.

2. Business Scope

There are two main areas that are covered by Pribadi's business scope. The first one is the academic education, and the other one is the spiritual education. The academic include achievements in various disciplines, not only science but also art, languages, and social studies. The spiritual part includes various activities outside school to build students' characters.

The first is evident as it is promoted a lot to public. The school always makes publication about a lot of achievements or participation in various kinds of competitions. For example, Pribadi regularly train and send students to go and participate in National Science Olympiad for different subjects such as mathematics, physics, chemistry, biology, economy, astronomy, etc.

The school also often encourages the students to participate in smaller competitions that are usually held by many universities such as Bogor Agricultural Institute, Bandung Institute of Technology, University of Indonesia, Gajah Mada University, and many other universities.

Other than the conventional competitions held by outside parties, Pribadi also makes its own competitions, usually science project competitions. Project means that the students will make collaboration with scientist (can be a teacher or professors from universities) to build a project related to science, such as making chemical substance to cure wound.

The next area is spiritual education. Pribadi does not really promote it a lot to public, yet its spiritual activities can be considered as relatively strong compared to any other non-religious schools. Pribadi does not brand itself as a religious school, yet inside it has many religious activities, such as annual orphan charity or Idul-Adha contribution.

The spiritual education can be felt mostly for the students who live in dormitory. Every student is free to choose whether to stay in dormitory or not. Usually, it is students from outside Bandung who stay in dormitory, although some students from Bandung also live in dormitory to experience living by him/herselves away from their parents.

In dormitory, there are number of programs strictly monitored every day after school. The main activity being done regularly every weekday is Prayers, Koran Recitation after evening prayer and Evening Self Study (called Etut, a Turkish word of study which apparently derived from French).

In between those regular programs there are sometimes interrupting programs, usually religious talks by the guides in dormitory, or by the teachers who are in duty to stay a little late in dormitory (a teacher is usually assigned to have this duty once in two weeks).

Purpose of this research: This research will design performance management system (PMS) proposal for Pribadi School. The research will be limited to until PMS design. Due to limited time, the implementation cycle of designed PMS will not be done on this research. Balance Scorecard (BSC) is chosen as performance management system that will be designed on this research. BSC is considered as the appropriate tool measure Pribadi School performance.

3. Literature Review

3.1 BSC for Non-Profit Organization

BSC is well known and proven as the right tool to measure performance of Private Company. How about the implementation in non-profit organization? This question is rising due to BSC's financial perspective to maximize shareholders' value as its main concern. The concern can clearly be seen in original BSC Strategy Maps as below in Figure 1.

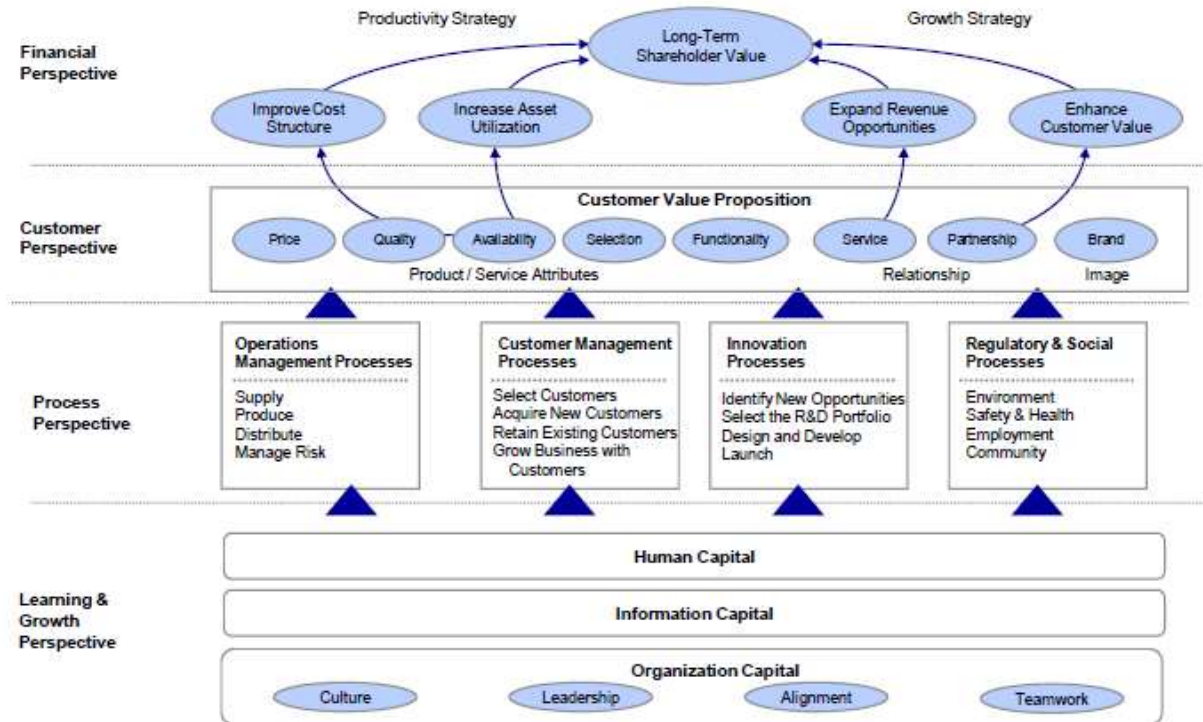


Figure 1: Standard Balance Scorecard Strategy Map (Kaplan, 2010)

For non-profit organization, Kaplan is already realized that standard BSC Strategy Maps is not suitable for non-profit organization:

“Prior to the development of the Balanced Scorecard, the performance reports of nonprofit and public sector enterprises (NPSEs) focused only on financial measures, such as budgets, funds appropriated, donations, expenditures, and operating expense ratios....

Since financial success is not their primary objective, NPSEs cannot use the standard architecture of the Balanced Scorecard strategy map where financial objectives are the ultimate....” (Kaplan, 2010)

Then, what is the main aim of non-profit BSC? Its main perspective is Customer. Financial perspective as its supporting foundation, not main target.

“Most nonprofits had difficulty with the original architecture of the Balanced Scorecard, which placed the financial perspective at the top of the hierarchy. This is a proper concern. I have stated earlier in this article that achieving financial success is not the primary objective for a nonprofit. Many nonprofit organizations have rearranged the geography of their Balanced Scorecard to place the customer perspective at the top. For example, United Way of America initially followed the private sector tradition by having the financial perspective at the pinnacle of their scorecard. They finally decided that their customer perspective belonged at the top, and that the financial perspective should be at the bottom.” (Kaplan,2001a, 2001b, 2001c)

3.2 Design of Balance Score Card System

STEP 1: Gather Background Material

In this step, researchers need to gather the background based on the Company information, from this activity, researchers would like to get an overview of the actual condition of the company in the term of its strength and weakness. After get information from Pribadi School, researchers can get conclusion the strength and weakness based on SWOT analysis as seen in Figure 2.

Streight <ul style="list-style-type: none">- Teachers from different ethnicities- Prime facilities- Extra ordinary services for the students- Successful students and Alumni	Weakness <ul style="list-style-type: none">- High fee- Communication problems between employees from different ethnicities- Social gap between the scholarship given students and the rich students
Opportunities <ul style="list-style-type: none">- Globalization- Invitation to top public universities- Channels to study abroad	Threat <ul style="list-style-type: none">- Emerging competitors- Lot of substitutes- Contry's bad economy

Figure 2: Pribadi School SWOT Analysis

STEP 2: Develop and Conform Vision Mission

In the step 2, researchers start to develop and conform the Vision and Mission of Company, through the internal data, researchers can get the Vision and Mission of Pribadi School as bellow:

VISION

The creation of a golden generation with noble intentions, high intelligence, global wisdom and traditional Indonesian culture capable of implementing them within the society.

MISSION

- Making the school as the best education institution for personal development of students and teachers.
- Improving the quality of understanding and professionalism among teachers according to the latest development.
- Preparing the students to continue their study to hire tier with a high quality learning system and implementation of the latest technology.
- Developing compassion towards each other, loyalty to the country and nation among students.
- Improving the roles of society (students' parents) in learning activities.

This vision and mission of Pribadi School will be deployed in to Develop Strategic Map, Develop Key Performance Indicator in to every point, KPI weighing for every point and establishment of KPI Target. At the end of this process implementation, all KPI will be achievement by some action plan for all point that included in Key Performance Indicator.

STEP 3: Conduct Stakeholder Interview

Interview with stakeholder will support us to know the requirement from Stakeholder view about the needs and desire to be improved in Pribadi School. After conducting interview with Stakeholders (Representative from Teacher, Staff and Customer), we get information about Stakeholders expectation for some point that need to be improve in order to achieve Organization objective as below:

- Customer Satisfaction: Student and Parents Satisfaction
- Employee Satisfaction

Base on this information, researchers can determine the objective of organization and deployment in to Strategic Map. This stake holder expectation also will be one of consideration to develop the KPI in Organization

STEP 4: Develop Strategic Map

After finalizing the stakeholder interview, researchers got frame of objective from organization. Refer to this objective, we can start to make develop strategic Map. This Strategic map can guide us to make KPI based on four perspectives as below:

- Customer Perspective: The perspective that put objective in customer side, this perspective will show the target that related with customer need or requirement.
- Internal Perspective: Internal perspective will came from internal organization that will measuring the performance in internal process that has effect to main goals.
- Learning & Growth Perspective : The perspective for Learning and growth usually has relation with
- Resources/financial perspective: This perspective will measure the resource/financial performance, such as sales growth and return of investment.

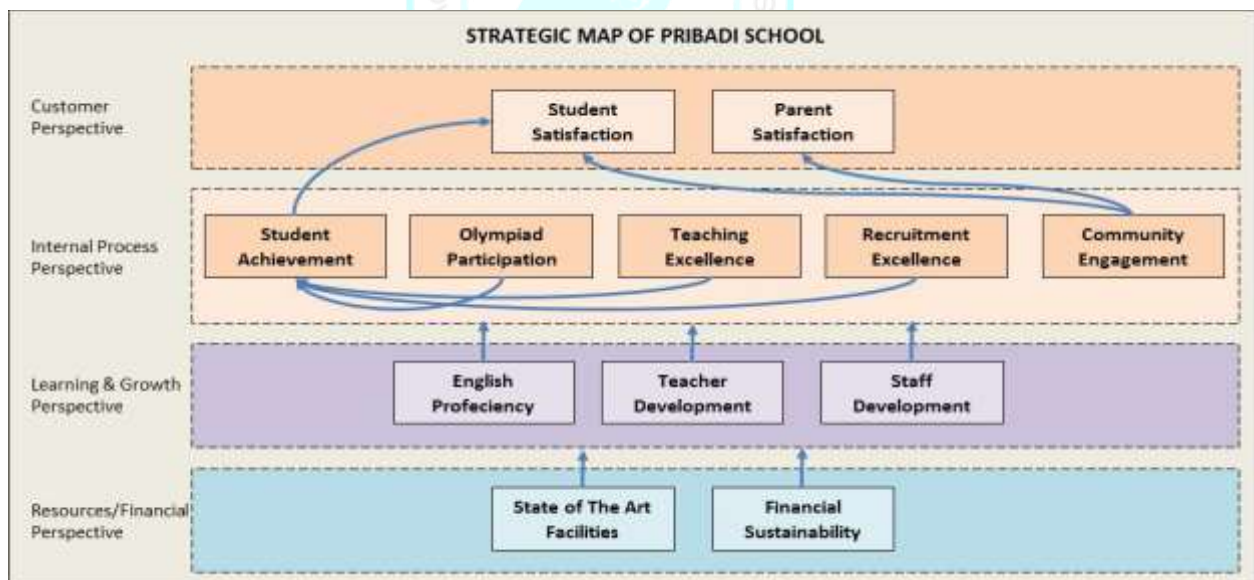


Figure 3: Strategic Map of Pribadi School

As demonstrated in the above diagram, the four perspectives will be content of KPI based on organization objective. This KPI will be based on every business scope and Company objective that already decide due to the problem that happen in organization. The KPI will have the target, weight and will have achieve tools through the action plan for every KPIs point.

STEP 5: Develop KPI

After the resulting strategic objectives on each stakeholder's requirement, the determined for each KPI that represents the performance indicators based on company system. Determining KPI is done through discussion with the party's component that truly understands objectives of company.

Identification of Key performance indicators based on requirement which has been identified. The identification is done through preliminary interview with stakeholders. After this identification, the researchers can determination of objective company and establish key performance indicators. Key performance Indicators (KPI) that had been identified in the Table 1.

STEP 6: KPI Weighting

In this step, researchers will make weighing process for every KPI in this organization. This weighing is done based on the analytical Hierarchy process (AHP) for each KPI.

Table 1: List of KPI and its weights for Pribadi School

Perspective	Perspective Weights	Objectives	Individual Weights	Objective Weights	KPI	KPI Weights
Customer	55%	Student Satisfaction	67.0%	36.9%	% Level of Student Satisfaction	36.9%
		Parent Satisfaction	33.0%	18.2%	% Level of Parent Satisfaction	18.2%
Internal Process	19%	Student Achievement	39.5%	7.5%	% of graduates who entered top universities in Indonesia	7.5%
		Olympiad Participation	23.4%	4.4%	Number of students participated in national olympiad	2.2%
					Number of students achieved top three rankings in national	2.2%
		Teaching Excellence	23.7%	4.5%	% compliance of teaching method with curriculum	4.5%
		Recruitment Excellence	6.6%	1.3%	Passing grade of student candidates to enter Pribadi	1.3%
Community Engagement	6.8%	1.3%	Community activity arrangement in one year	1.3%		
Learning and Growth	17%	Teacher Development	54.0%	9.2%	Number of teacher training attended in one year	9.2%
		Staff Development	29.7%	5.0%	Number of staff training attended in one year	5.0%
		English Proficiency	16.3%	2.8%	% of teacher who has TOEFL IBT SCORE \geq 70	2.8%
Resources & Financial	9%	State of The Art Facilities	50.0%	4.5%	% of facilities that is not working properly per year	4.5%
		Financial Sustainability	50.0%	4.5%	Total Revenue	4.5%

STEP 7: Establish KPI Target

To establish KPI Target we will consider the history of achievement in the last three year in Pribadi School. The history data will be start on year 2012/2013, 2013/2014, 2014/2015 and analysis the trend for past three year's performance. And the establish KPI target as seen in Table 2.

STEP 8: Initiative

Every KPI that already has target need to make achievement. In order to achieve that KPI's target, Organization need to make initiative or action plan that must follow every perspective

in the KPI. Related to target achievement and objective of Organization, there are some action plans or initiative for each perspective as seen in Table 2.

Table 2: KPI Target and Action Plan for Pribadi School

Perspective	Objectives	KPI	2012/ 2013	2013/ 2014	2014/ 2015	Target	Action Plan
Customer	Student Satisfaction	% Level of Student Satisfaction	N/A	N/A	N/A	70%	<ul style="list-style-type: none"> - Provide the interesting teaching methodology - Provide knowledgable and friendl teacher&staff - Provide the intersting handout or teachig material based on standard curiculu - Make periodical monitoring and method to measure the achievement of Student level satisfaction
	Parent Satisfaction	% Level of Parent Satisfaction	N/A	N/A	N/A	70%	<ul style="list-style-type: none"> - Make the methodolgy to measure the achievement of parent satisfaction level - Communicate more about students development to the parents - Asking more feedback from parents for teachers improvement more frequently
Internal Process	Student Achievement	% of graduates who entered top universities in Indonesia	15%	15%	25%	40%	<ul style="list-style-type: none"> - Extra preparation lesson for SBMPTN - Reduce lessons hour that are not include for SBMPTN
	Olympiad Participation	Number of students participated in national olympiad	15	20	20	20	<ul style="list-style-type: none"> - Provide more olympiad trainers - Provide more training period
		Number of students achieved top three rankings in national olympiad	1	3	3	5	<ul style="list-style-type: none"> - Provide more qualified olympiad trainers - Add motivation program for olympiad students
	Teaching Excellence	% compliance of teaching method with curiculum standard	80%	80%	80%	90%	<ul style="list-style-type: none"> - Monitor the teachers' activities in the class more frequently - Conducting more effective frequent subjects meetings
	Recruitment Excellence	Passing grade of student candidates to enter Pribadi School	70	70	70	80	<ul style="list-style-type: none"> - Invite smarter students candidate to register to Pribadi by making more attractive marketing strategy - Provide smarter questions for the students candidates selection test
	Community Engagement	Community activity arrangement in one year	2	2	2	3	<ul style="list-style-type: none"> - Motivate the teachers and students to initiate creative ideas for the communities - reward anyone involved in community service
Learning and Growth	Teacher Development	Number of teacher training attended in one year	3	3	3	5	<ul style="list-style-type: none"> - Provide incentive for the teachers who attends the training program - Facilitate teachers with more attractive accomodation and facilities during training
	Staff Development	Number of staff training attended in one year	3	3	3	4	<ul style="list-style-type: none"> - Provide incentive for the staffs who attends the training program - Facilitate staffs with more attractive accomodation and facilities during training
	Indonesian/English Proficiency	% of teacher who has TOEFL IBT SCORE \geq 70	30%	30%	30%	50%	<ul style="list-style-type: none"> - Provide incentive for the students who have TOEFL score of 70 or more - Provide teachers who have TOEFL score of 70 or more with benefits
Resources & Financial	State of The Art Facilities	% of facilities that is not working properly per year	10%	10%	10%	max 5%	<ul style="list-style-type: none"> - Provide high quality facilities, which need less maintainance, more long lasting - Train the facilities users how to use it in a way that enables the facility to last longer
	Financial Sustainability	Total Revenue	IDR 840M	IDR 910M	IDR 980M	IDR 1050M	<ul style="list-style-type: none"> - Attract more students - Increase tuition fee - Attract more students to stay in dormitory

STEP 9: Conclusion and Suggestion

The researchers has the opinion that Pribadi School need to maintain the KPI measurement that already decided based on the Deployments from Stakeholders objectives. To achieve the KPI target for each perspective, Pribadi School need to implement the detail action plan, include schedule, Person in charge and budget for each activity. Top Management also needs to commit and monitor Monthly KPI achievement from every process and request some improvement activity if the KPI is not achieve the target. The last suggestion is, Management need to have review for next target of Pribadi School KPI based on the achievement previous KPI with concept SMART (Specific, Measurable, Achievable, Relevant and Time-bound)

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