PERFORMANCE MANAGEMENT
Performance management includes activities to ensure that goals are consistently being met in an effective and efficient manner. Performance management tools include logic models, performance measurement and program evaluation.

Logic Model
Tool/framework that helps identify the program/project resources, activities, outputs customers, and outcomes.

Performance Measurement
Helps you understand what level of performance is achieved by the program/project.

Program Evaluation
Helps you understand and explain why you’re seeing the program/project results.
The Logic Model

"I think you should be more explicit here in Step Two."
What is a logic model?

A picture of your program. Graphic and text that illustrates the relationship between your program’s activities and its intended outcomes and results.

- We use these resources...
- For these activities...
- To produce these outputs...
- So that these customers can change their ways...
- Which leads to these outcomes...
- Leading to these results!
Logic Model

HOW ————> WHY

Resources/Inputs ————> Activities ————> Outputs ————> Customers ————> Short term outcome ————> Intermediate outcome ————> Longer term outcome (STRATEGIC AIM)

PROGRAM

RESULTS FROM PROGRAM

EXTERNAL CONDITIONS INFLUENCING PERFORMANCE (+/-)
Elements of the Logic Model

HOW → WHY

Resources/Inputs:
Programmatic investments available to support the program.

Activities
Things you do—activities you plan to conduct in your program.

Outputs
Product or service delivery/implementation targets you aim to produce.

Customer
User of the products/services. Target audience the program is designed to reach.

Short-term
Changes in learning, knowledge, attitude, skills, understanding.
   Attitudes

Intermediate
Changes in behavior, practice or decisions.
   Behavior

Long-term
Change in condition.

External Influences
Factors outside of your control (positive or negative) that may influence the outcome and impact of your program/project.

Program

Results from Program

Outputs and Outcomes

Output: Products and services provided as a direct result of program/proposal activities.

Outcome: Changes or benefits resulting from activities and outputs. Accomplishment of program goals and objectives.

- short-term (Change in knowledge, skills, understanding, attitude)
- intermediate outcomes (Change in behavior)
- long-term outcomes—impacts (Change in the environment)
Definitions:

**Performance Measurement:**
The ongoing monitoring and reporting of program progress and accomplishments, using pre-selected performance measures.

**Performance Measure:**
A metric used to gauge program or project performance.

**Indicators:**
Measures, usually quantitative, that provide information on program performance and evidence of a change in the "state or condition" of the system.
<table>
<thead>
<tr>
<th>Element</th>
<th>Definition</th>
<th>Example Measure</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resources/Inputs</td>
<td>Measure of resources consumed by the organization.</td>
<td>Amount of funds, # of FTE, materials, equipment, supplies (etc.).</td>
<td>% increase in industry's understanding of regulatory recycling exclusion; % increase in materials recycled.</td>
</tr>
<tr>
<td>Activities</td>
<td>Measure of work performed that directly produces the core products and services.</td>
<td># of training classes offered as designed; # of technical assistance training for staff.</td>
<td>% of customers dissatisfied with training; % of customers &quot;very satisfied&quot; with assistance received.</td>
</tr>
<tr>
<td>Outputs</td>
<td>Measure of products and services provided as a direct result of program activities.</td>
<td># of technical assistance requests responded to; # of compliance workbooks developed/delivered.</td>
<td>Measure of satisfaction with outputs.</td>
</tr>
<tr>
<td>Customer Reached</td>
<td>Measure of target population receiving outputs.</td>
<td>% of target population receiving technical assistance.</td>
<td>Accomplishment of program goals and objectives (short-term and intermediate outcomes, long-term outcomes - impacts).</td>
</tr>
</tbody>
</table>
PERFORMANCE MANAGEMENT
Performance management includes activities to ensure that goals are consistently being met in an effective and efficient manner. **Performance management tools include logic models, performance measurement and program evaluation.**

---

**Logic Model**
Tool/framework that helps identify the program/project resources, activities, outputs, customers, and outcomes.

**Performance Measurement**
Helps you understand **what** level of performance is achieved by the program/project.

**Program Evaluation**
Helps you understand and explain **why** you’re seeing the program/project results.
Definitions:

Performance Measurement:
The ongoing monitoring and reporting of program progress and accomplishments, using pre-selected performance measures.

Performance Measure:
A metric used to gauge program or project performance.

Indicators:
Measures, usually quantitative, that provide information on program performance and evidence of a change in the “state or condition” in the system.
Steps for Developing Measures

- Step 1: Identify Potential Measures
- Step 2: Assess Each Measure
- Step 3: Choose the Best Measures
- Step 4: Identify Baseline, Target, Timeline and Reporting Schedule
Determine whether the measures clearly relate to the mission/goal

- Review the program/project mission and or goal
  - What key activities, outputs or outcomes are specified in the mission or goal?

- Review the list of potential measures developed
  - Will the data collected from the measures developed clearly demonstrate that the mission and or goal was accomplished?
Key Steps in Identifying Potential Measures

STEP 1: Identify the information needed and the audience

- Identify measures in existing documents
- Review the logic model and select the appropriate logic model element
- Express the logic model element as a performance measure
- Determine if the measure clearly relates to the program/project goal or objective
Step 2: Assess the Measures

- Assess the value of the measures in relation to goals and objectives
- Assess the feasibility of the measure in terms of:
  - Data collection (availability, implementation cost, baselining)
  - Data quality (reliability, validity, objectivity)
  - Analysis
  - Reporting (how to report, to whom to report, frequency of reporting, meaningfulness to audiences)
Step 3: Choose the Best Measures

- Assess the value of the measures in relation to the goals and objectives of the program.
  - Required
  - Important
  - Interesting
- Select final list of measures – you won’t be able to collect data for all measures.
- Check in with managers and stakeholders.
- Identify a priority list of measures
Step 4: Identify a Standard

For each performance measure develop a:

1. Baseline – current state
2. Target – desired level of performance
3. Timeline – date when performance will be achieved
Tips for Choosing the Best Measures

For each measure ask...

- Does the measure clearly relate to the project goal and objective?
- Is the measure important to management and stakeholders?
- Is it possible to collect accurate and reliable data for the measure?
- Taken together, do the measures accurately reflect the key results of the program, activity or service?
- Is there more than one measure for each goal or objective?
- Are your measures primarily outcome, efficiency, or quality measures?