

Performance Management Tools

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

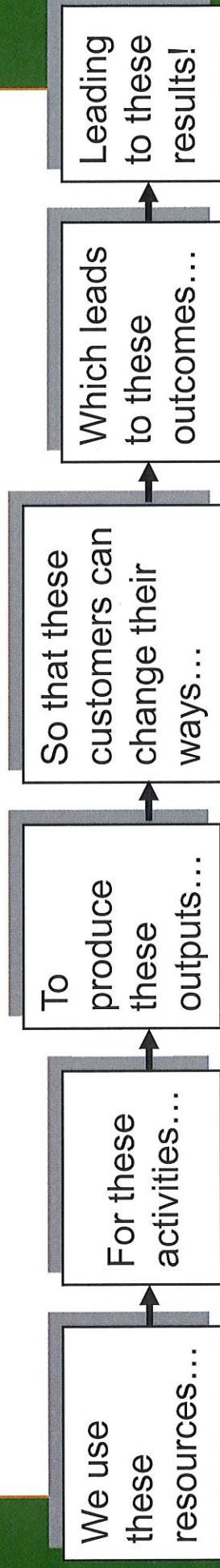
Helps you understand and explain why you're seeing the program/project results.

The Logic Model

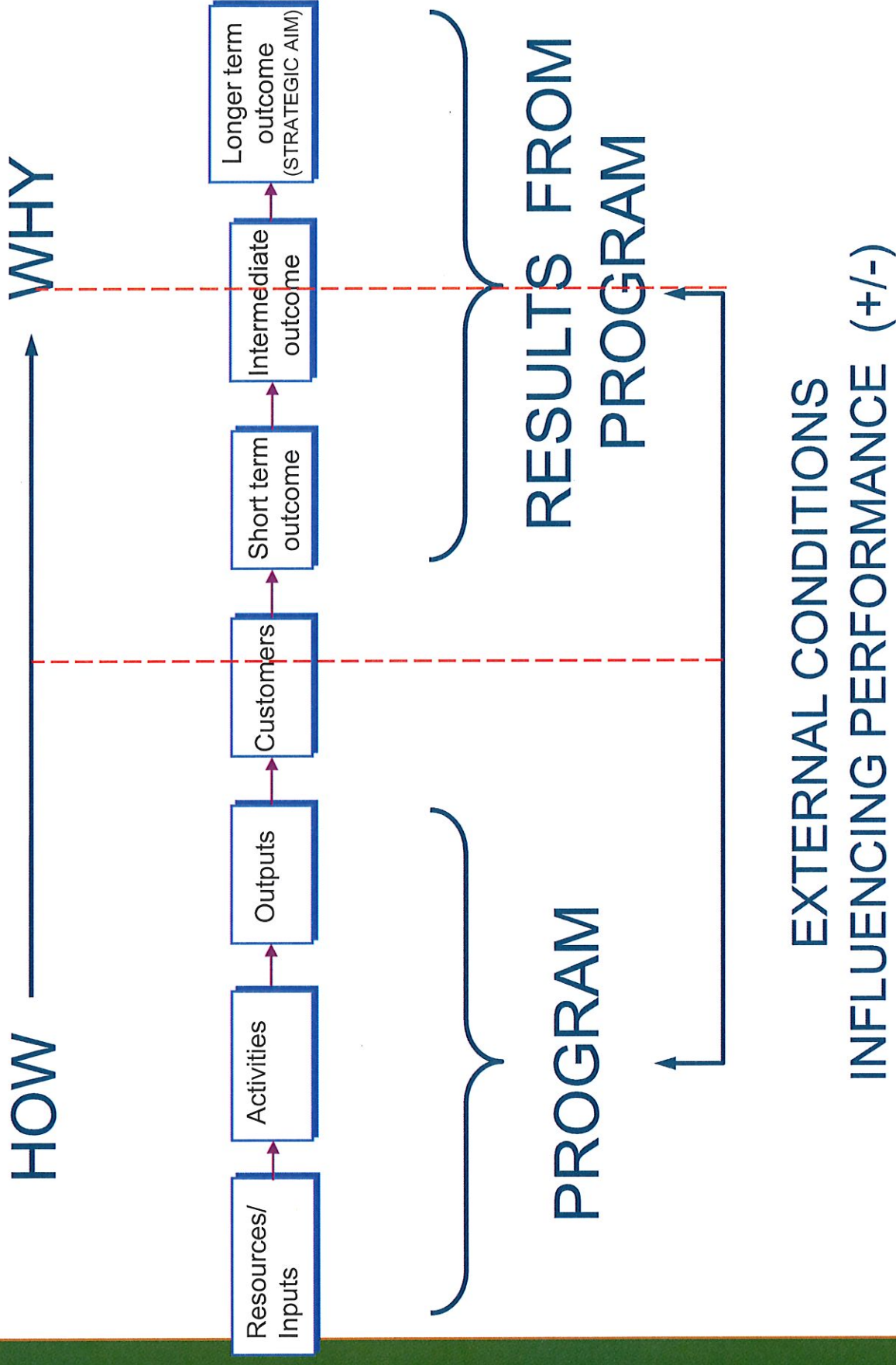


What is a logic model?

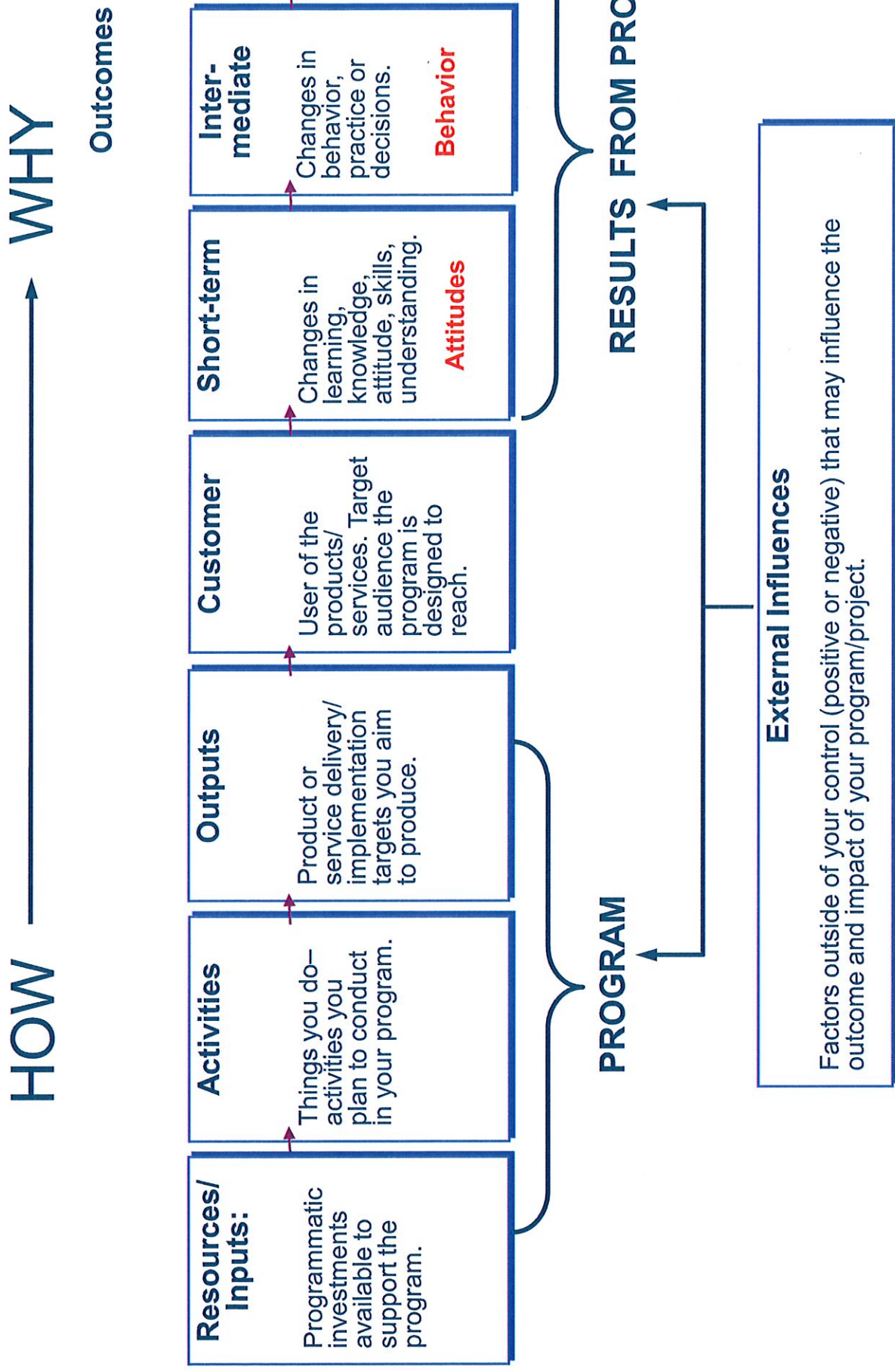
*A picture of your program. Graphic and text that illustrates the **relationship** between your program's activities and its **intended** outcomes and results.*



Logic Model



Elements of the Logic Model



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” in the system.

Measures Across the Logic Model Spectrum

Element	Definition	Example Measure
Resources/ Inputs	Measure of resources consumed by the organization.	Amount of funds, # of FTE, materials, equipment, supplies (etc.).
Activities	Measure of work performed that directly produces the core products and services.	# of training classes offered as designed; Hours of technical assistance training for staff.
Outputs	Measure of products and services provided as a direct result of program activities.	# of technical assistance requests responded to; # of compliance workbooks developed/delivered.
Customer Reached	Measure of target population receiving outputs.	% of target population trained; # of target population receiving technical assistance.
Customer Satisfaction	Measure of satisfaction with outputs.	% of customers dissatisfied with training; % of customers “very satisfied” with assistance received.
Outcomes	Accomplishment of program goals and objectives (short-term and intermediate outcomes, long-term outcomes--impacts).	% increase in industry’s understanding of regulatory recycling exclusion; # of sectors that adopt regulatory recycling exclusion; % increase in materials recycled.

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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?