



# Performance Measures



# Learning Objectives

**By the end of this module, you will be able to:**

- Describe key performance measurement concepts
- Identify high quality performance measures

# Performance measurement helps you:

- Manage your program
- Tell your story

# Performance measurement is a systematic process of tracking outputs and outcomes:

## Outputs

- Amount of service provided (e.g. people served, products created, or programs developed) through your planned intervention

## Outcomes

- Reflect the changes or benefits that occur as the result of the intervention
- Can reflect changes in individuals, organizations, communities, or the environment
- Address changes in attitudes/beliefs, knowledge/skills, behavior, or conditions

Differences: Key Areas	Performance Measurement	Impact Evaluation
Causality	Assumes causality; does <i>not</i> “prove” theory of change	Seeks to show causality and “prove” theory of change
Implementation	Tracks outputs and outcomes on a regular, ongoing basis	May occur from time to time, but not on a regular, ongoing basis
Time Focus	Shorter term focus; what can be measured within one year	Longer term focus

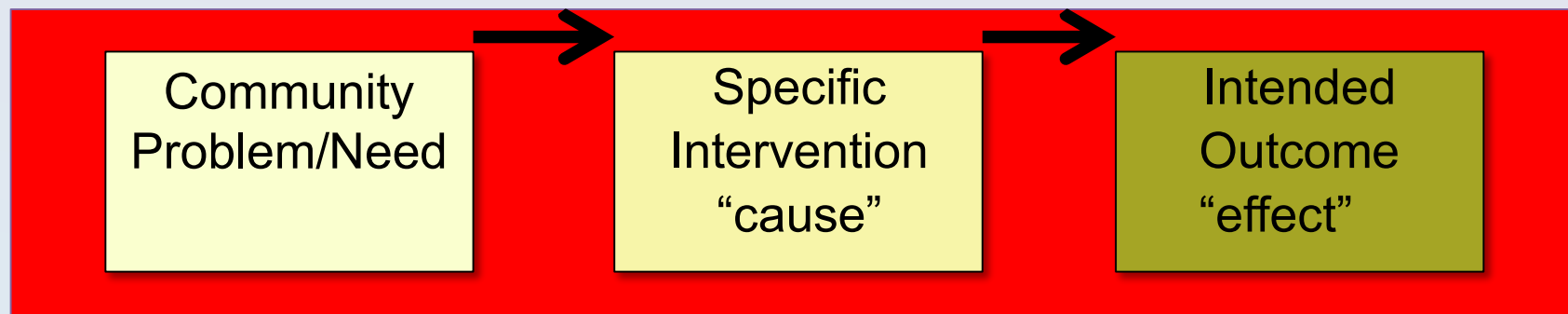
# Alignment

**Alignment:** Logical flow and connection between the different elements helps you:

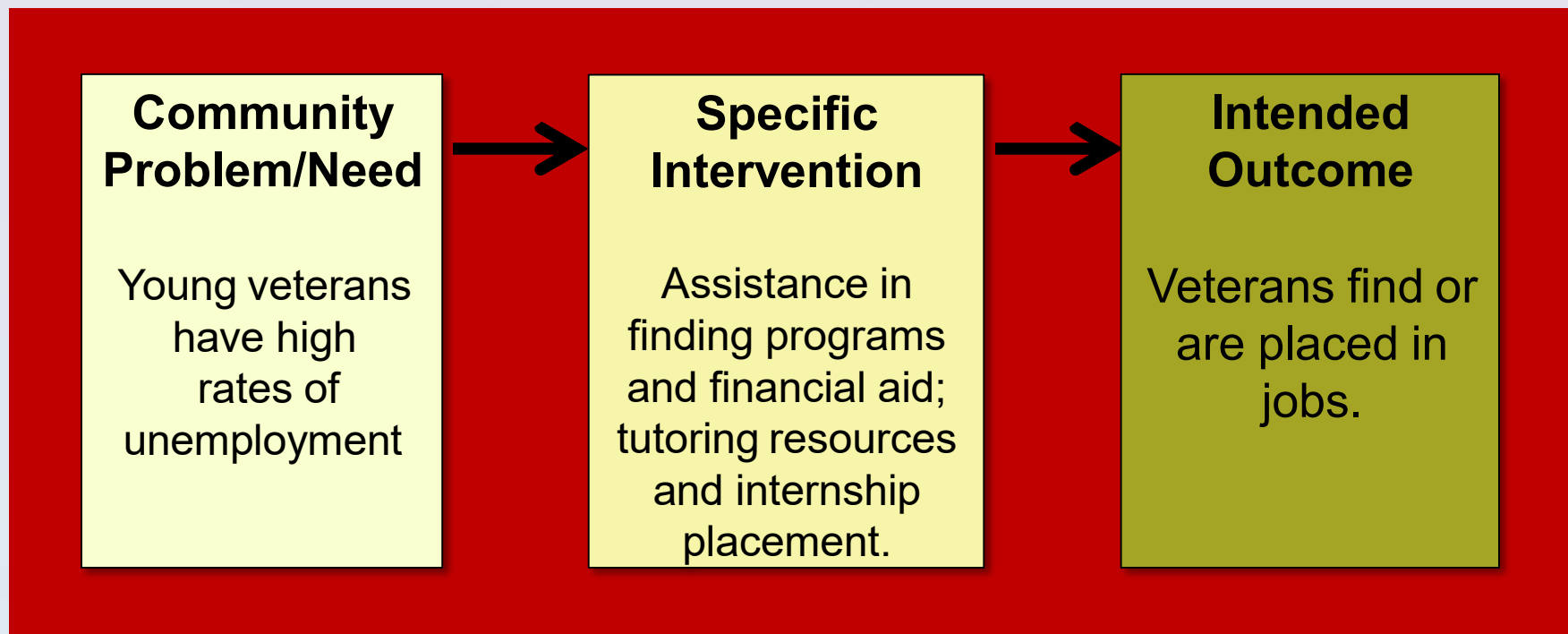
- Strengthen your theory of change
- Articulate your performance measures
- Measure more accurately
- Clearly report changes

# Alignment within Theory of Change

- Strong alignment among the theory of change elements sets the stage for identifying quality performance measures



# Theory of Change: Veterans Example

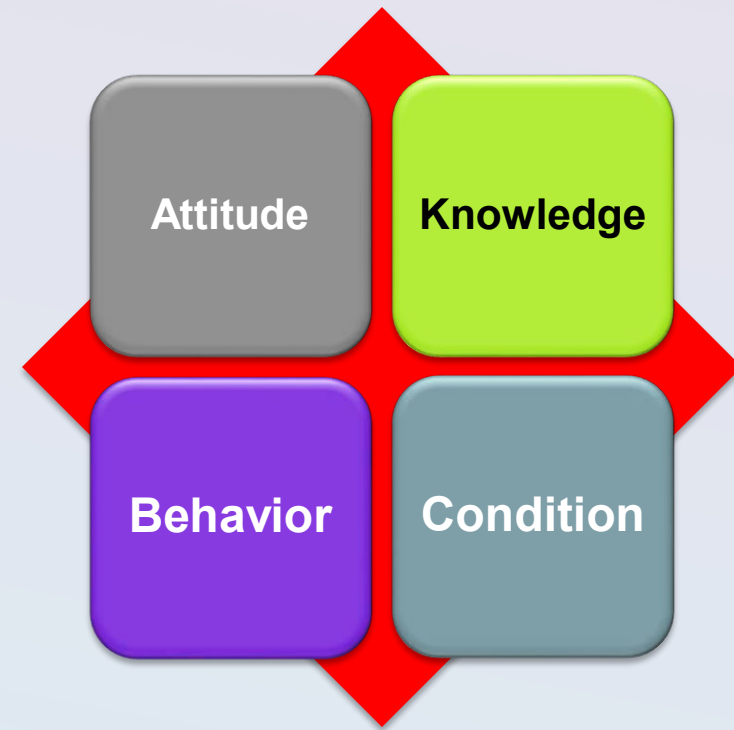




# Identifying a High Quality Outcome

## The Outcome should:

- Be meaningful
- Be ambitious yet realistic
- Reflect the type of change (attitude, knowledge, behavior, or condition) you want to measure



# Meaningful Outcome

**Criteria for a meaningful outcome. Consider:**

- **Community Need/problem:**  
Is the outcome addressing it?
- **Compelling/powerful.** Is the outcome central or peripheral?

# Meaningful Outcome

**Criteria for a meaningful outcome. Consider (continued):**

- **Beneficiaries.** Is the target audience identified in the outcome?
- **Scope of the outcome.** How many will benefit?
- **Magnitude of the outcome.** How much change will occur for beneficiaries?
- **Evidence.** Is the outcome supported by evidence for the intervention?

# Ambitious yet Realistic

**Is the outcome too modest?**

**Consider:**

- Outcome should reflect an ambitious change expected from the intervention
- Outcome resulting from full “dosage” of intervention

# Ambitious yet Realistic

**Is the outcome too ambitious?**

**Consider:**

- Program timeframe
- Scope of the intervention
- Severity of the problems being addressed
- Program resources

# Mentoring Example

**NEED:** Documented high rates of chronic absence from school lead to other problems, e.g. low school engagement, poor academic performance (Social Work Practices, 2010).

**INTERVENTION:** Weekly individual and group mentoring to 6<sup>th</sup> grade students with attendance problems over 10 months. Focus on promoting re-engagement with school through social development and leadership skills.

# Reflect the Type of Outcome

**Has the outcome type been identified: attitude, knowledge/skills, behavior or condition?**

- Outcome type should be same as theory of change
- Outcome type will inform instrument

# Veteran Example: Type of Outcome

**NEED:** 35% of young veterans (18-24 year olds) are unemployed (Department of Veteran Affairs, 2011). Economists cite a lack of marketable civilian skills and the need for education degrees, vocational certifications...

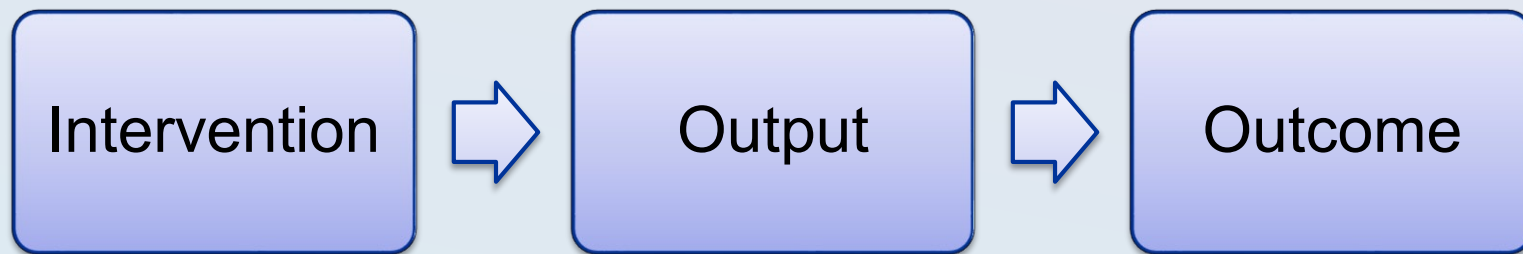
**INTERVENTION:** National service participants support veterans in completing training programs by assisting in locating appropriate programs, securing financial aid, and by providing tutoring resources and internship placements.

1. Veterans report increased confidence employment. (attitude)
2. Veterans demonstrate new technical skills. (knowledge/skills)
3. Veterans are placed in jobs. (condition)



# Alignment of Outputs and Outcomes

- Intervention produces output
- Output leads to the outcome
- Output and outcome measure the same intervention and beneficiaries



# Housing Example: Output-Outcome Alignment

**INTERVENTION:** Construction teams assess housing request, plan and execute housing upgrades and repairs and complete inspection requirements for individuals with disabilities.

**OUTPUT:** Individuals with disabilities receive housing service (upgrades and repairs).

**OUTCOME:** Construction team members improve construction skills.

**Do the intervention and output align?**

**Why or why not?**

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**Do the output and outcome align?**

**Why or why not?**

# Examples of Aligned Output-Outcome National Performance Measures

<b>Focus Area</b>	<b>Output</b>	<b>Outcome</b>
Education	Number of individuals served (ED1A)	Number of students with improved academic performance (ED5A)

# Examples of Aligned Output-Outcome National Performance Measures

<b>Focus Area</b>	<b>Output</b>	<b>Outcome</b>
Healthy Futures	Number of individuals served (H4A)	Number of individuals who report increased food security (H12)

# Summary of Key Points

- Performance measurement is a systematic process of measuring progress (outputs and outcomes)
- Performance measurement does not seek to “prove” a theory of change, but can provide snapshots.
- Impact evaluation can determine if results occurred because of the intervention.

# Summary of Key Points

- Strong performance measures align with the theory of change (need, intervention and outcome)
  - The intervention is based on evidence that supports a cause-and-effect relationship between the intervention and an intended outcome.
  - The theory of change helps identify an appropriate outcome to measure.
- Quality outcomes should:
  - Be meaningful
  - Be ambitious yet realistic
  - Match the type of change you want to see (attitude, knowledge/skills, behavior, condition)

# Summary of Key Points

- Strong performance measures are aligned
  - Output comes from the intervention
  - Outcome is likely to result from output
  - Output and outcome measure the same intervention and beneficiaries



Questions?