Human Services Workshop: Performance Measures and Indicators

Carolyn Fanelli
Human Services Advisory Board
Welcome!
Today’s Objectives

By the end of the session, you will be more familiar with:

1. How the Towns and County think about measuring human services results
2. How to select, measure and use performance measures and indicators in your organization’s work
Agenda

9:15 - 9:25  Results Framework Review
9:25 - 9:45  Measure Results: Developing Performance Indicators
9:45 - 10:15 Small Group Activity
10:15-10:30 Measure Results: Data Collection, Analysis and Use
10:30-10:50 Small Group Activity
10:50-10:55 Review
10:55-11:00 Closing & Announcements
Results Framework Review
Components of a Results Framework

**Inputs**
- Human Resources (staff, volunteers)
- Funding
- Equipment

**Activities**
- Events (training program, distributions)
- Actions (counselling, health checks)

**Outputs**
- Knowledge or skills gained
- Goods and services delivered

**Goal**
- Longer-term, wider change to which the program contributes

**Strategic Objectives**
- Benefits expected to occur for target group(s)

**Intermediate Results**
- Expected changes in behavior of a group or in systems, policies or institutions
What part of a results framework are below?

**GOAL**

All Chapel Hill/Carrboro residents experience economic and social well-being & opportunities to thrive

**STRATEGIC OBJECTIVES**

- Children improve their education outcomes
  - Children birth-to-K access early childhood development opportunities
  - Children demonstrate new grade-level-appropriate skills
- Residents increase their livelihoods security
  - Residents access the most appropriate social safety net services
  - Residents increase job skills appropriate for the local economy
- Residents improve their health outcomes
  - Residents access basic health care services (primary, behavioral, dental)
  - Residents demonstrate new healthy lifestyle behaviors

**INTERMEDIATE RESULTS**
Benefits of Results-based Management

Communicates the impact you plan to see

Supports strategic planning

Produces useful information for decision making and accountability

Logically presents the relationships between the daily “what” with the big picture “why”
Human Services Results Framework – CH & Carrboro

Goal: All Chapel Hill residents experience economic and social well-being & opportunities to thrive

SO1: Children improve their education outcomes

IR1.1: Children birth-to-K access early childhood development opportunities
IR1.2: Children demonstrate new grade-level-appropriate skills

SO2: Residents increase their livelihoods security

IR2.1: Residents access the most appropriate social safety net services
IR2.2: Residents increase job skills appropriate for the local economy

SO3: Residents improve their health outcomes

IR3.1: Residents access basic health care services (primary, behavioral, dental)
IR3.2: Residents demonstrate new healthy lifestyle behaviors
1. **Ensure a community network of basic human services** and infrastructure that maintains, protects, and promotes the well-being of all county residents

2. **Implement planning and economic development policies** which create a balanced, dynamic local economy, and which promote diversity, sustainable growth, and enhanced revenue while embracing community values

3. **Promote an interactive and engaging system of governance** that reflects community values

4. **Invest in quality County facilities, a diverse work force, and technology** to achieve a high performing County government

5. **Create, preserve, and protect a natural environment** that includes clean water, clean air, wildlife, important natural lands, and sustainable energy for present and future generations

6. **Ensure a high quality of life and lifelong learning** that champions diversity, education at all levels, libraries, parks, recreation, and animal welfare
Developing Performance Indicators
What is a performance indicator?

• Indicators point to evidence showing whether objectives are being achieved
• They are:
  • **Specific** – What does the project intend to change?
  • **Measurable** – Can the indicator be assessed objectively, independently, accurately and consistently?
  • **Achievable** – Is it possible for the project to accomplish the indicator?
  • **Relevant** – Is the indicator applicable to the context and the project, as well as practical or cost-effective to use?
  • **Time-bound** – Can the indicator be achieved during the project’s time period?
• Towns provide some for you, connected to their intermediate results
• You can also have your own
<table>
<thead>
<tr>
<th>Level of Results Framework</th>
<th>Purpose of performance indicator at this level</th>
<th>Example/Sample Town Results Statement</th>
<th>Example/Sample Performance Indicator</th>
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<tbody>
<tr>
<td>Goal</td>
<td>Measure long-term impact</td>
<td>Children in CH/C thrive</td>
<td>N/A</td>
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<tr>
<td>Strategic Objective</td>
<td>Measure short-term impact: the benefit that the target group will receive by project end</td>
<td>SO 1: Children improve their education outcomes</td>
<td>% of Students &quot;College and Career Ready&quot; on End-of-Grade Exams</td>
</tr>
<tr>
<td>Intermediate Result</td>
<td>Measure changes in practices or behaviors resulting from the acquisition of goods or services, knowledge, skills or attitudes</td>
<td>IR 1.2: Children demonstrate new grade-level-appropriate skills</td>
<td>% of program participants that are promoted to the next grade</td>
</tr>
<tr>
<td>Output</td>
<td>Show deliverables obtained through project activities; measure access to or acquisition of goods or services, knowledge, skills or attitudes</td>
<td>Students increase knowledge of academic areas</td>
<td>% of program participants that score above 60% on program post-test</td>
</tr>
<tr>
<td>Activity</td>
<td>How program inputs are used in pursuit of achieving project objectives; what has been done or implemented</td>
<td>After-school tutoring conducted weekly in 2020</td>
<td># of tutoring sessions held in 2020 with participant attendance of 80% or above</td>
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Small Group Activity 1

As a small group, look at the performance measures that you brought with you.

1) Does it measure an intermediate result, output or activity? Explain why.

2) Is the indicator specific, measurable, achievable, relevant, time-bound? What changes, if any, would you make to ensure it is SMART?
Data Collection,
Analysis and Use
Measuring your indicators

1. Choose measurement method
2. Identify and select data sources
3. Think about how you are going to communicate and use your data
<table>
<thead>
<tr>
<th>Results Framework</th>
<th>Typical measurement method</th>
<th>Typical frequency</th>
<th>How Used</th>
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<tbody>
<tr>
<td>Goal</td>
<td>If goal is monitored (most are not), draw data from existing sources, e.g., American Community Survey</td>
<td>Depends, but would have a multi-year timeframe</td>
<td>Broad community communication, usually with other stakeholders working towards the same/similar aim</td>
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<tr>
<td>Strategic Objective</td>
<td>Primary methods or secondary data source; are compared with the corresponding baseline findings</td>
<td>At end of project/program</td>
<td>To evaluate program effectiveness; should be shared with donors and participants</td>
</tr>
<tr>
<td>Intermediate Result</td>
<td>Data collected by project</td>
<td>Monitoring begins soon after outputs have begun to be delivered and can be expected to start taking effect</td>
<td>By project leadership to inform program adjustments, decision-making</td>
</tr>
<tr>
<td>Output</td>
<td>Collected as part of routine project monitoring, e.g., pre-/post-training scores, calculations of food distributed, etc.</td>
<td>Quarterly</td>
<td>By project management to monitor effective, timely, quality delivery of project activities; used to adjust activities as needed to improve implementation</td>
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<tr>
<td>Activity</td>
<td>Collected as part of regular activities, e.g., checklists, participant lists, intake forms</td>
<td>Daily, Weekly, or Monthly</td>
<td>By project staff to make sure activity implementation is on track</td>
</tr>
</tbody>
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Small Group Activity 2

As a small group, look at the performance measures that you brought with you. Discuss:

1) How do you plan to measure these indicators?
2) How frequently?
3) How will you use the data?
4) What challenges do you foresee in data collection, analysis and use?
Review

Turn to a neighbor: What is one learning you will take away from today and share with a colleague in your organization?
Closing & Announcements
Thank you!