



Best Practices in Performance Measure Design

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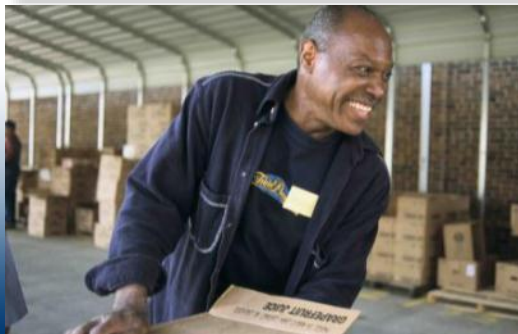
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Performance Measurement

- Ongoing, systematic process of tracking your program or project outputs and outcomes
- **Outputs:** Amount of service provided
(number of people/organizations/other entities served)
- **Outcomes:** Changes or benefits that occur
 - Can reflect changes in individuals, organizations, communities, or the environment
 - Typically include changes in **knowledge, attitude, behavior, or condition**
 - Must have a logical connection to the intervention and be aligned with outputs

Purpose of Performance Measurement



- Recognition of progress
 - Collect reliable information about the intervention's implementation and progress toward outcomes
- Accountability to funders and stakeholders
 - Communicate achievements in a meaningful and systematic way
- Program improvement
 - Spot and correct problems
 - Strengthen the intervention
 - Determine where to allocate limited resources

How CNCS Uses Performance Measures

- Tell the story of the collective impact of national service programs
- National Performance Measures (NPMs):
 - Allow use of shared language for outputs and outcomes that multiple programs have in common
 - Available in all CNCS focus areas
- Applicant-determined Measures:
 - Intended for programs whose interventions, outputs, or outcomes do not fit under existing National Performance Measures

AmeriCorps State and National Performance Measure Requirements

- At least one aligned performance measure (output paired with outcome) connected to primary intervention
 - May be National PM or applicant-determined PM
 - Additional PMs, including output-only NPMs, are permitted but not required
- Performance measures reflect significant activities in applicant's Theory of Change
 - No need to capture all program activity in performance measures

National Performance Measure Instructions

- Fundamental guidance document
- Shows selection rules and instructions for each National Performance Measure
- Also includes helpful appendices:
 - MSYs and member allocations tutorial (Appendix A)
 - Performance Measure Checklist (Appendix B)
 - FAQs (Appendix C)
- Linked from main NOFO page:
<https://www.nationalservice.gov/build-your-capacity/grants/funding-opportunities/2019/ameriCorps-state-and-national-grants-fy-2019>

Performance Measure Changes in 2019

- Simplified the NPM matrix by reducing the number and complexity of measures
- Made NPMs more inclusive and reduced barriers to use
- Provided NPM outcome options in all focus areas
- Focused performance measures exclusively on community impact
 - Key member-focused outputs and outcomes will be captured in demographic indicators

All applicants, **including continuation applicants, must follow the 2019 National Performance Measure Instructions**

Best Practices: Performance Measure Design



- Select PMs that fit your program design and theory of change, not vice versa
- Read the instructions
- Less = more: restrict PMs to significant program activities
- Clearly define terms and ensure they are meaningful
- Use national measures when they fit the program design
- Use system-defined intervention categories when possible

Best Practices: Performance Measure Design

- Clearly distinguish outcomes from outputs while maintaining logical alignment
- Choose outcome measures that are ambitious but realistic
- For outcomes that require participant follow-up, set targets that take into account response rate attrition
- For longer-term outcomes, set targets that are achievable in a single grant year



Best Practices: Performance Measure Design (continued)

- Use numerical targets, not percentages
- Use pre-post assessments when possible
- Select data collection instruments that are valid (measure what they are supposed to measure) and reliable (yield consistent results)
- Choose data collection instruments that are accessible and yield timely data
- Allocate sufficient resources toward data collection efforts: money, time, personnel

Designing a Measure: Education



Program Overview:

The EduCorps Program is requesting six half-time AmeriCorps members to lead one-on-one and small-group tutoring programs for middle-school students at a high-poverty school. The primary goal of the program is to improve students'

achievement levels in mathematics and to help students stay on track for high-school graduation. Members will meet with groups of 1-3 students after school each day for about an hour each, using mathematics enrichment materials that complement the normal classroom curriculum. Members will also lead daily large-group activities focused on physical activity and healthy eating.

Step 1: Choose the Right Measure(s) and Intervention(s)

- Primary service activity: academic tutoring (K-12 Success)

Strategic Plan Objective	Selection Rules		Interventions
	Outputs	Outcomes (if applicable)*	
K-12 Success	ED1A: Number of individuals served	ED5A: Number of students with improved academic performance ED9: Number of students graduating from high school on time ED10: Number of students enrolling in post-secondary education/training ED27C: Number of students with improved academic engagement or social-emotional skills ED6: Number of students with increased attendance ED7A: Number of students with decreased disciplinary incidents (referrals, suspensions/expulsions, criminal or gang involvement)	Tutoring Mentoring Other Classroom Support Out-of-School Time Family Involvement Service Learning Summer Learning Classroom Teaching Opioid/Drug Intervention

Step 2: Study the Instructions for Each Measure

- Read the NPM Instructions for each measure to make sure the program can meet the requirements

ED1A (output)	Number of individuals served
Definition of Key Terms	Individuals: recipients of CNCS-supported services related to education; may include students enrolled in grades K-12, out-of-school youth, preschool age children, and/or individuals pursuing postsecondary education Served: substantive engagement of individuals with a specific education-related goal in mind. Cannot consist solely of mass dissemination of information such as email blasts, social media posts, or distributing pamphlets.
How to Measure/Collect Data	Tracking mechanism that ensures an unduplicated count of individuals who have received services

Step 2: Study the Instructions for Each Measure (continued)

ED5A (outcome)	Number of students with improved academic performance
Definition of Key Terms	Students: those reported in ED1A Improved academic performance: an improved demonstration of skill or knowledge in one or more academic subjects
How to Measure/Collect Data	Standardized test, report card grade, or other instrument capable of measuring changes in academic performance at the individual beneficiary level. When possible, pre-post assessments should be utilized.

- Applicants that cannot meet the requirements for a measure should not use it.

Step 3: Define All Terms Clearly

- ED5A:
 - **Improved academic performance:** an improved demonstration of skill or knowledge in one or more academic subjects
 - *EduCorps' definition: At least 1.1 years of academic growth from the beginning to the end of the school year.*

Step 4: Calculate MSY and Member Allocations

- Determine how many members, and what portion of member time (MSYs), will be devoted to activities captured by the PM
- Members can be counted toward more than one PM; MSYs cannot
- Not all members and MSYs need to be allocated to PMs
- *EduCorps MSY and member allocations:*
 - 6 members
 - 2.0 MSY (2/3 of total member time [3.0 MSY])

Step 5: Set Output and Outcome Targets

- Targets should be ambitious but realistic
- Outcome targets should relate logically to output targets

EduCorps targets:

- *ED1A: 90 students*
- *ED5A: 60 students*

Step 6: Select Appropriate Instruments

- Must meet criteria specified in National Performance Measure Instructions

Standardized test, report card grade, or other instrument capable of measuring changes in academic performance at the individual beneficiary level. When possible, pre-post assessments should be utilized.

- Must meet fundamental data quality standards

Step 7: Put it All Together

Performance Measure: Helping Students Improve in Math

Focus Area: Education

Objective: K-12 Success

No. of MSY's: 2.0

No. of Members: 6

Selected Interventions:

Tutoring

Output:

ED1A: Number of individuals served

Target: 90 Individuals

Measured By: Tracking System

Described Instrument: AmeriCorps members will record in the program's secure database the name and ID number of each student who enrolls in the tutoring program. The list of names/IDs will be checked to ensure that no student is counted twice.

Outcome:

ED5A: Number of students with improved academic performance

Target: 60 Students

Additional Resources

- 2019 Performance Measure Instructions:
https://www.nationalservice.gov/sites/default/files/documents/2019%20Performance%20Measures%20Instructions%20FINAL%20CLEAN_Updated.pdf
- Performance Measurement Core Curriculum:
<http://www.nationalservice.gov/resources/performance-measurement/training-resources>
 - **Performance Measurement Basics**
 - Theory of Change
 - Evidence
 - **Quality Performance Measures**
 - **Data Collection and Instruments**

Additional Resources (continued)

- How to navigate the eGrants Performance Measure Module:
<http://www.nationalservice.gov/resources/performance-measurement/egrants-performance-measures-module-ameriCorps>

Email AmeriCorpsGrants@cns.gov with any questions related to the 2019 National Performance Measure Instructions