



# Guiding Subgrantees in Performance Measurement

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# Session Overview



- Importance of Performance Measurement
- Performance Measurement Requirements
- Expectations of Commissions
- Common Problems
- Strategies for Assisting Subgrantees
- Available Resources (and NEW!)
- Activity
- Questions and Best Practices



# Importance of Performance Measurement



Why does AmeriCorps State and National spend so much time talking about and reviewing Performance Measures?

# Performance Measurement Requirements



# Performance Measurement Requirements

From 2017 NOFO:

All applications must include at least **one aligned performance measure** (output and outcome) that corresponds to the proposed primary intervention....As described in the Application Instructions, applicants must **include all their information about their proposed performance measure in the Performance Measure section...All information requested in the National Performance Measure Instructions must be included** in the text of the performance measures themselves....

# Performance Measurement Requirements

1. One aligned measure (output and outcome) connected to the primary intervention and Theory of Change
2. All terms used are clearly defined. Performance measures screen must be a stand-alone document
3. National Performance Measures follow the required selection and design instructions

# Performance Measure: Common Problems

- Not reading or following the National Performance Measure Instructions for measure selection or design
- Outcomes which do not measure a change in knowledge, attitude, behavior, or condition
- Incomplete information
  - Key terms not defined (economically disadvantaged, program completion, dosage, etc.)
  - Amount / level of improvement needed
  - Pre-post test requirements
  - Sampling (without approval)
  - Ensuring non-duplication
- Performance measures that do not align with Theory of Change

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# CNCS Expectations of Commissions for Performance Measures



- Actively use the National Performance Measure Instructions and CNCS resources
- Provide high-quality Training and Technical Assistance for applicants and for grantees
- Conduct a thorough application review process
- Complete a robust clarification or improvement process where applicants can fix weaknesses or errors in Performance Measures
- Following award, ensure grantees are following their performance measure plan. If needed, fix weak or inaccurate Performance Measures

# Strategies for Assisting Subgrantees



- Pre-submission
- Review process
- Post-award

# Strategies for Assisting Subgrantees: Pre-submission

- Outreach to new applicants about AmeriCorps, including some information of what is required of grantees
  - In-person, webinar, phone, email, printed or electronic materials
- Training and Technical assistance for potential applicants
  - In-person, webinar, phone, email, printed or electronic materials
  - Use Knowledge Network materials
- Commission Investment Fund activities
  - Offering additional or extended trainings
  - Hiring a consultant

# Strategies for Assisting Subgrantees: Pre-submission

Example: Mental Health First Aid program



# Strategies for Assisting Subgrantees: Review process

- Ensure reviewer(s) are familiar with CNCS Performance Measures and have all the tools they need
  - Training and practice, reviewing resources
- If allowable in your state, build time for clarification and revision into your review process
- Use the Performance Measure Instructions
  - Performance Measure Sample **(new)**
  - FAQs embedded with particular PMs **(new)**
  - Review notes embedded with particular PMs **(new)**
- Use standard clarification template **(new, commissions only)**
- Critically consider what the applicant needs to do in order to have strong performance measures.

# Performance Measure Sample in PM Instructions

Performance Measure Example:

Field	What Should Be Entered Here	Example
Title	Enter a short, descriptive title for your performance measure. Different aligned performance measures should have different titles so that they can be easily referenced.	Capacity Building
Problem Statement	Briefly describe the problem your program will address with this performance measure. Your description should provide just enough context that the program's theory of change will be evident without referencing the application narrative or logic model. Also address	Small, community-based organizations in the rural community of Small Town lack staff capacity to effectively recruit and manage volunteers.

# FAQ in PM Instructions

<b>Measure H5</b>	Number of children and youth engaged in in-school or afterschool physical education activities with the purpose of reducing childhood obesity.
<b>Definition of Key Terms</b>	Children and youth must be enrolled in elementary, middle, or high school programs within a public, charter, private, or home-school arrangement. Physical education activities must be in addition to regular activities that would have been provided by the school or afterschool program (cannot supplant existing activities). One goal of the physical activity should be to reduce or prevent childhood obesity.
<b>How to Calculate/ Measure/ Collect Data</b>	Count of the number of children actively participating in the activities. Not just the number enrolled or even the number attending, but rather the number who engage in the activities. Count each child only once.
<b>FAQs</b>	<p><i>E26. Can summer programs select the H5 performance measure?</i></p> <p>The H5 output could apply to summer programming, provided the programming meets the criterion of being in addition to regular activities that would have been provided by the school or camp during the summer term. This interpretation is the same as ED27A and ED27B above.</p>

# Review Notes in PM Instructions

<b>Measure O1</b>	Number of economically disadvantaged individuals receiving financial literacy services.
<b>Definition of Key Terms</b>	<p><b>Economically disadvantaged:</b> Must be receiving or meet the income eligibility requirements to receive: TANF, Food Stamps (SNAP), Medicaid, SCHIP, Section 8 housing assistance OR have a poor credit score OR are at least 60 days behind on one or more personal/family accounts.</p> <p><b>Individuals:</b> May be a single individual or may represent a family; may be of any age considered an “adult” in the state where services are provided</p> <p><b>Financial literacy services:</b> Includes “financial literacy education with regard to credit management, financial institutions including banks and credit unions, and utilization of savings plans” (2009 Serve America Act).</p>
<b>How to Calculate Measure/ Collect Data</b>	<p>Unduplicated count of individuals to whom the “financial literacy services” are provided. Note that this is not simply a referral service. Individuals may contact the organization more than once during the year to get help but each individual should be reported here only once. Services may be provided in-person, on the phone, or by email.</p> <p>Tracking mechanism appropriate for type of service. May be a sign-in sheet or a tracking database.</p>
<b>Review Notes</b>	Individuals counted in National Performance Measures must meet definition of "economically disadvantaged" in the Performance Measure Instructions. (Note: Definitions are different for different performance measures.)

# Checklist and Clarifications

## Grant Application Review Performance Measure Worksheet

Application ID	
Legal Applicant	
Program	
New or Recompete	

Complete this worksheet for all performance measures in the application except those you are instructing the applicant to remove during clarification.

		PM1	PM2	PM3	PM4	PM5	Standard Clarification Item #
<b>Alignment with Narrative/TOC</b>							
1	Focus areas, objectives, interventions, outputs and outcomes are consistent with the application narrative, logic model and theory of change.						3, 15
<b>Interventions</b>							
2	The interventions selected contribute directly to the outputs and outcomes.						16
3	Interventions are not repeated in multiple aligned performance measures.						16
<b>Dosage</b>							
4	The dosage (frequency, intensity, duration of intervention) is described and is sufficient to achieve outcomes.						8, 17
<b>Resource Allocation</b>							

# Checklist and Clarifications

## Section 2: Standard Performance Measure Clarification Items

Each numbered clarification item (below) is connected to specific section(s) of the PM Checklist (above). Commissions may use a tool like this to draft clarification/corrective directions for subgrantee performance measures.

**Please note:** The checklist is not a comprehensive list of all performance measure items that may require clarification. Refer to the Performance Measure Instructions and NOFO FAQs for full requirements. All standard clarification language is a starting point only; the clarification language will need to be adapted to provide clear direction for a subgrantee's particular performance measure.

1. In the Described Instrument section of the measure, please describe how the individuals counted under this measure meet the definition of "economically disadvantaged" as specified in the National Performance Measure Instructions for this particular measure.
2. Please zero out the MSYs and members associated with this performance measure and, if appropriate, re-allocate them to performance measure(s) focused on community impact. Please also ensure that there are zero MSYs and members associated with the Find Opportunity and Teacher Corps objectives (if one or more of those objectives is present) on the MSYs/Members tab of the Performance Measure Module; all MSYs and members must be allocated to community impact objectives.

# Strategies for Assisting Subgrantees: Review process

- If performance measures are very weak or don't align with Theory of Change:
  - Work with subgrantee to consider what PMs are the best fit
  - Refer subgrantee to Performance Measure Instructions & rework
  - Sometimes, commissions may wish to move weak but promising applications to planning grants
- If performance measures require some modifications:
  - Use standard clarification item document for drafting clarification items
  - Complete pre-award revisions
  - Add a special condition to fix performance measures, likely prior to member enrollment

# Strategies for Assisting Subgrantees: Review process

Example: Mental Health First Aid program



# Strategies for Assisting Subgrantees: Post-award



- Resolve special conditions
- Review data collection tools and procedures related to performance measures
- Talk about grantee's performance measure plan during check-in calls, site visits, etc.
  - Ask about procedures, i.e., is what they are doing aligned with what they said they would do?
- Offer trainings/webinars or require completion of Knowledge Network courses
- If necessary and appropriate, complete an amendment
- If necessary, update performance measures at continuations or recompetes

# Strategies for Assisting Subgrantees: Post-award

Performance Measure Issue	Corrective Action
Incorrect alignment of national performance measures (do not follow required selection rules)	Require that the measures be corrected via amendment. Allow performance measure actuals to be reported on the GPR as long as the numbers reported for the individual outputs and outcomes were collected using valid instruments/protocols/definitions.
National performance measures being used in the wrong context (e.g. beneficiary-focused national measures being used to report member-focused outputs/outcomes)	Require that the measures be corrected via amendment. Require that data be zeroed out on the GPR.
Poor-quality applicant-determined measures (outcomes that do not measure a change in knowledge, attitude, behavior, or condition; misalignment of outputs and outcomes; measures that duplicate national measures; etc.)	Provide T&TA to grantees around improving performance measure quality. Allow performance measure actuals to be reported on the GPR as long as the numbers reported for the individual outputs and outcomes were collected using valid instruments/protocols/definitions.

Sample: Ask your Program Officer for the full document on PM amendments

# Strategies for Assisting Subgrantees

Example: Mental Health First Aid program



# CNCS Performance Measure Resources

- Performance Measure Template **(new)**
- 2017 National Performance Measure Instructions (includes Checklist, PM Example, Review Notes, FAQs – **new**): <http://www.nationalservice.gov/documents/main-menu/2016/2017-performance-measures-instructions>
- Standard Performance Measure Clarification Items **(new)**
- How to use the CNCS National Performance Measure Instructions:  
<http://www.nationalservice.gov/resources/performance-measurement/how-use-cnccs-national-performance-measure-instructions>

# CNCS Performance Measure Resources

- Performance Measurement Core Curriculum:  
<http://www.nationalservice.gov/resources/performance-measurement/training-resources>
- How to navigate the eGrants Performance Measure Module:  
<http://www.nationalservice.gov/resources/performance-measurement/egrants-performance-measures-module-ameriacorps>
- Laying the Groundwork Before Your First Evaluation::  
<http://www.nationalservice.gov/resources/evaluation/planning-evaluation>

# Performance Measure Activity

# Questions? Best Practices?

