

## **Overview of Performance Measurement**



# Learning Objectives

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

- Describe what performance measurement is, and how it can be useful in program management
- Describe how CNCS approaches performance measurement
- Describe how performance measures will be used to tell the National Service story

# Module Overview

- What is performance measurement?
- What is the purpose of performance measurement, and how can it be used in program management?
- What does CNCS expect to achieve through performance measurement?
- How does CNCS approach performance measurement?
- How will performance measurement be used going forward?



# Module Overview

**For information on specific requirements for performance measurement for each CNCS Program, see:**

- **Notices of Funds Opportunity/Availability (NOFO/A's): [www.nationalservice.gov](http://www.nationalservice.gov)**
- **National Service Knowledge Network Performance Measurement pages: <https://www.nationalserviceresources.org/npm/home>**

# Module Overview

“**Program**” and “**project**”  
are used interchangeably.

**Intervention** = Service  
Activity conducted by CNCS-  
supported organizations or  
National Service Participants



# Systematic Process for Measuring Outputs and Outcomes

## Outputs

- Amount of service provided (people served, products created, or programs developed)



# Systematic Process for Measuring Outputs and Outcomes

## Outcomes

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



# Outcomes

## Types of Outcomes

Attitude/Belief	Knowledge/Skill	Behavior	Condition
Thought, feeling	Understanding, know-how	Action	Situation, circumstance
			

# Outcome Examples— Education

Attitude/Belief	Knowledge/Skill	Behavior	Condition
Increased interest in school	Improved math ability	Increased school attendance	Successful completion of High School
			

# Outcome Examples— Healthy Futures

Attitude/Belief	Knowledge/Skill	Behavior	Condition
Increased desire to adapt good nutrition habits	Improved low-budget cooking skills	Increased healthy food intake	Improved household food security (supply)
			

# Outcome Examples— Capacity Building

## Examples of Change in Condition

- Cadre of trained community volunteers available on short notice
- Afterschool services expanded to two new locations
- Reduced waiting time and cost for clients



# Why Measure Performance?

## Accountability to funders and stakeholders

- Tell your story, justify funding

## Recognizing progress; reflects change

- Reliable information collected in a systematic way



# Why Measure Performance?

## Program improvement

- Spot and correct problems
- Strengthen the intervention
- Determine where to allocate limited resources



# Using Performance Measurement in Program Management



## 1. Strategy and Planning

- Use for planning and program development
  - Determine what you hope to achieve at different time periods
- Develop site applications and Memoranda of Understanding templates (If working with sites)
  - Consider how partnerships will work to achieve outputs and outcomes

# Using Performance Measurement in Program Management

## 2. Site Recruitment and Selection

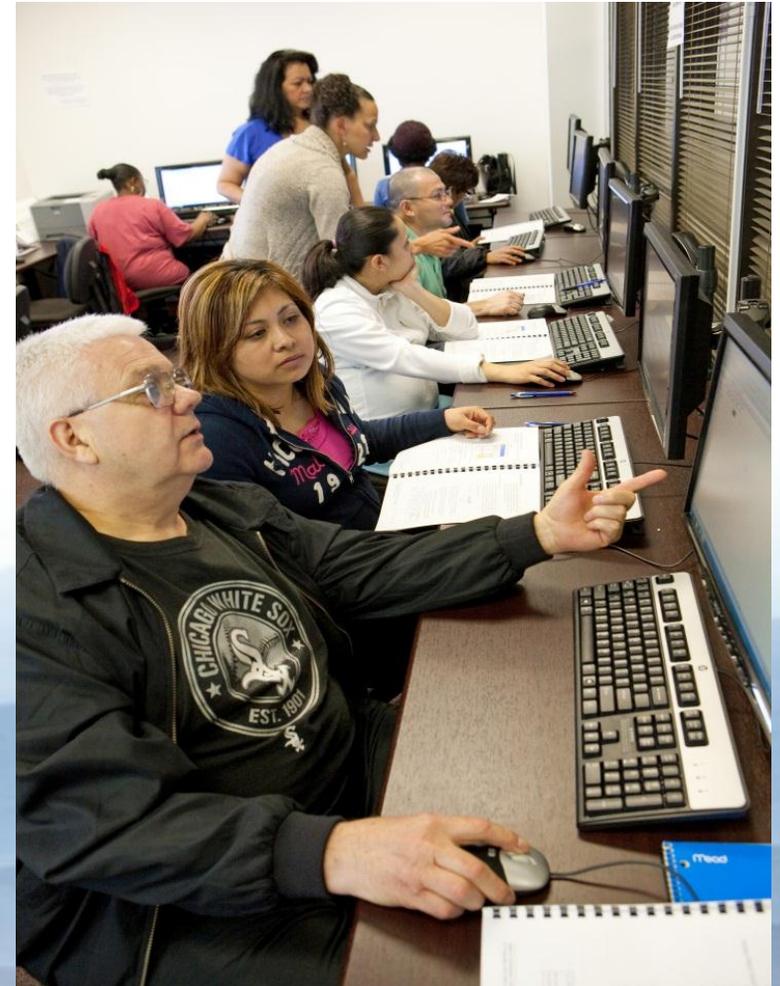
- Define expectations
- Assess site applications; determine which sites are best able to implement intervention



# Using Performance Measurement in Program Management

## 3. Program Implementation

- In conversations with staff, sites, and participants at trainings and meetings...
  - Reiterate need, intervention, outcomes to ensure mutual understanding
  - Clarify data collection responsibilities, process, and schedule



# Using Performance Measurement in Program Management

## 3. Program Implementation (continued)

- Site monitoring
  - Identify training and technical assistance needs
- Continuous program improvement
  - Make adjustments to improve outcomes and efficiency



# Using Performance Measurement in Program Management

## 4. Using Results/Data and Reporting

- Progress reports
- Marketing and promotion
  - Strengthen stakeholder buy-in
  - Resource development; make the case for support
- Celebrate success!



# CNCS National Performance Measures

**Grantees and sponsors contribute to the National Service story by selecting national performance measures:**

- Agency-Wide Priority Measures
- Complementary Program Measures



# CNCS National Performance Measures

## Reflect the CNCS Strategic Plan and its programming priorities:

- Disaster Services
- Economic Opportunity
- Education
- Environmental Stewardship
- Healthy Futures
- Veterans & Military Families
- Capacity Building



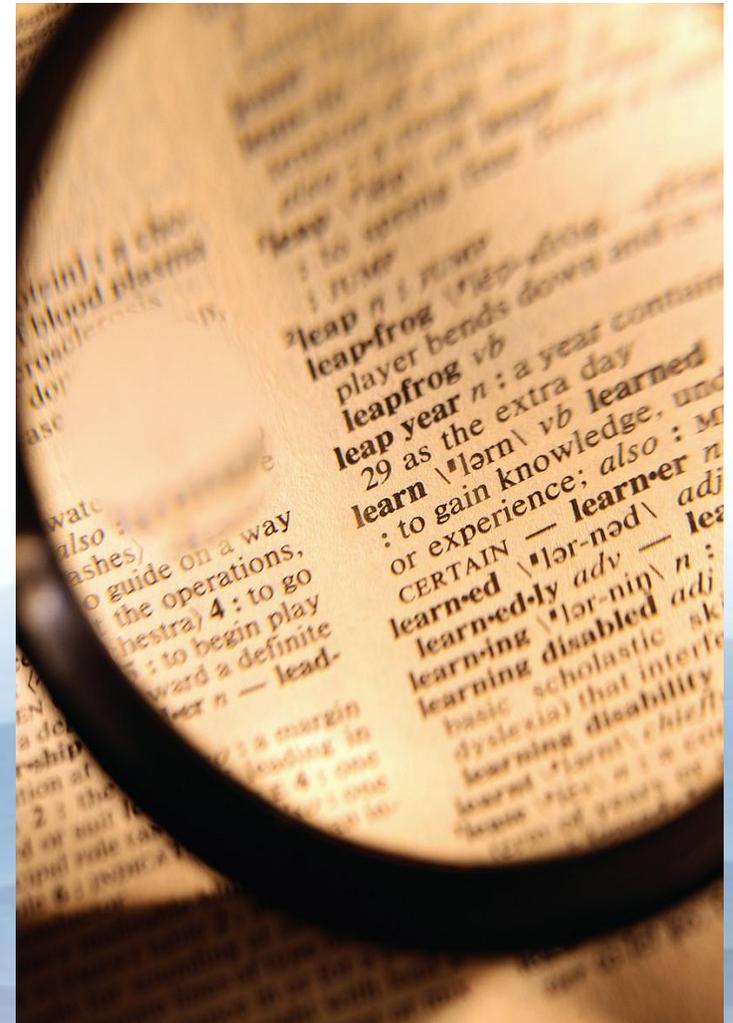
# CNCS National Performance Measures

**Grantees and sponsors will use common terms, definitions and measurement approaches.**

**CNCS Programs will have specific performance measurement requirements.**

NOFO/A's ([www.nationalservice.gov](http://www.nationalservice.gov))

National Service Knowledge Network (<https://www.nationalserviceresources.org/npm/home>)



# Benefits of National Performance Measures



- CNCS can focus efforts on national priorities where service has the greatest impact
- High quality data for a strong narrative about National Service
- Guidance for using national performance measures:
  - Definitions and descriptions
  - Data collection and aggregation information

# National Performance Measure Example

Intervention: Regular support for social-emotional needs of homebound adults, older adults, and individuals with disabilities; includes light assistance with housekeeping and errands.

## *Output*

- Number of homebound or older adults and individuals with disabilities receiving food, transportation, or other services that allow them to live independently. (H8)



## *Outcome*

- Number of homebound or older adults and individuals with disabilities who reported having increased social ties/perceived social support. (H9)



# National Performance Measure Example



Intervention: Nutrition education for families with low incomes, counseling and referrals to nutrition assistance programs

## *Output*

- Number of individuals receiving support, services, education, and referrals to alleviate long-term hunger. (H11)



## *Outcome*

- Number of individuals that reported increased food security for themselves and their children (household food security) as a result of CNCS-supported services. (H12)



# National Performance Measure Example



Intervention: New volunteer management practices piloted: training with new curriculum, one-on-one meetings, and organized social events for mentors-youth.

## *Output*

- Number of community volunteers managed by CNCS-supported organizations or National Service Participants. (G3-3.2)



## *Outcome*

- Number of organizations implementing three or more effective volunteer management practices as a result of capacity building services provided by CNCS-supported organizations or National Service Participants. (G3-3.3)



# Summary of Key Points

- Outputs are the amount (number, unit) of service provided.
- Outcomes are changes that occur for individuals, communities, organizations, or the environment.
  - Attitude and beliefs, knowledge/skills, behavior, condition



# Summary of Key Points

- Performance measurement is integral to program management.
  - Strategy and planning, site recruitment and selection, program/project implementation, reporting to stakeholders



# Summary of Key Points

- National performance measures reflect 2011-2015 Strategic Plan priorities
  - Disaster Services, Economic Opportunity, Education, Environmental Stewardship, Healthy Futures, Veterans and Military Families, and Capacity Building
- National performance measures will strengthen the National Service Story
  - Results can be combined nationally
  - Terms and definitions uniform
  - Data will be collected using same approach

# Resources



- CNCS Priorities and Performance Measures:  
<https://www.nationalserviceresources.org/npm/home>
- Program specific Notices of Funding Opportunities (NOFO/A's) and Application Instructions:  
[www.nationalservice.gov](http://www.nationalservice.gov)