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](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
Overview of Performance Measurement

Systematic Process for Measuring Outputs and Outcomes

Outputs

• Amount of service provided (people served, products created, or programs developed)
Overview of Performance Measurement

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
## Overview of Performance Measurement

### Outcomes

## Types of Outcomes

<table>
<thead>
<tr>
<th>Attitude/Belief</th>
<th>Knowledge/Skill</th>
<th>Behavior</th>
<th>Condition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Thought, feeling</td>
<td>Understanding, know-how</td>
<td>Action</td>
<td>Situation, circumstance</td>
</tr>
</tbody>
</table>

![Images of people engaged in various activities.]
## Outcome Examples—Education

<table>
<thead>
<tr>
<th>Attitude/Belief</th>
<th>Knowledge/Skill</th>
<th>Behavior</th>
<th>Condition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased interest in school</td>
<td>Improved math ability</td>
<td>Increased school attendance</td>
<td>Successful completion of High School</td>
</tr>
</tbody>
</table>

[Images of students in a classroom, a student standing in front of a blackboard, and a graduate in a cap and gown.]
### Outcome Examples—Healthy Futures

<table>
<thead>
<tr>
<th>Attitude/Belief</th>
<th>Knowledge/Skill</th>
<th>Behavior</th>
<th>Condition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased desire to adapt good nutrition habits</td>
<td>Improved low-budget cooking skills</td>
<td>Increased healthy food intake</td>
<td>Improved household food security (supply)</td>
</tr>
</tbody>
</table>
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
Overview of Performance Measurement

Why Measure Performance?

Program improvement

• Spot and correct problems
• Strengthen the intervention
• Determine where to allocate limited resources
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
2. Site Recruitment and Selection

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

• In conversations with staff, sites, and participants at trainings and meetings…
  o Reiterate need, intervention, outcomes to ensure mutual understanding
  o Clarify data collection responsibilities, process, and schedule
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!
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
Overview of Performance Measurement

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)

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
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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)
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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
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
  o 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
  o Results can be combined nationally
  o Terms and definitions uniform
  o 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