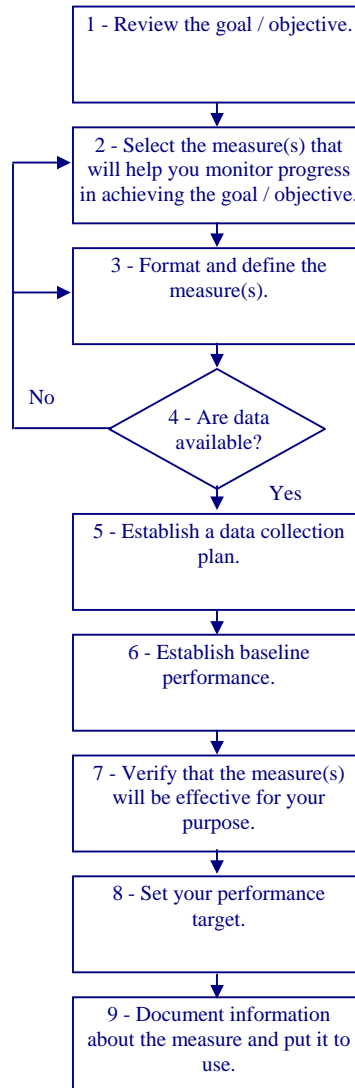


FLOWCHART OF STEPS FOR DEVELOPING MEASURES



TERMINOLOGY

- **Accuracy** - The documentation about the measure is adequate and calculations are mathematically correct, reasonable and consistent. Inaccuracy is reflected in mathematical errors, data entry errors, or a lack of understanding of the measure.
- **Appropriateness** - The connection between the programs/services of the agency and the nature of the measure is clear.
- **Goal** - A broad statement of the long-term results needed to accomplish the organization's mission and achieve its vision
 - *EXAMPLE: To enhance the independence, well-being and personal responsibility of customers.*
- **Input** - The amount of resources used to conduct an activity, produce an output (i.e., product or provide a service)
- **Input Measure** - Describes the amount of resources used to conduct an activity, produce a product or provide a service.
 - *EXAMPLE: Number of teachers employed*
- **Measure** - A meaningful indicator used to determine performance; a criterion or value used to determine the magnitude or degree of something
 - *EXAMPLE: Initial employment income of XYZ clients.*
- **Objective** - A description of the results that, when achieved, move an organization toward its stated goals
 - *EXAMPLE: Promote self-sufficiency.*
- **Outcome** - A result achieved by activity or set of activities; the extent to which a service or activity has impacted its intended audience
- **Outcome Measure** - Describes the results achieved compared to the intended purpose, or progress toward achieving an objective; the extent to which a service or activity has impacted its intended audience. Outcome measures describe effectiveness and often focus on things such as quality, timeliness, efficiency, or the degree to which something has been deployed throughout an organization or client population (i.e., penetration).
 - *EXAMPLE: Percentage of juveniles convicted of a new misdemeanor or felony within a year of being placed on probation*
- **Output** - Product or service; completed work
- **Output Measure** - Describes the amount of work completed, the amount of product produced, or the amount of services provided.
 - *EXAMPLE: Number of training sessions held for emergency medical technicians*
- **Reliable** - Measures something the same way every time
- **Strategies** - Actions that support the accomplishment of the strategic plan and deliver the results needed to accomplish goals and objectives
 - *EXAMPLE: Package and market employer incentives through public/private partnerships.*
- **Target** - The specific level of performance the organization is striving to achieve
 - *EXAMPLE: + 3% by July 1, 2007*
- **Understandability** - Whether an average user could easily understand the measure as written. Ensure target information, when present, is reasonable in comparison to the data. Use of jargon and terms not adequately defined should be avoided.
- **Valid** - Measures what you intended to measure; produces an accurate outcome

Commonwealth of Virginia



Quick Reference Guide on Performance Measurement

GUIDELINES FOR DEVELOPING MEASURES

- Review the goal/objective. What is the desired result conveyed in the goal/objective? Is it about:
 - Output - Producing a certain quantity of something; how much work was done
 - Efficiency - Output/input; productivity
 - Outcome - How well something was done, for example:
 - Providing a service to a certain percentage of a given population (penetration)
 - Changing behavior
 - Quality
 - Timeliness
- Select the measure(s) that will help you monitor progress in achieving the goal / objective.
 - Is a particular measure required/mandated? If so, is it adequate or are additional measures needed?
 - Review the types of measures: input, output, or outcome.
 - Discuss how the measure will be used in addition to monitoring progress, e.g., to compare Virginia to other states or a national standard, to compare regions within Virginia, to demonstrate compliance with a mandate?
 - Who will use the measure?
 - Research/ benchmark to see how others measure similar objectives.
- Format and define the measure(s).
 - Definition includes:
 - Formulas that explain how the data values reported in the measure are derived, e.g., *the number of adults with diabetes engaged in a diabetes management practice divided by the number of respondents with diabetes*
 - Definitions of terms (e.g., fiscal year or calendar year)
 - Display - how the data will be displayed (e.g., line graph, bar chart, table)
 - Format - the measure should be separate from the performance target.

DO THIS

- Measure: # of alcohol-related accidents/year
- Target: -10% by July 2007 (or 10% decrease by July 2007)

DON'T DO THIS

- # of alcohol-related accidents/year decreases by 10% in each of the next five years

- Are data available for the measure?
 - If not, is it possible to collect data?
 - Will data collection be prohibitively expensive or time-consuming?
 - Can another measure be substituted?
- Establish a data collection plan.
 - Data source - be specific; (e.g., name of organization, report or database from which the data are being collected)
 - Frequency - depends on how often the data are available (e.g., high school graduation rates may be available just once a year) and how often you need the data for managing your operations
 - Method of data collection (e.g., electronic versus manual; population versus sample)
 - Who collects, analyzes and reports the data for the measure
- Establish baseline performance. This includes the data value and the time period for the baseline. Example: 94% as of July 2005
- Verify that the measure(s) will be effective for your purpose. Is it:
 - Accurate, Appropriate & Understandable (from APA)
 - Valid & Reliable
 - Cost-effective and Timely
- Set your performance target. This includes the data value and the time period for achieving the target. Example: 96% by July 2008
 - If you have longer-term targets (beyond two years), set interim targets that correspond to the budget biennium.
 - If you are working with a target established by the federal government or other organization, compare that target to your current performance. If your performance is better than the other target, set an internal target that is better than your current performance or that maintains your current performance.
 - Ensure the targets are challenging, but realistic and achievable.
- Document information about the measure and put it to use.
 - Remember the elements required for your strategic and service area plans: measure, measure type, frequency, data source and calculation method, baseline and target.
 - Ensure everyone working with the measure has access to this information.

--- More Information on Formatting Measures --->

EXAMPLES OF MEASURES FROM SERVICE AREA PLANS

- Number of transactions performed (output)
- Percentage of adult population 18 years and over who are obese (outcome)
- Percent of audited transactions processed within time standards (outcome)
- Percentage of juveniles convicted of a new misdemeanor or felony within a year of being placed on probation (outcome)
- The number of e-learning classes completed (output)
- The number of police cars in the fleet (input)

STANDARD FORMAT FOR VIRGINIA MEASURES

- Separate the measure from the target. Targets are likely to change more frequently than measures.

DO THIS

 - Measure: # of alcohol-related accidents/year
 - Target: -10% by July 2007

DON'T DO THIS

of alcohol-related accidents/year decreases by 10% in each of the next five years
- Avoid writing measures that start with a verb phrase (e.g., to improve, reduce). It makes them sound like goals or objectives.

DO THIS

Measure: # of alcohol-related accidents/year

DON'T DO THIS

To decrease the number of alcohol-related accidents/year decreases by 10% in each of the next five years

- Verify that the measure is written properly by asking the following question: *What data will I monitor to determine whether I'm making progress on this objective?* Your answer is likely to be:

The number of....	The percentage of...
The rate of...	The degree to which...
- Don't confuse them with strategies, which tell you what you'll be doing to achieve an objective. Strategies will be things like programs, initiatives, studies and projects. The effects of the strategies will be reflected in the measures.