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THE 2019 FRPA
CONFERENCE!



What to Measure:
How to Decide
&
Why?



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LEARNING OBJECTIVES



- *Discuss the definitions of KPI's, performance measures, outputs, and outcomes.*
- *Discuss the importance of measuring performance from the perspective of what gets measured, gets done.*
- *Delve into the differences between outputs and outcomes and why knowing the difference is so important.*



Performance management includes identifying, collecting, analyzing, and reporting on indicators that show how well the organization performs, both internally and in the delivery of services to the public.

More importantly, as a management tool, performance data is intended not as an end result, but rather as a means to more informed decision making.



➤ *What are...*

- ✓ *KPI's*
- ✓ *Performance Measures*
- ✓ *Outputs*
- ✓ *Outcomes*



➤ *KPI's – Key Performance Indicators*

- ✓ *A quantifiable measure used to evaluate the success of an organization, employee, etc. in meeting objectives for performance.*
- ✓ *A measurable value that demonstrates how effectively a company is achieving key business objectives.*
- ✓ *Well-defined and quantifiable. Be communicated throughout your organization and department.*
- ✓ *Be crucial to achieving your goal. (Hence, key performance indicators.)*



➤ *Performance Measures*

- ✓ *A quantifiable indicator used to assess how well an organization or business is achieving its desired objectives.*
- ✓ *A performance measure is a quantification that provides objective evidence of the degree to which a performance result is occurring over time.” It doesn’t matter if you call them KPIs, metrics, performance indicators, performance measures, or whatever other term you might use.*
- ✓ *Generally defined as regular measurement of outcomes and results, which generates reliable data on the effectiveness and efficiency of programs.*



WHAT TYPES OF MEASURES ARE MOST MEANINGFUL?

➤ *The primary measure types to consider are:*

- ✓ *Input*
- ✓ *Output*
- ✓ *Efficiency*
- ✓ *Outcome*
- ✓ *Descriptive*



WHAT'S NOT MEANINGFUL?

- ✓ Do you already know what your performance will be next year?*
- ✓ Does this tell you anything actionable?*
- ✓ Does the data presentation cause the reader's eyes to glaze over?*



*Let's discuss the importance
of measuring performance
from the perspective of...*

***What gets measured,
gets done.***



WHY MEASURE PERFORMANCE?

- ✓ *If we don't measure, we won't know whether we're accomplishing our goals.*
- ✓ *Collecting "outcome" data helps tie reporting more directly to strategic planning.*
- ✓ *Performance management need not be an all-at-once or large-jurisdiction-only endeavor.*
- ✓ *Every jurisdiction and department can take steps to improve.*
- ✓ *It may take time to collect actionable data, but the investment is worth it in more informed decision making.*
- ✓ *Transparent reporting further engages staff, elected officials, and the public around shared priorities.*



*What is the difference
between outputs and
outcomes?*



➤ ***Outputs / Outcomes...***

✓ ***Outputs*** – *the amount of something produced by a person, machine, or industry.*

✓ ***Outcomes*** – *the way a thing turns out; a consequence. the result or effect of an action, situation, or event.*



Why is knowing the difference so important?



Conclusion...

- *There is not one single approach to performance management that all agencies should follow.*
- *Depending on your organization's history and culture, your local business and educational environment, the services you provide, and the resources at your disposal, you may find it appropriate to build your own program, adapt from a neighbor, partner with a university, or start a consortium.*
- *But most importantly...*
 - ✓ Do your homework.
 - ✓ Train your staff.
 - ✓ Be open to the data.
 - ✓ Build a culture of transparency.
 - ✓ Stay focused on improving.



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