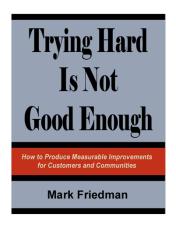
# Results Based Accountability

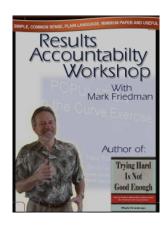
(just the basics)

# The Fiscal Policy Studies Institute Santa Fe, New Mexico



**Websites** 

Book - DVD Orders amazon.com resultsleadership.org



# SIMPLE **COMMON SENSE** PLAIN LANGUAGE MINIMUM PAPER **USEFUL**

### Framework Language

#### **DEFINITIONS**

(Language Discipline)

### POPULATION ACCOUNTABILITY

#### **RESULT**

A condition of well-being for children, adults, families or communities.

Healthy children; Youth graduate on time; Families are economically stable.

#### **INDICATOR**

A measure which helps quantify the achievement of a result.

Obesity rates; Graduation rates; Median family income.

#### STRATEGY

A coherent collection of actions often implemented as, programs, initiatives, systems, and services that have a reasonable chance of improving results.

Let's Move, Promise Neighborhoods, CHOICE Neighborhoods, Voluntary Income Tax Assistance

### PERFORMANCE ACCOUNTABILITY

#### PERFORMANCE MEASURE

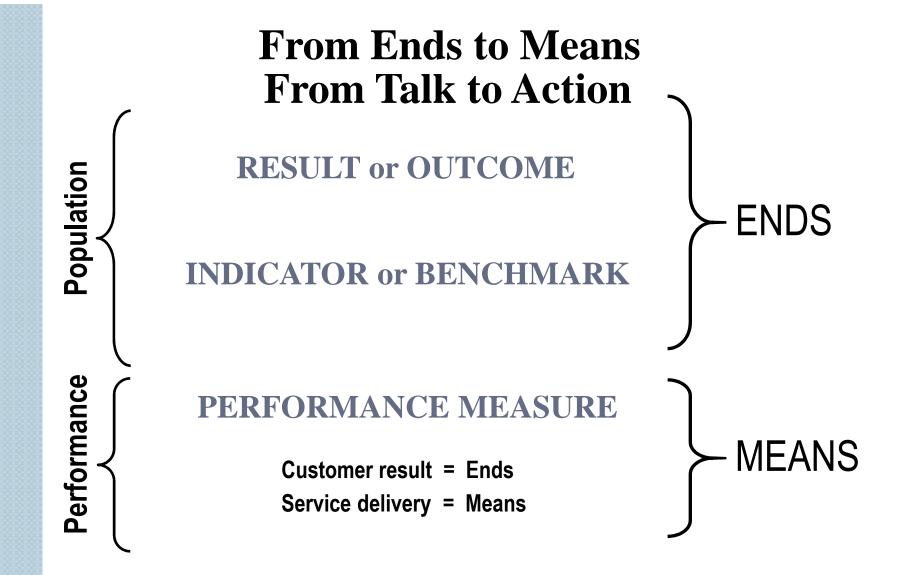
A measure of how well a program, agency, service system or strategy is working.

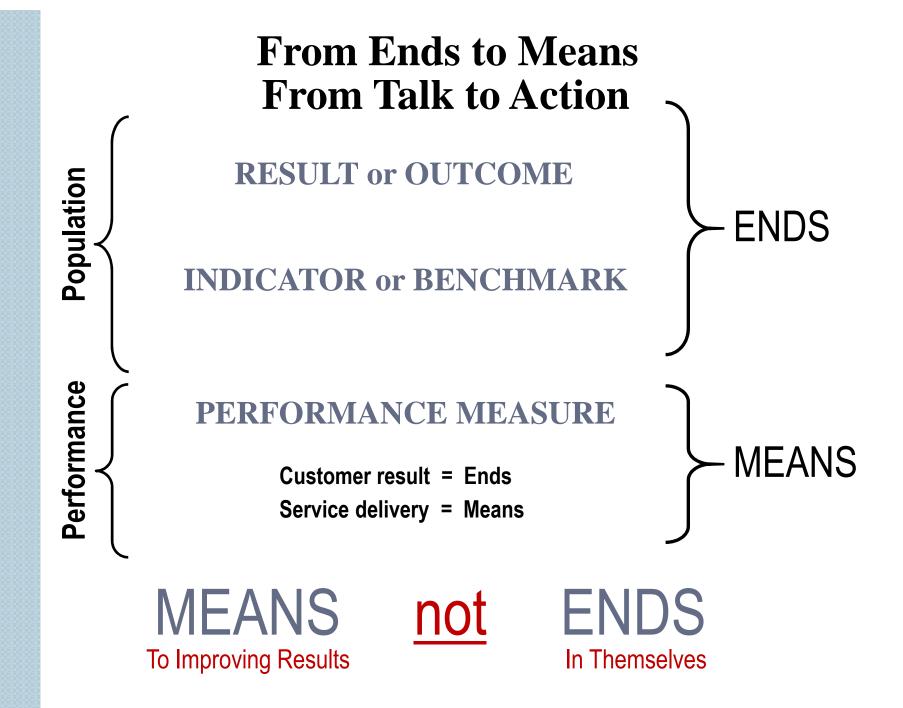
Three types: 1. How much did we do?

2. How well did we do it? = Customer Results

3. Is anyone better off?



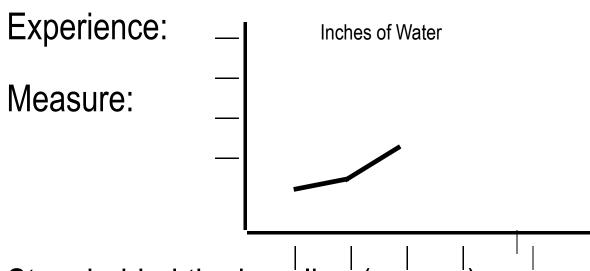




### **ONE PAGE Turn the Curve Exercise** Program: Performance Measure <u>Performance</u> (Lay definition) Measure **Baseline** Story behind the baseline ----- (List as many as needed) **Partners** ----- (List as many as needed) Three Best Ideas – What Works 3. -----No-cost / low-cost 4. ---- Off the Wall

# Leaking Roof

(Results thinking in everyday life)



Story behind the baseline (causes):

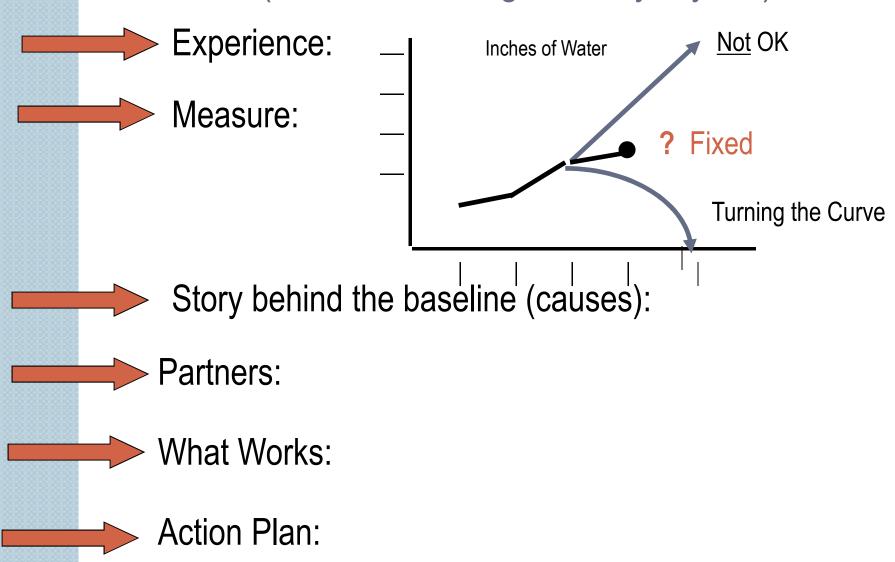
Partners:

What Works:

**Action Plan:** 

# Leaking Roof

(Results thinking in everyday life)



# POPULATION ACCOUNTABILITY

For Whole Populations in a Geographic Area

Fiscal Policy Studies Institute
Santa Fe, New Mexico
www.resultsaccountability.com
www.raguide.org

#### POPULATION ACCOUNTABILITY

about the well-being of

# WHOLE POPULATIONS

For Communities – Cities – Counties – States - Nations

# The 7 Population Accountability Questions

- 1. What are the quality of life conditions we want for the children, adults and families who live in our community?
- 2. What would these conditions look like if we could see them?
- 3. How can we measure these conditions?
- 4. How are we doing on the most important of these measures?
- 5. Who are the partners that have a role to play in doing better?
- 6. What works to do better, including no-cost and low-cost ideas?
- 7. What do we propose to do?

# IS IT A RESULT, INDICATOR OR PERFORMANCE MEASURE?

- 1. Safe Community
- 2. Crime Rate
- 3. Average Police Dept response time
- 4. An educated workforce
- 5. Adult literacy rate
- 6. People have living wage jobs and income
- 7. % of people with living wage jobs & income
- 8. % of participants in job training who get living wage jobs

# IS IT A RESULT, INDICATOR OR PERFORMANCE MEASURE?

RESULT/OUTCOME

1. Safe Community

INDICATOR

2. Crime Rate

PERF. MEASURE

3. Average Police Dept response time

RESULT/OUTCOME

4. An educated workforce

INDICATOR

5. Adult literacy rate

RESULT/OUTCOME

6. People have living wage jobs and income

**INDICATOR** 

7. % of people with living wage jobs & income

PERF. MEASURE

8. % of participants in job training who get living wage jobs

#### Criteria for

## **Choosing Indicators**

as Primary vs. Secondary Measures

### **Communication Power**

Does the indicator communicate to a broad range of audiences?

### **Proxy Power**

Does the indicator say something of central importance about the result?

Does the indicator bring along the data HERD?

### **Data Power**

Quality data available on a timely basis.

# Performance Accountability

# For Programs, Agencies and Service Systems

Fiscal Policy Studies Institute
Santa Fe, New Mexico
www.resultsaccountability.com
www.raguide.org

### Results Accountability

is made up of two parts:

#### **Population Accountability**

about the well-being of WHOLE POPULATIONS

For Communities – Cities – Counties – States - Nations

#### **Performance Accountability**

about the well-being of CLIENT POPULATION\$

For Programs – Agencies – and Service Systems

#### PERFORMANCE ACCOUNTABILITY

about the well-being of

CLIENT POPULATIONS

For Programs – Agencies – and Service Systems

# The 7 Performance Accountability Questions

- 1. Who are our customers?
- 2. How can we measure if our customers are better off?
- 3. How can we measure if we are delivering services well?
- 4. How are we doing on the most important of these measures?
- 5. Who are the partners that have a role to play in doing better?
- 6. What works to do better, including no-cost and low-cost ideas?
- 7. What do we propose to do?

"All performance measures that have ever existed for any program in the history of the universe involve answering two sets of interlocking questions."

**Quantity Quality** 

# How Much

did we do?

(#)

# How Well

did we do it?

(%)

# **Effort**

How hard did we try?

# **Effect**

Is anyone better off?

**Effort** How How Much Well **Effect** 

Quality Quantity How well How much Input Effort did we service did we deliver? deliver it? How much What quality of Output Effect change / effect change / effect did we produce? did we produce?

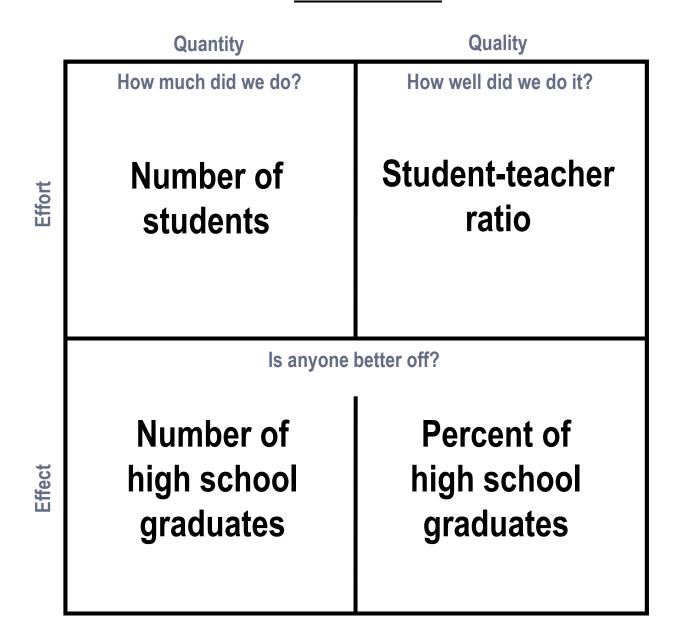
#### **Types of Measures Found in Each Quadrant**

#### How well did we do it? How much did we do? % Common measures # Clients/customers e.g. client staff ratio, workload ratio, staff turnover rate, staff morale, % staff fully served trained, % clients seen in their own language, worker safety, unit cost % Activity-specific # Activities (by type measures of activity) e.g. % timely, % clients completing activity, % correct and complete, % meeting standard Is anyone better off? # % Skills / Knowledge (e.g. parenting skills) % Attitude / Opinion # **Point in Time** (e.g. toward drugs) vs. Point to Point % Behavior # Improvement (e.g.school attendance) # Circumstance (e.g. working, in stable housing)

#### **Fire Department**

Quality Quantity How much did we do? How well did we do it? **Number of** Response Effort Time responses Is anyone better off? # of fires % of fires Effect kept to kept to room of origin room of origin

#### **Education**



#### **Drug/Alcohol Treatment Program**

Quantity

Quality

How much did we do?

How well did we do it?

Number of persons treated

Percent of staff with training/ certification

Is anyone better off?

Number of clients | Percent of clients off of alcohol & drugs

- at exit
- 12 months after exit

off of alcohol & drugs

- at exit
- 12 months after exit

#### **Bridge Inspection**

Quantity Quality How much did we do? How well did we do it? Percent on Number of schedule **Inspections** Is anyone better off? # of bridge % of bridge Effect closings for nonclosings for nonscheduled scheduled maintenance maintenance

#### **Commerce/Tourism**

Quantity Quality How much did we do? How well did we do it? **Cost per inquiry** Number of **Effort** delivered info. packets sent to interested consumers Is anyone better off? **Tourism market** # of tourists share # tourist **Growth in tourist** businesses industry

#### **Environment: Water Quality**

Quantity Quality How much did we do? How well did we do it? **Number of Average sites** Effort monitored per stream stations month monitored Is anyone better off? # of miles of % miles of Effect healthy streams healthy streams

#### **Human Resources Department**

Quantity Quality How much did we do? How well did we do it? **Average** Number of recruitment applications period processed Is anyone better off? % workforce # workforce new turnover rate hires (non-promotion) Customer **Satisfaction** 

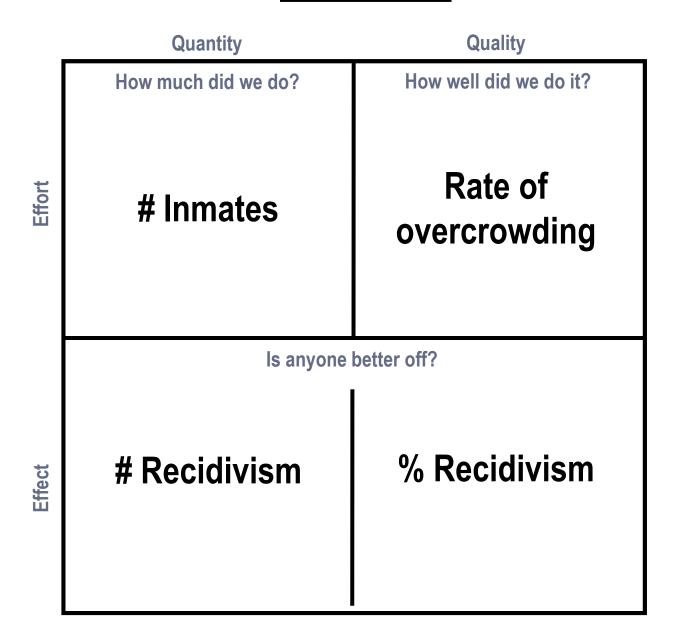
#### **Information Technology**

Quantity Quality How much did we do? How well did we do it? Number of **Average** response time to IT service service requests projects Is anyone better off? Rate of **Amount of** unscheduled unscheduled downtime downtime Customer **Satisfaction** 

#### **Banking & Insurance Regulation**

Quantity Quality How much did we do? How well did we do it? **# Bank Audits** % Bank audits on-time # Insurance companies % staff with monitored **CPAs** Is anyone better off? % Bank failures # Bank failures # Incidents Rate of Insurance Insurance fraud fraud

#### **Corrections**



#### **Child Welfare**

Quantity

Quality

How much did we do?

How well did we do it?

Number of children in foster care

Average number of changed foster care placements per child

Is anyone better off?

Number of children in stable permanent plcmt after 6 months in care

Percent of children in stable permanent plcmt after 6 months in care

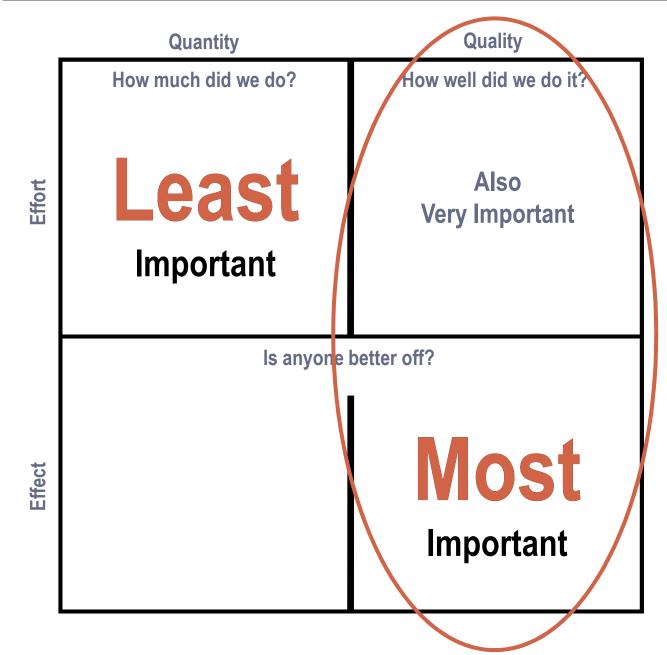
ffort

#### **Every Program**

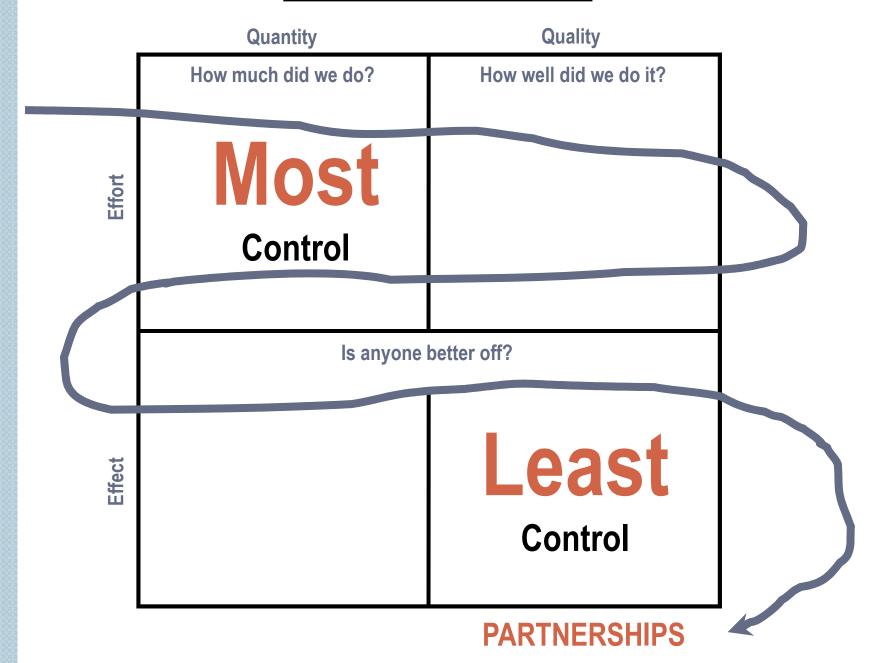
(Financial Performance Measures)

**Quantity** Quality How well did we do it? How much did we do? Unit Cost Effort Cost (total) Is anyone better off? **Benefit Value Cost-Benefit** (ratio) (total)

#### **Not All Performance Measures Are Created Equal**



#### **The Matter of Control**



#### THE LINKAGE Between POPULATION and PERFORMANCE

#### **POPULATION ACCOUNTABILITY**

#### **Healthy Births**

Rate of low birth-weight babies

#### **Stable Families**

Rate of child abuse and neglect

#### **Children Succeeding in School**

Percent graduating from high school on time

**Contribution** relationship

Alignment of measures

**Appropriate** responsibility

#### PERFORMANCE ACCOUNTABILITY

Child Welfare Program

# of investigations completed	% completed within 24 hrs of report
# repeat	% repeat
Abuse/Neglect	Abuse/Neglect

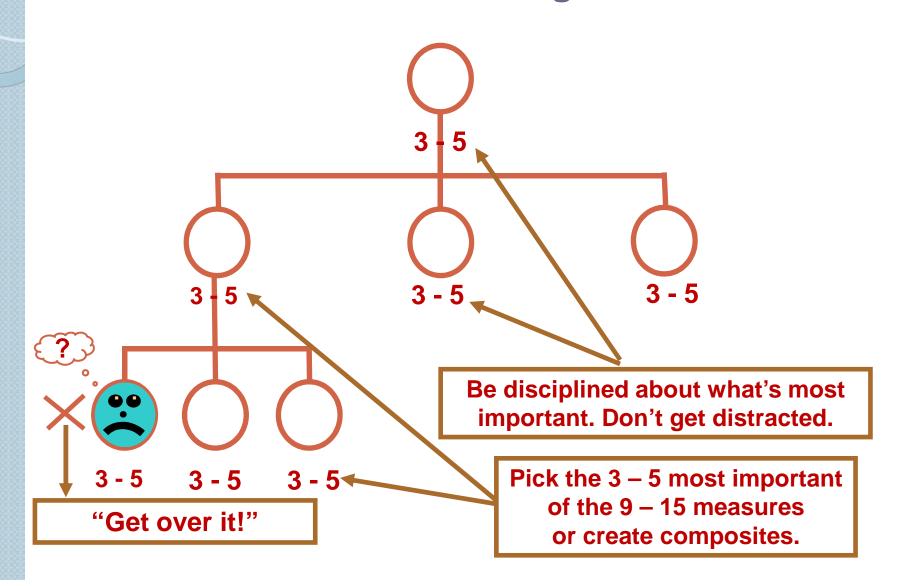
### **Using Performance Measurement:**

- 1. The first purpose of performance measurement is to improve performance.
- 2. Avoid the performance measurement equals punishment trap.
  - Create a healthy organizational environment.
  - Start small.
  - Build bottom-up and top-down simultaneously.

### **Comparing Performance Measurement:**

- 1. To Ourselves Can we do better than out own history?
- 2. To Others When it is a fair apples/apples comparison.
- 3. To Standards When we know what good performance is.

# Select 3 to 5 Performance Measures at each level of the organization



N. Number of patients served

C. Average wait for nonemergency appt.

W. number who recover

- R. Percent who fully recover
- K. Percent with preventable illness
- O. Number with preventable illness
- E. Percent of staff with CPR training
- I. Number of hours billed.

Quantity

Quality

How much did we do?	How well did we do it?
Is anyone better off (#)?	Is anyone better off (%)?

N. Number of patients served

C. Average wait for nonemergency appt.

W. number who recover

- R. Percent who fully recover
- K. Percent with preventable illness
- O. Number with preventable illness
- E. Percent of staff with CPR training
- I. Number of hours billed.

Quantity

Quality

How much did we do?	How well did we do it?
NI	_CE_
Is anyone better off (#)?	Is anyone better off (%)?
_WO_	_ RK

**G.** Number of students served

E. Student teacher ratio.

T. Number at grade in reading

O. Percent at grade in reading

**B.** Percent who graduate on time

J. Number who graduate on time

A. Percent staff with advanced degrees

**R.** Hours of instruction

Quantity

Quality

How much did we do?	How well did we do it?
Is anyone better off (#)?	Is anyone better off (%)?

**G.** Number of students served

E. Student teacher ratio.

T. Number at grade in reading

O. Percent at grade in reading

**B.** Percent who graduate on time

J. Number who graduate on time

A. Percent staff with advanced degrees

R. Hours of instruction

Quantity

Quality

How much did we do?	How well did we do it?
GR_	_EA_
Is anyone better off (#)?	Is anyone better off (%)?
_TJ_	_OB

### **ONE PAGE Turn the Curve Exercise** Program: Performance Measure <u>Performance</u> (Lay definition) Measure **Baseline** Story behind the baseline ----- (List as many as needed) **Partners** ----- (List as many as needed) Three Best Ideas – What Works 3. -----No-cost / low-cost 4. ---- Off the Wall

### • QUESTIONS?