Results-Based Accountability

Principles

1. **Ends to Means Thinking.** What do we want? How will we recognize it? What will it take to get there?

2. **Common Language.** Be clear and disciplined about language, and be plain and inclusive (not jargon-y).

3. **Appropriate Accountability.** Keep accountability for populations separate from accountability for programs and agencies.

Population Accountability:
The well-being of Whole Populations
(communities, cities, counties, states, nations)
Responsibility of partnerships and collective work

Performance Accountability:
The well-being of Client Populations
(served by programs, organizations, agencies, service systems)
Responsibility of managers and leaders

4. **Measure what Matters.** Use data to gauge progress against a baseline.

5. **Turn the Curve.** Use data to drive a disciplined business-like decision making process to get better.

6. **Work Together.** Involve a broad set of partners – see the broader system at play.

7. **Talk to Action.** Get from talk to action as quickly as possible.

## Tools

Turning the Curve:

For All Vermonters:

1. What are the quality of life conditions we want for children, adults, families, and communities? (*outcomes*)
2. How would we experience and recognize that?
3. How could we measure that? (*indicators*)
4. How are we doing on the most important of those measures? What are the causes and forces at work behind the baseline?
5. Who are the partners with a role to play?
6. What would it take to do better, including no-cost and low-cost ideas?
7. What do we propose to do?

For a program/client population:

1. Who do we serve? What do we do?
2. How can we measure if the people we serve are better off/if we are making a difference? (*performance measures*)
3. How can we measure if we are delivering services well? (*performance measures*)
4. How are we doing on the most important of those measures? What are the causes and forces at work behind the baseline?
5. Who are the partners with a role to play?
6. What would it take to do better, including no-cost and low-cost ideas?
7. What do we propose to do?

Measuring Programmatic Performance:

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

The Whole Picture
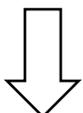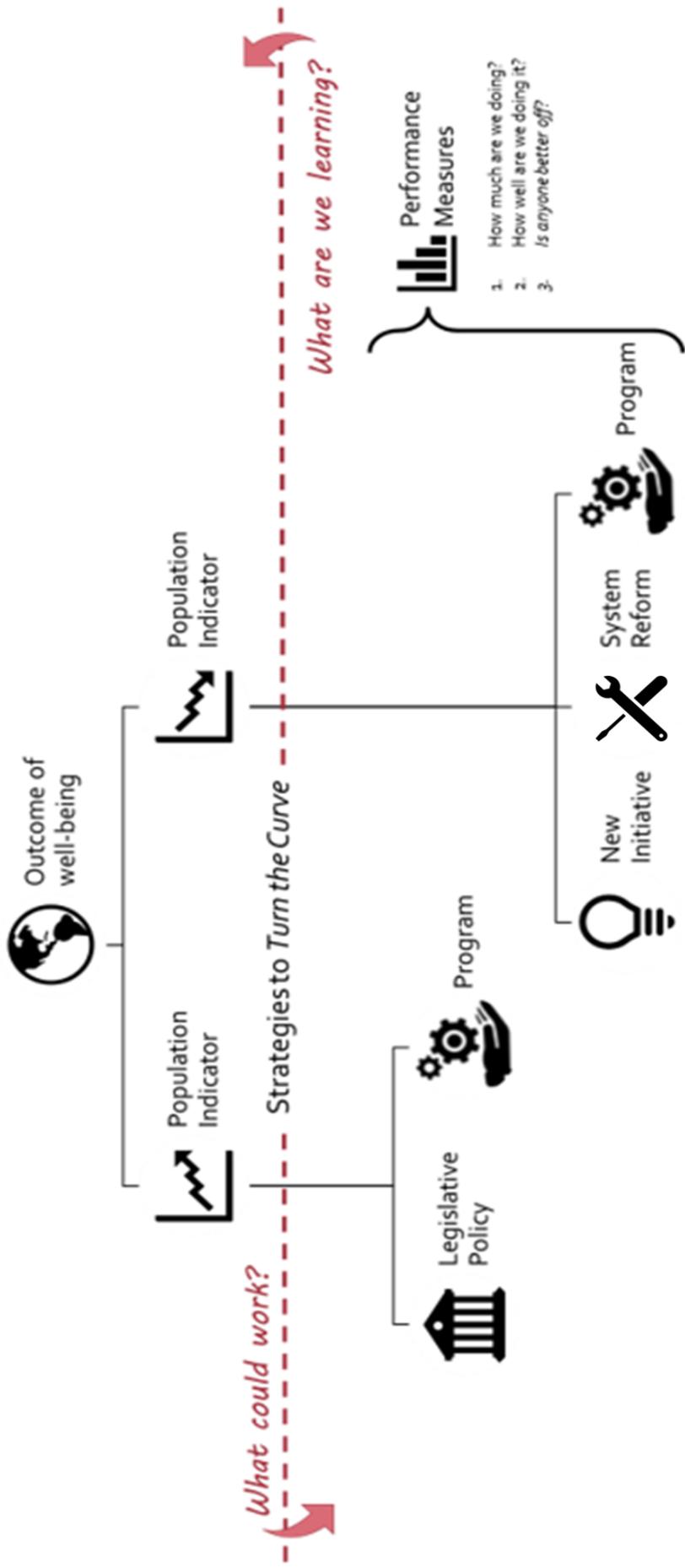
What are we learning?

Performance Measures

1. How much are we doing?
2. How well are we doing it?
3. Is anyone better off?

Program

System Reform

New Initiative

Program

Legislative Policy

Outcome of well-being

Population Indicator

Population Indicator

Strategies to *Turn the Curve*

What could work?