



Performance Measurement and Program Evaluation

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August 23, 2012

What are they?

- ❑ **Performance Measurement** is ongoing monitoring and reporting of program accomplishments, especially toward established goals.
- ❑ **Program Evaluations** are individual systematic studies conducted to assess program processes and/or impacts in detail.

A Really Good Analogy

Performance Measurement
is like...

**The Idiot Light on Your
Dashboard**

- ☐ Always present
- ☐ Monitors performance
- ☐ Alerts to problems
- ☐ Can't tell you why something is wrong, only that you better check further

Program Evaluation
is like...

**The Mechanic's Diagnostic
Computer**

- ☐ Occasionally needed for a specific purpose—such as when idiot light is on
- ☐ Can tell you what's wrong, what may need fixing
- ☐ May require special tools, expertise, money

Why do I care?

☐ **Both**

- ☐ are important aspects of good performance management.
- ☐ can help focus and fine-tune programs.
- ☐ are required by GPRAMA, OMB regulations and the SEE process, mandates and more

☐ **Understanding their relationship**

- ☐ avoids confusion about when to use what
- ☐ promotes thinking strategically
- ☐ makes your teeth whiter

What Gets Measured

Performance Measurement	Program Evaluation
<p>Progress towards goals, milestones, type and level of program activity, counts of products delivered, clients, served, etc.</p>	<p>Details of how the program operates (process evaluation) or outcomes / impact - intended or unintended - separated from the effects of other influences.</p>

Use

Performance Measurement	Program Evaluation
<p>Measures progress towards goals, identifies need for course corrections, provides accountability to the public, required for agency reporting in multiple documents.</p>	<p>Provides operational details that can lead to program efficiencies, determine the extent to which program is affecting desired changes, and the relationship of costs to changes.</p>

Sources of Data

Performance Measurement	Program Evaluation
<p>Program-generated documents and administrative records that are collected on a routine basis at fixed intervals, limited new data collection.</p>	<p>Performance measurement sources and new data collection efforts - surveys, structured interviews, collection of extant data from program and elsewhere (such as census data).</p>

Resource / Time Requirements

Performance Measurement	Program Evaluation
<p data-bbox="67 521 917 1021">Initial planning and implementing collection can require substantial resources, but routine data collection is likely to require more limited resources to compile and present data periodically.</p> <p data-bbox="67 1078 917 1206">Ensuring data quality requires resources.</p>	<p data-bbox="1014 521 1864 728">Planning and implementation is usually costly and time consuming.</p> <p data-bbox="1014 785 1864 992">Program evaluations can require months to years of effort, and costs can be high.</p>

Who does it?

Performance Measurement	Program Evaluation
<p>Generally, program/agency staff.</p> <p>Additional measurement expertise may be added when more complexity is involved.</p>	<p>Generally external evaluation experts, both for expertise and independence</p>

Frequency

Performance Measurement	Program Evaluation
<p data-bbox="65 491 832 622">Periodic - quarterly, yearly, bi-annually.</p> <p data-bbox="65 676 726 882">“When” generally corresponds to specific reporting requirements.</p>	<p data-bbox="933 491 1798 615">Infrequent, and possibly not at all.</p> <p data-bbox="933 676 1765 882">Mandates and other requirements may demand specific program evaluations.</p> <p data-bbox="933 936 1837 1142">Others may be initiated because of management desire for more in depth information.</p>

Complexity

Performance Measurement	Program Evaluation
<p data-bbox="131 505 942 776">Complex program structures (such as state-local partnerships) can limit control over data collection.</p> <p data-bbox="131 839 904 1039">Rate of change may not be conducive to periodic data collection.</p>	<p data-bbox="996 505 1773 776">Separating program effects from other causal factors may be difficult or impossible.</p> <p data-bbox="996 839 1792 968">Not all desired changes can be feasibly measured.</p> <p data-bbox="996 1031 1696 1159">Expected rate of change may be glacial.</p>

Analysis

Performance Measurement	Program Evaluation
<p>Counts assessed against targets, and/or compared to prior counts of same measure for previous periods.</p>	<p>Analysis plan customized for specific evaluation, can include sophisticated methods to isolate program effects (impacts) from other influences.</p> <p>Assessment of performance measures are often part of the analysis along with new data.</p>

Reporting

Performance Measurement	Program Evaluation
Included in required periodic reporting of program performance (GPRA, etc.)	Separate evaluation report, and summarized in agency planning and reporting documents.

Cost

Performance Measurement	Program Evaluation
Generally absorbed into overall program budget	Generally requires added funds.

Parting Words

- ❑ Strong, consistent performance measures are needed as the basis for program evaluations.
- ❑ Both require the same systematic thinking about program operations and goals.
- ❑ Logic models are the foundation for performance measures and program evaluation.
- ❑ Performance measures and program evaluation can save baby seals.

Upcoming Presentations

Next in a series of brown bags on program evaluation:

- ❓ **Date:** Wednesday, September 19, 2012 at 12:00pm EDT
- ❓ **Title:** Building Capacity to Measure, Analyze, and Evaluate Government Performance
- ❓ **Speaker:** Kathy Newcomer, Director of the Public Policy and Public Administration Program at George Washington University
- ❓ **Abstract:** Dr. Newcomer will discuss the need to view program evaluation and performance measurement not as separate functions but as a synergistic whole. This holistic view of performance management can increase the benefits from application of professional evaluation skills and standards to performance measurement practice, and can increase the capacity for evaluation that leads to organizational learning. She will discuss a number of steps that organizations can take to both enhance learning and improve performance through evaluation.

Suggestions and Comments

- ❑ The Evaluation Training and Capacity Building Work Group welcomes comments and suggestions:
 - ❑ Monica Montague, Co-lead
 - ❑ Laurie Ekstrand, Co-Lead
 - ❑ John Baek
 - ❑ John Bortniak
 - ❑ Michael DeBolt
 - ❑ Micah Effron
 - ❑ Marlene Kaplan
 - ❑ Sacheen Tavares-Leighton