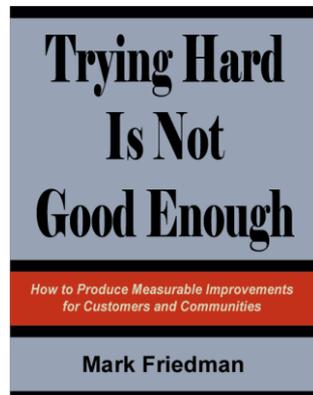


Results Based Accountability (just the basics)

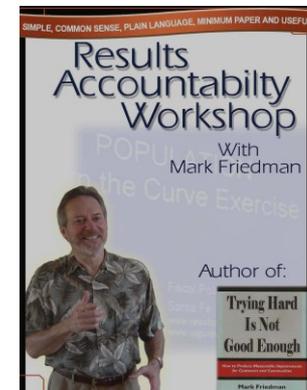
For State of Vermont internal training and reference use.
Issued by: The Agency of Administration, Office of the Chief
Performance Officer

Contents based on material from 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.

PERFORMANCE ACCOUNTABILITY

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 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?

3. Is anyone better off?

= Customer Results

**Results-Based
Accountability™**

From Ends to Means From Talk to Action

Population

RESULT or OUTCOME

ENDS

INDICATOR or BENCHMARK

Performance

PERFORMANCE MEASURE

MEANS

Customer result = Ends

Service delivery = Means

From Ends to Means From Talk to Action

Population

RESULT or OUTCOME

INDICATOR or BENCHMARK

ENDS

Performance

PERFORMANCE MEASURE

Customer result = Ends
Service delivery = Means

MEANS

MEANS

To Improving Results

not

ENDS

In Themselves

ONE PAGE Turn the Curve Exercise

Program: _____

Performance
Measure
Baseline

Performance Measure
(Lay definition)

Story behind the baseline

----- (List as many as needed)

Partners

----- (List as many as needed)

Three Best Ideas – What Works

1. -----

2. -----

3. -----No-cost / low-cost

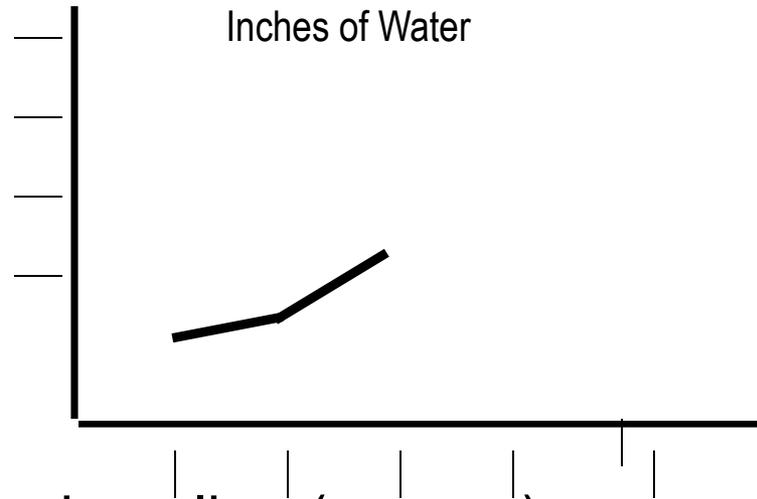
4. ----- **Off the Wall**

Leaking Roof

(Results thinking in everyday life)

Experience:

Measure:



Story behind the baseline (causes):

Partners:

What Works:

Action Plan:

Leaking Roof

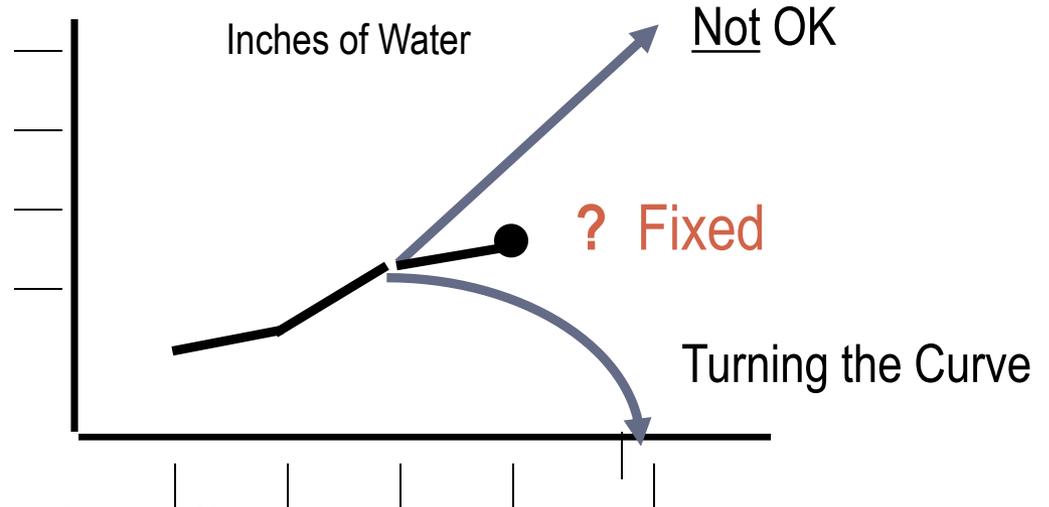
(Results thinking in everyday life)



Experience:



Measure:



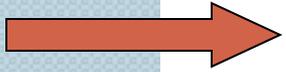
Story behind the baseline (causes):



Partners:



What Works:



Action Plan:



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 POPULATIONS

For Programs – Agencies – and Service Systems

PERFORMANCE ACCOUNTABILITY

about the well-being of

CLIENT
POPULATIONS

For Programs – Agencies –
and Service Systems

Performance
Measures

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.”**

Performance Measures

Quantity

Quality

**How
Much**

did we do?

(#)

**How
Well**

did we do it?

(%)

Performance Measures

Effort

How hard did we try?

Effect

Is anyone better off?

Performance Measures

<p data-bbox="884 396 1201 505">Effort</p> <p data-bbox="633 634 880 742">How</p>	<p data-bbox="1201 634 1449 742">How</p>
<p data-bbox="602 805 908 913">Much</p> <p data-bbox="884 1028 1209 1136">Effect</p>	<p data-bbox="1201 805 1441 913">Well</p>

Performance Measures

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

Types of Measures Found in Each Quadrant

<u>How much did we do?</u>	<u>How well did we do it?</u>
<p># Clients/customers served</p> <p># Activities (by type of activity) →</p>	<p>% 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</p> <p>% Activity-specific measures e.g. % timely, % clients completing activity, % correct and complete, % meeting standard</p>
<u>Is anyone better off?</u>	
<p>#</p> <p>#</p> <p>#</p> <p>#</p> <div data-bbox="622 963 950 1192" style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;"><p>Point in Time vs. Point to Point Improvement</p></div>	<p>% Skills / Knowledge (e.g. parenting skills)</p> <p>% Attitude / Opinion (e.g. toward drugs)</p> <p>% Behavior (e.g. school attendance)</p> <p>% Circumstance (e.g. working, in stable housing)</p>

Fire Department

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

Education

Quantity

Quality

How much did we do?

How well did we do it?

Effort

**Number of
students**

**Student-teacher
ratio**

Is anyone better off?

Effect

**Number of
high school
graduates**

**Percent of
high school
graduates**

Drug/Alcohol Treatment Program

	Quantity	Quality
Effort	<p>How much did we do?</p> <p>Number of persons treated</p>	<p>How well did we do it?</p> <p>Percent of staff with training/certification</p>
Effect	<p>Is anyone better off?</p> <p><u>Number</u> of clients off of alcohol & drugs</p> <ul style="list-style-type: none">- at exit- 12 months after exit	<p>Is anyone better off?</p> <p><u>Percent</u> of clients off of alcohol & drugs</p> <ul style="list-style-type: none">- at exit- 12 months after exit

Bridge Inspection

	Quantity	Quality
Effort	<p>How much did we do?</p> <p>Number of Inspections</p>	<p>How well did we do it?</p> <p>Percent on schedule</p>
Effect	<p>Is anyone better off?</p>	
	<p># of bridge closings for non-scheduled maintenance</p>	<p>% of bridge closings for non-scheduled maintenance</p>

Commerce/Tourism

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

Environment: Water Quality

	Quantity	Quality		
Effort	<p>How much did we do?</p> <p>Number of stream stations monitored</p>	<p>How well did we do it?</p> <p>Average sites monitored per month</p>		
Effect	<p>Is anyone better off?</p> <table border="1"><tr><td><p># of miles of healthy streams</p></td><td><p>% miles of healthy streams</p></td></tr></table>		<p># of miles of healthy streams</p>	<p>% miles of healthy streams</p>
<p># of miles of healthy streams</p>	<p>% miles of healthy streams</p>			

Human Resources Department

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

Information Technology

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

Banking & Insurance Regulation

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

Corrections

	Quantity	Quality
Effort	How much did we do? # Inmates	How well did we do it? Rate of overcrowding
Effect	Is anyone better off?	
	# Recidivism	% Recidivism

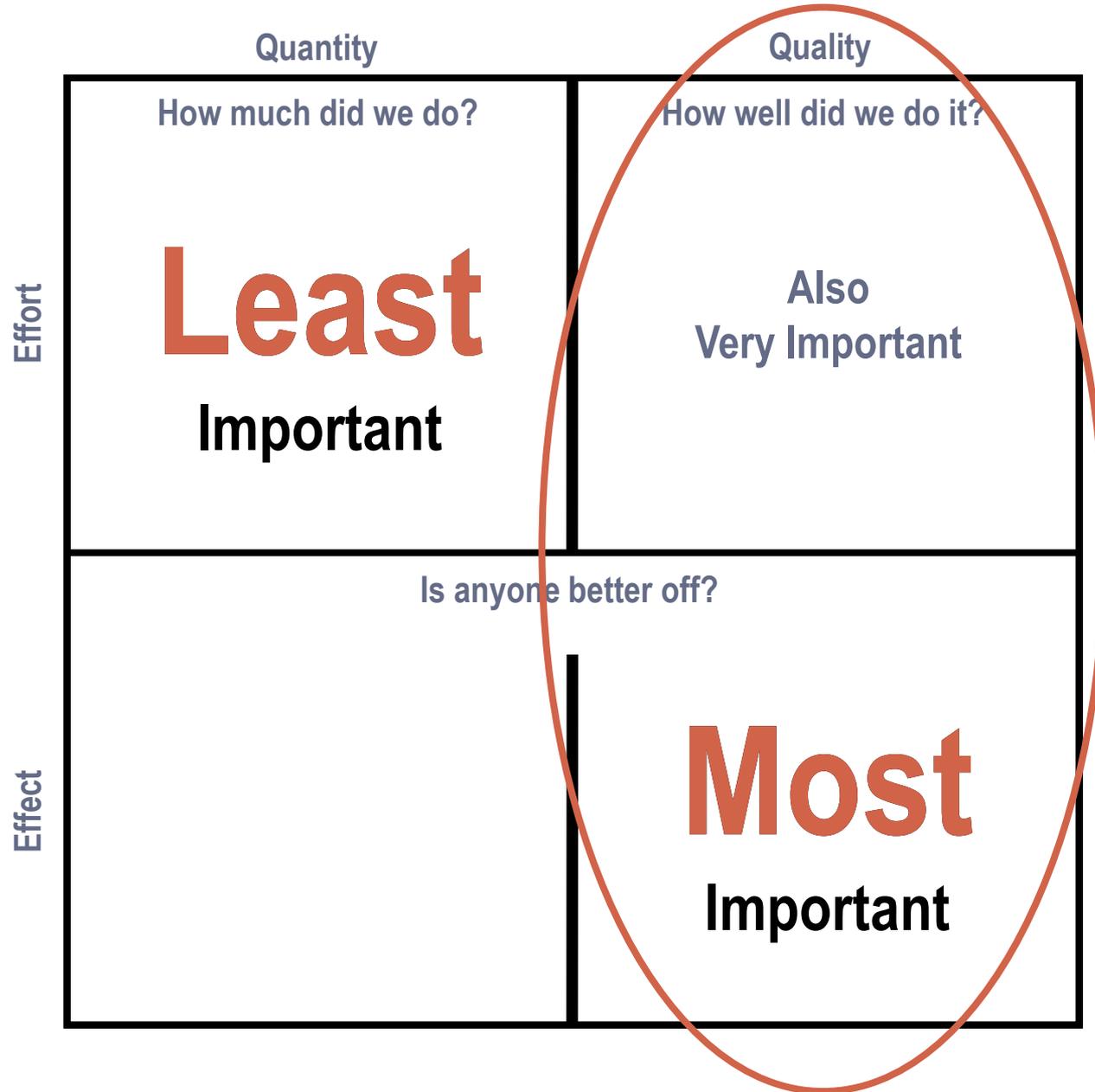
Child Welfare

	Quantity	Quality
Effort	<p>How much did we do?</p> <p>Number of children in foster care</p>	<p>How well did we do it?</p> <p>Average number of changed foster care placements per child</p>
Effect	<p>Is anyone better off?</p> <p>Number of children in stable permanent plcmt after 6 months in care</p>	<p>Percent of children in stable permanent plcmt after 6 months in care</p>

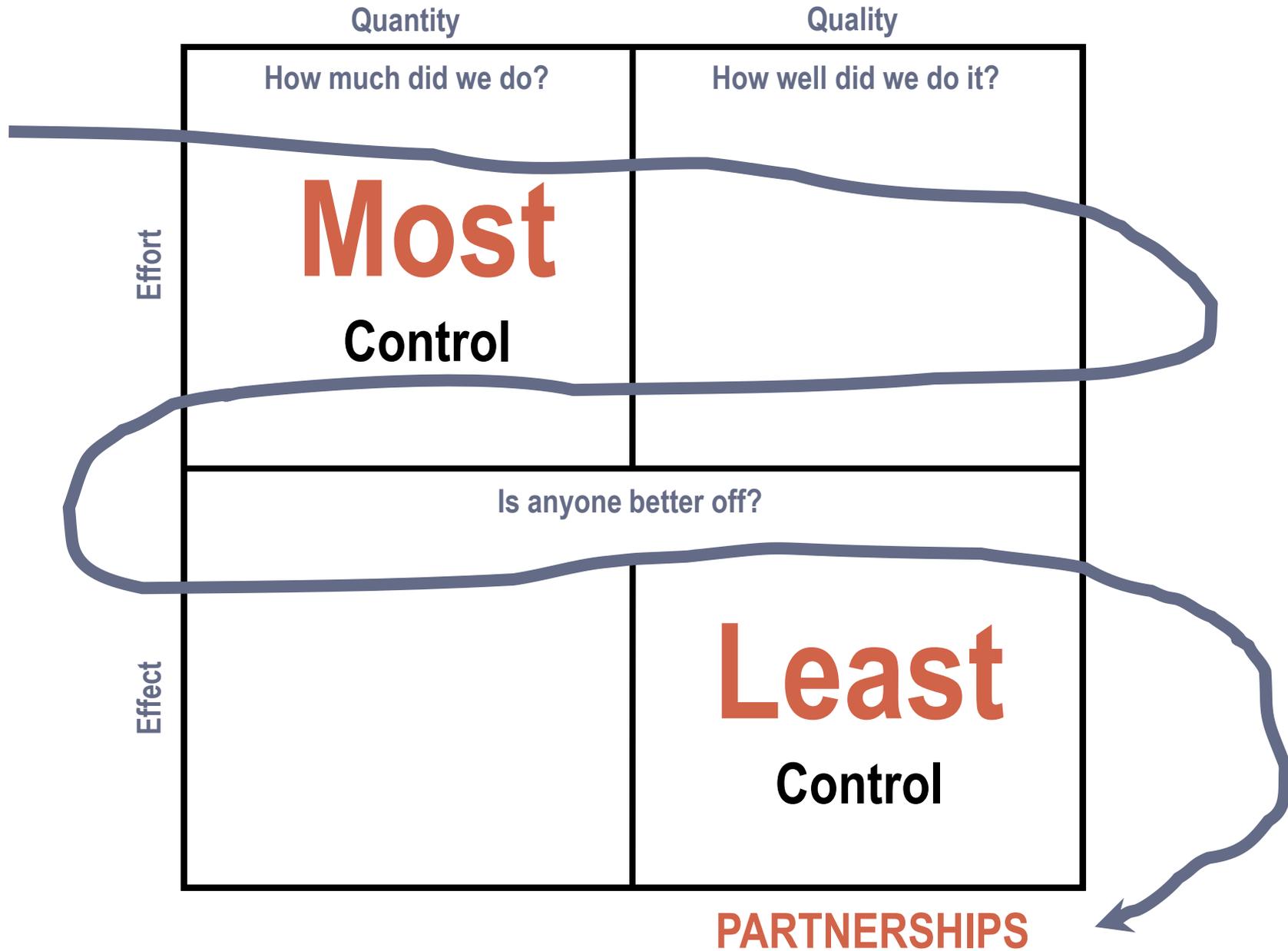
Every Program (Financial Performance Measures)

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

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

PERFORMANCE ACCOUNTABILITY
Child Welfare Program

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

Contribution relationship

Alignment of measures

Appropriate responsibility



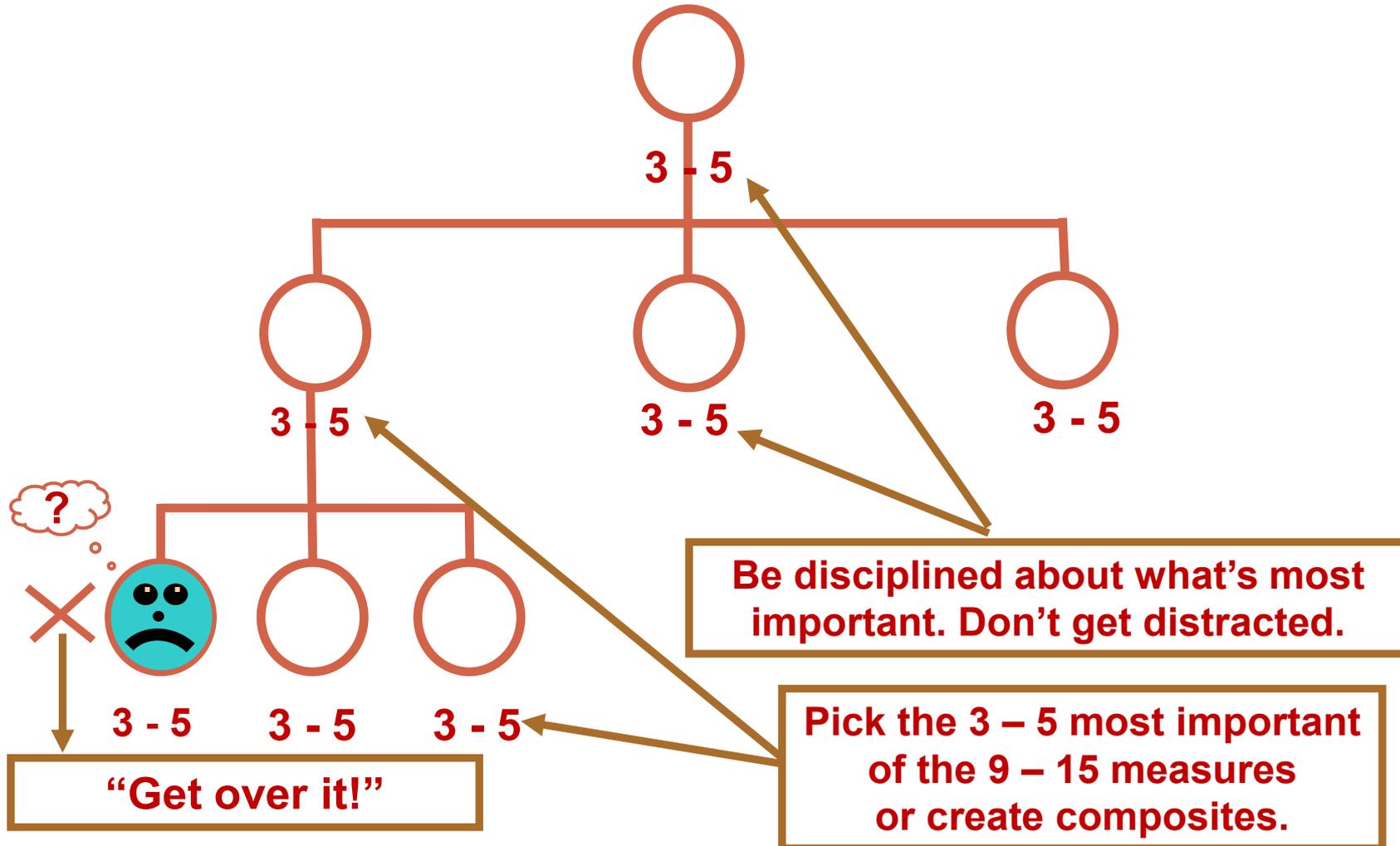
Using Performance Measurement:

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 our 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



Performance Measure Puzzle

N. Number of patients served

C. Average wait for non-emergency 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

Effort

How much did we do?

How well did we do it?

__N__ __I__

__C__ __E__

Effect

Is anyone better off (#)?

Is anyone better off (%)?

__W__ __O__

__R__ __K__

Performance Measure Puzzle

- 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

Effort

How much did we do?

How well did we do it?

Effect

Is anyone better off (#)?

Is anyone better off (%)?

Performance Measure Puzzle

- 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

Effort

How much did we do?

How well did we do it?

__ G __ __ R __

__ E __ __ A __

Effect

Is anyone better off (#)?

Is anyone better off (%)?

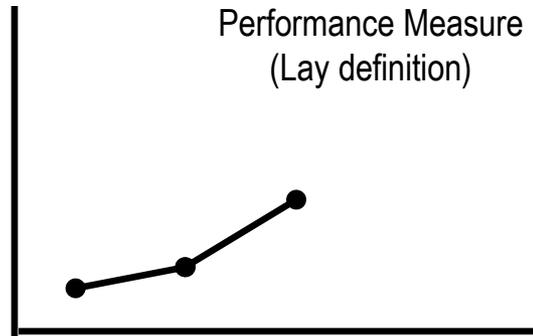
__ T __ __ J __

__ O __ __ B __

ONE PAGE Turn the Curve Exercise

Program: _____

Performance
Measure
Baseline



Story behind the baseline

----- (List as many as needed)

Partners

----- (List as many as needed)

Three Best Ideas – What Works

1. -----

2. -----

3. -----No-cost / low-cost

4. ----- **Off the Wall**

- 
- **QUESTIONS?**