

Results and Performance Accountability, Decision-making and Budgeting

Selected Pages

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www.resultsaccountability.com
RAGuide.org

Results vs. Performance Accountability

Results and Indicators

are about

the Well-being of

Whole Populations

Performance Measures

are about

the Well-being of

Client Populations

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Definitions

RESULT or OUTCOME

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

For example: Children born healthy, Children succeeding in school, Self-sufficient families, Safe communities, Clean Environment, Prosperous Economy

INDICATOR or BENCHMARK

A measure which helps quantify the achievement of a result.

For example: Rate of low birth-weight babies, rate of high school graduation, crime rate, air quality index, unemployment rate

PERFORMANCE MEASURE

A measure of how well agency or program service delivery is working.

Three types:

- | | |
|---------------------------|---|
| 1. How much did we do? | e.g. # of customers served |
| 2. How well did we do it? | e.g. police response time, unit cost |
| 3. Is anyone better off? | e.g. % of clients who get and keep jobs |

(CUSTOMER RESULTS)

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Characteristics

of Good Accountability Systems

Simple

Common Sense

Plain Language

Minimum Paper

Useful

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The usual situation: Big paper exercise waste of time

Results-Based Decision Making

Getting from Talk to Action

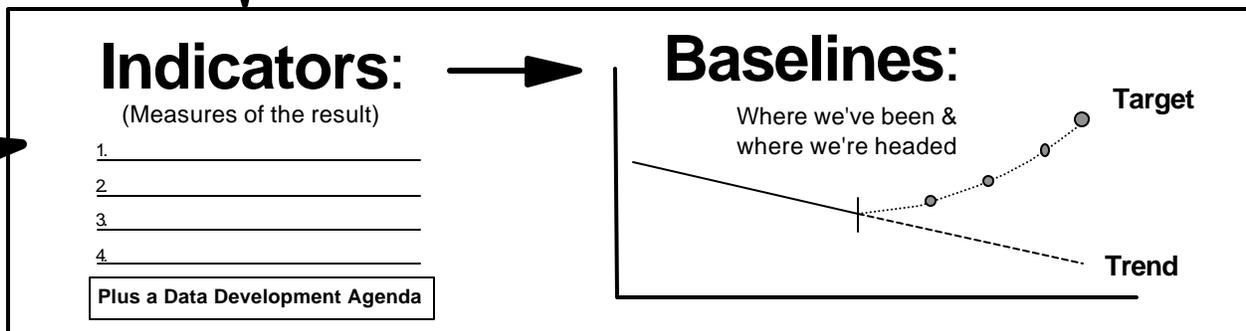
Population: e.g. Children prenatal to age 5



Result: e.g. Children enter school healthy and ready to learn
What we want for children in plain English, plain Spanish...



Plus how we experience the result



Plus a Cost of Bad Results Analysis

Story behind the baselines:

The causes, the forces at work; the epidemiology of the baselines

Plus Information & Research Agenda Part 1



Partners with a role to play:

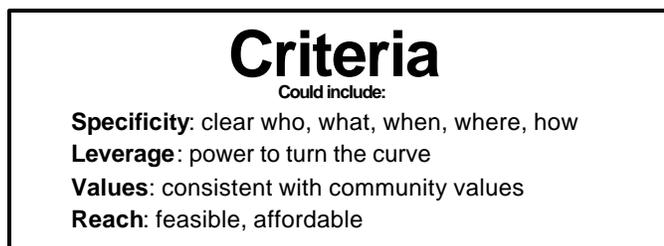
Public and private sector agencies and individuals



What works

What would it take to turn the curve in this community, best practices, best hunches

Plus Information & Research Agenda Part 2



Action Plan and Budget

What we propose to do: multi-year action plan and budget

How the "what works" pieces fit together in a **community system** of services and supports

Performance Measures: Measures of how well programs, services, supports, agencies and service systems, included in the action plan, are working: How much did we do? How well did we do it? Is anyone better off?



Separating the Wheat from the Chaff

Types of Measures Found in Each Quadrant

<u>What We Do</u>	<u>How Well We Do It</u>
# Clients/customers served	% Common measures (e.g. client staff ratio, workload ratio, staff turnover rate, staff morale, % staff fully trained, % satisfied customers, % clients seen in their own language, worker safety, unit cost)
# Activities (by type of activity)	% Activity-specific measures (e.g. % actions timely, % clients completing activity, % actions correct and complete, % of actions meeting standard etc.)
<u>Is Anyone Better Off?</u>	
#	% Skills / Knowledge (e.g. parenting skills)
#	% Attitude (e.g. toward drugs)
#	% Behavior (e.g. school attendance)
#	% Circumstance (e.g. working, in stable housing)

Performance Accountability

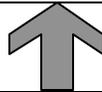
For Programs, Agencies and Service Systems

1. Who are our **customers**, clients, people we serve? (e.g. children in a mentoring program)
2. How can we measure if our clients/customers are better off? (**performance measures about client results** - e.g. rate of high school graduation for mentees)
3. How can we measure if we are delivering service well? (**performance measures about service delivery** - e.g. ratio of mentors to mentees)
4. How are we doing on the most important of these measures? Where have we been; where are we headed? (**baselines** and story behind the baselines)
5. Who are the **partners** who have a potential role to play in doing better?
6. **What works**, what could work, to do better than baseline? (best practices, best hunches; incl. partners' contribution)
7. What do we propose to do? (multi-year action plan and budget; incl. no-cost / low-cost items)

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A Simpler View of the Funders Role in Results Accountability

Results and Indicator Curves to Turn



Strategy to Turn the Curves

→ Assessment of whether the indicator curves are turning or not

Our Role as part of that strategy

- Performance measures for the programs/organizations we fund
- Performance measures for the management of our organization

"If you do what you
always did,

you will get what you
always got."

- Kenneth W. Jenkins
President, Yonkers NY NAACP