Let’s Talk About Performance Management

Isaac D. Castillo
Senior Research Scientist
Child Trends
On Twitter: @isaac_outcomes

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Why should you care about performance management?

- **The grantee organization / service provider:**
  - To determine if you are causing harm to the people you serve.
  - To improve the quality of services you provide.

- **The funding organization:**
  - To ensure investment is leading to positive change.
  - To make more informed funding decisions.
Who would you fund example?

• You have $1 million to provide funding to a tutoring program for “at-risk” youth.
• You need to pick one of two programs to fund – but you can only pick one!
• Assume everything else is equal aside from the information provided on the next page.
  – Same service population
  – Same areas of service
  – Same tutoring approach
## Which Program Would You Fund?

<table>
<thead>
<tr>
<th>Program # 1</th>
<th>Program # 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Served 500 “at-risk” youth</td>
<td>Served 50 “at-risk” youth</td>
</tr>
<tr>
<td>Provided 2,500 total hours of tutoring</td>
<td>Provided 2,500 total hours of tutoring</td>
</tr>
<tr>
<td>Each youth received average of 5 hours of tutoring</td>
<td>Each youth received average of 50 hours of tutoring</td>
</tr>
<tr>
<td>5% of youth showed improved math grades on report cards</td>
<td>90% of youth showed improved math grades on report cards</td>
</tr>
<tr>
<td>Comparison group: 75% of youth decreased math grades without tutoring</td>
<td>Comparison group: 85% of youth improved math grades without tutoring</td>
</tr>
</tbody>
</table>
What is Performance Management?

- Performance management is the collection of information by programs, organizations, or people for the primary purpose of program / service improvement.

- Successful performance management relies on three important features:
  1) The regular and accurate collection of information, which is then......
  2) Shared in useable formats, which is then.....
  3) Used to make changes in the hope of improving something (services, programs, conditions, decision making, etc.)
Performance Management and My Life

• Starting Jan. 1st, I wanted to lose 12 lbs. before wedding. Took two approaches to lose weight:
  – Eat less (fewer calories)
  – Exercise more
• Found early on that I was not sticking to ‘exercise more’. So had to decrease calorie consumption.
• 200 fewer calories consumed per day for 6 months.
• Lost 24 pounds.
Performance Management vs. Evaluation – Dieting

Performance Management

Consume fewer calories
Exercise more
Make healthier food choices

Weight loss
Better muscle tone
More energy / feel better

Lower cholesterol
Lower blood pressure
Healthy Body Mass Index

Other potential explanations

Evaluation
Performance Management – A more relevant example

- After-school tutoring program assisting at-risk youth – attempting to improve their math and reading performance.
- Collect the following data:
  - Demographics and risk/protective factors
  - Program attendance
  - Amount of service (hours and topics of tutoring)
  - Report card grades (first / last grading period)
Performance Management – What it looks like

• Finding #1: Halfway through program, notice that program attendance is low among highest risk group.
  – Action: Reach out to teachers to encourage highest-risk youth to attend tutoring.
  – Action: Have separate one-to-one discussions with highest-risk youth to encourage attendance.

• Finding #2: Math grades increased, but reading grades did not change.
  – Action: Investigate why this may be occurring.
  – New finding: Tutors unfamiliar with reading curriculum used in school – so tutoring not effective.
  – Action: train tutors in reading curriculum before start of next academic year.
Performance Management Cycle

Define Success for Program Participants

Identify / Modify / Develop Data Collection Methods

Train Staff on Data Collection Methods

Begin Program / Service and Data Collection

Ongoing Quality Assurance Checks

Provide Interim Reports to Staff

Complete Data Collection (and Data Cleaning)

Prepare Reports (Internal and External)

Analyze Data

Share Outcomes and Reports with Staff

Use Outcomes and Reports to Improve / Change Program
The difference between impact and outcomes – the various thoughts on impact

- **Impact**: Linking (through study/research) the observed outcomes to a program / service / initiative.
- Impact could also mean the collective outcomes across multiple programs / services / initiatives.
- Impact could also mean the very long term changes attributable to a program / service / initiative.
- **Whatever interpretation you use, measuring impact means:**
  - Explaining away (through study/research) other potential explanations for the changes observed.
  - A significant resource commitment for measurement.
The difference between impact and outcomes – now let’s talk outcomes

- **Outcomes**: The observed changes in attitudes, knowledge, or behavior among program participants that result from a program/service/initiative.
  - Outcomes can be measured by programs themselves, or by outsiders.
  - Outcomes can vary in their sophistication, timeframes, and rigor.
  - Some outcomes can lead to other outcomes – or can indicate progress over time.
Some Examples of Outcomes

<table>
<thead>
<tr>
<th>Program</th>
<th>Outcome(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Healthy eating habits</td>
<td>Consumption of more fruits and vegetables</td>
</tr>
<tr>
<td></td>
<td>Healthier weight</td>
</tr>
<tr>
<td>Parent / child communication</td>
<td>Decreased yelling / anger during conflicts</td>
</tr>
<tr>
<td>skills</td>
<td></td>
</tr>
<tr>
<td>Sex education for teens</td>
<td>Increased knowledge of dangers of unprotected /</td>
</tr>
<tr>
<td></td>
<td>early sex</td>
</tr>
<tr>
<td></td>
<td>Decreased risky sexual activity</td>
</tr>
<tr>
<td></td>
<td>Fewer unplanned teenage pregnancies</td>
</tr>
</tbody>
</table>
The Past, Present, and Future

- **The Past: Accountability**
  - External groups defined what was to be collected.
  - Collecting data to satisfy reporting requirements.
  - Data was collected and reported, and likely never viewed again.

- **The Present: Improvement**
  - The human service agency defines what data should be collected.
  - Data used to inform decisions and improve programs.
  - Human service agency utilize internal databases.

- **The Future: Empowerment**
  - Clients / service recipients will have their own data shared with them.
  - Clients / service recipients will be partners in improving outcomes.
  - Databases will be modified to create client friendly reports.
  - More data entry in the hands (handheld devices) of clients.
Contact Information

• Isaac Castillo
• E-mail:  icastillo@childtrends.org
• Twitter: isaac_outcomes
• www.childtrends.org