



Let's Talk About Performance Management

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February 14, 2012

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?

Program # 1

Served 500 “at-risk” youth

Provided 2,500 total hours of tutoring

Each youth received average of 5 hours of tutoring

5 % of youth showed improved math grades on report cards

Comparison group: 75% of youth decreased math grades without tutoring

Program # 2

Served 50 “at-risk” youth

Provided 2,500 total hours of tutoring

Each youth received average of 50 hours of tutoring

90 % of youth showed improved math grades on report cards

Comparison group: 85% of youth improved math grades without tutoring

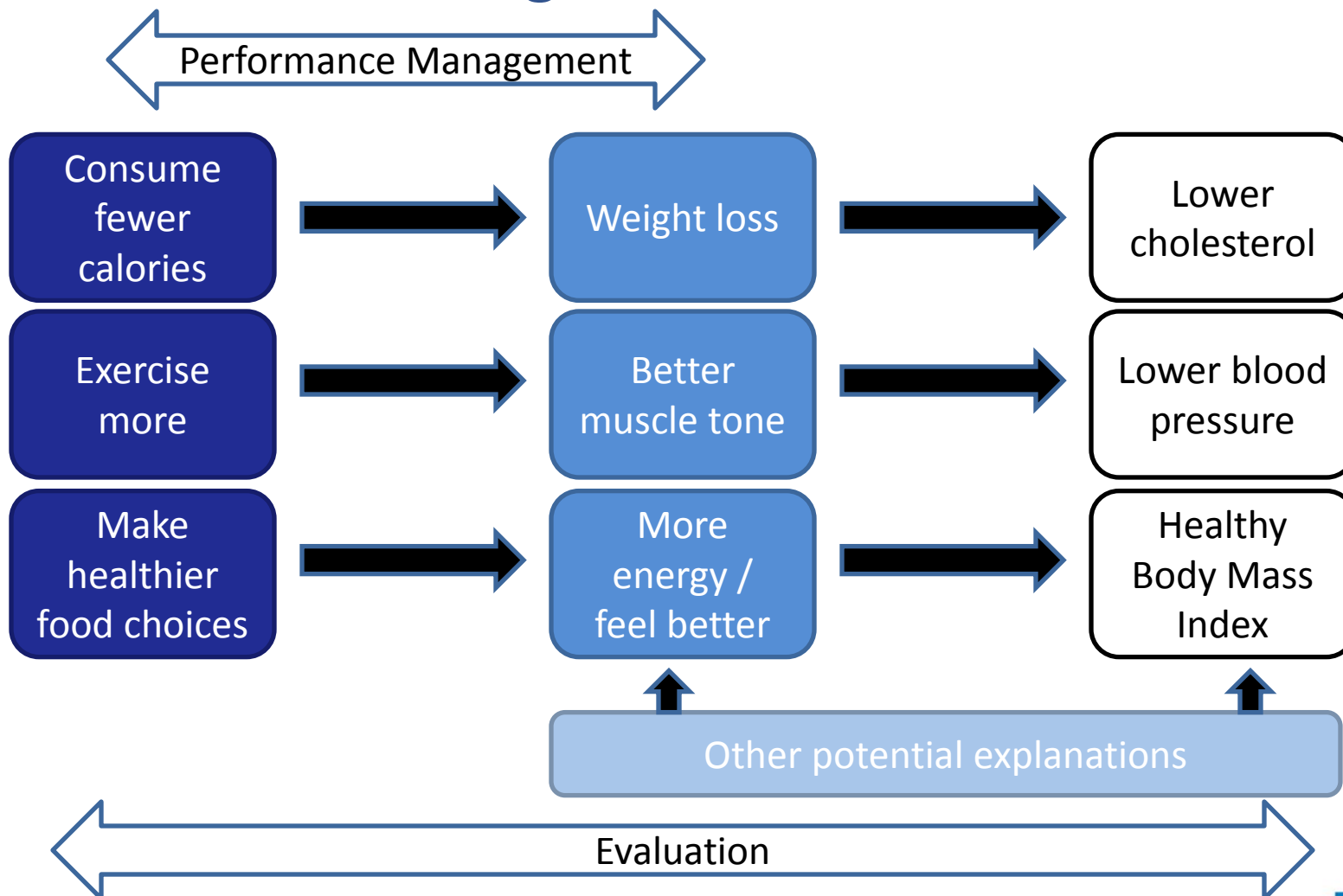
What is Performance Management?

- **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



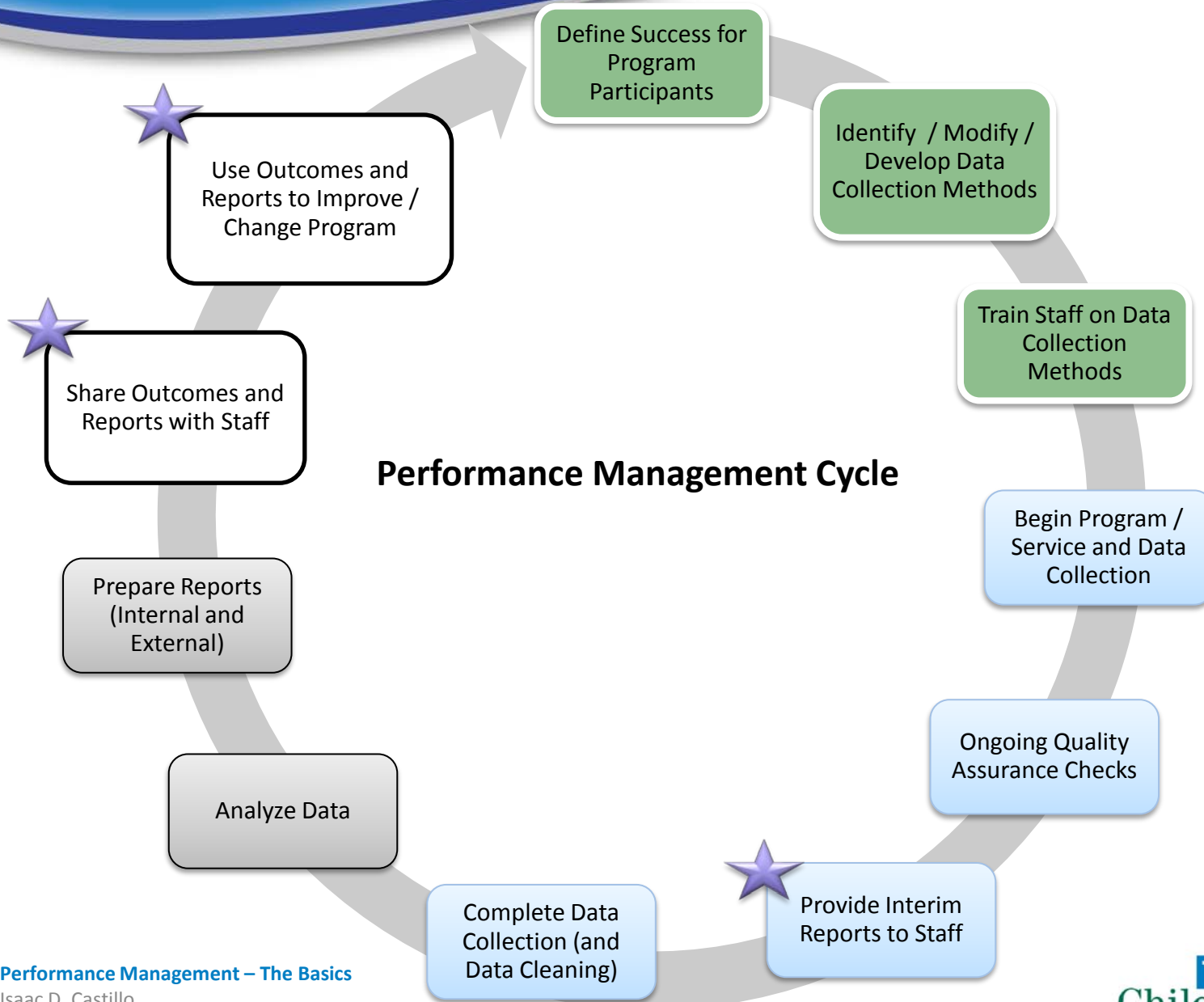
Performance Management – A more relevant example

- **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



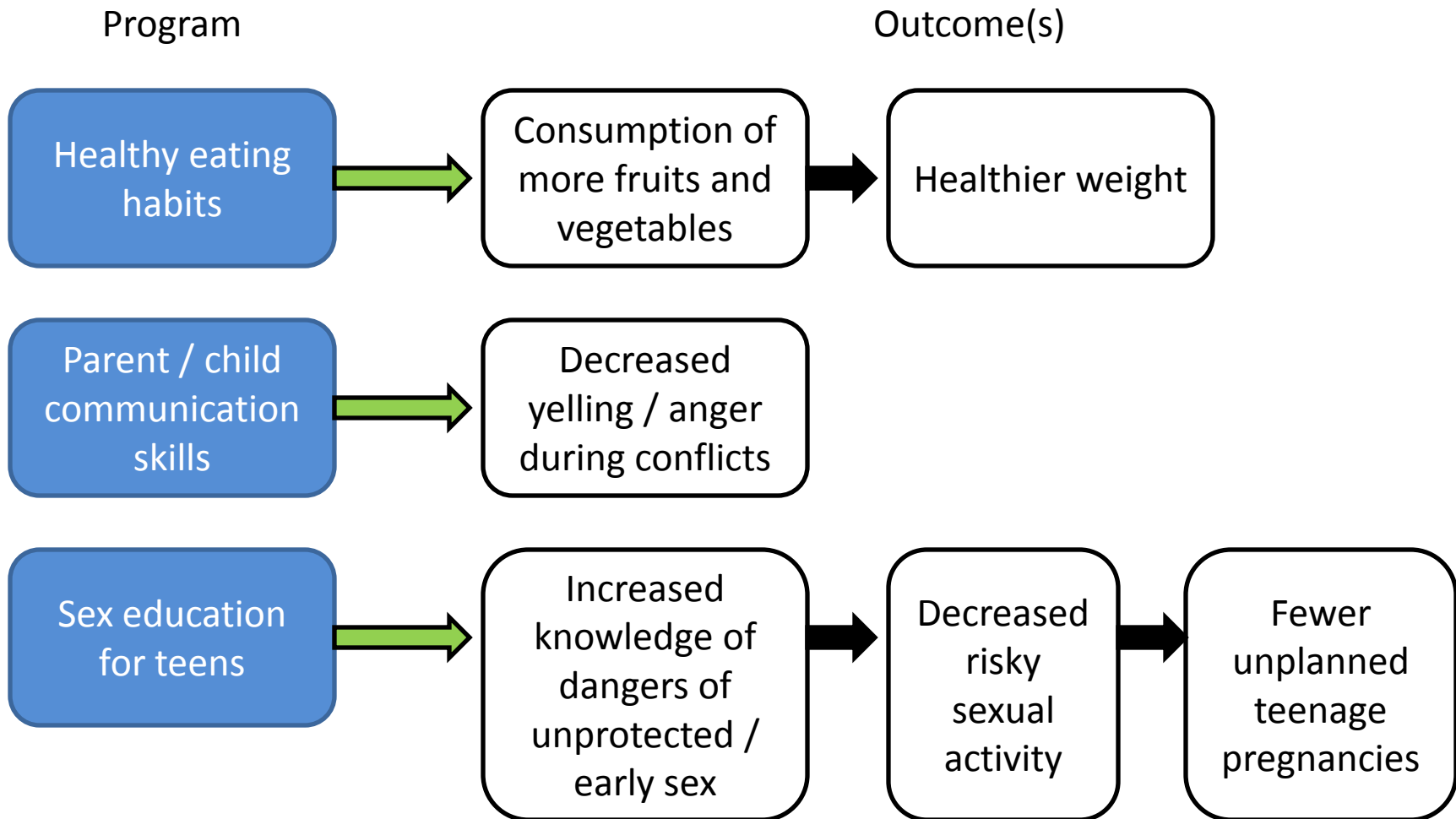
The difference between impact and outcomes – the various thoughts on impact

- **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



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

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