

Facts About...

Performance Management (PM) and Logic Models (LM)

Performance Management (PM) is

- a comprehensive process used to measure, improve, and recognize the performance of agencies, programs, or employees
- a series of activities to ensure that goals are consistently being met in an effective and efficient manner
- the clear identification of outcomes, performance indicators and action plans to direct performance (service delivery)
- performance measures (measurable data to monitor and prove the accomplishment of the outcome or goal)

Program Logic Model (LM) is

- a visual picture or “road map” of the logical linkages among resources (inputs), activities, outputs, and outcomes (impacts) of a specific program, project or organization
- the cause-and-effect relationship between what you do or deliver and what changes as a result

PM and LM came from

- the work of Robert Kaplan and David Norton, Harvard Business researchers who published “The Balanced Scorecard” in 1996
- the book included “Strategy Maps” – visual representations of an organization’s strategic plan, linking strategic plans and performance management

The key elements of Logic Models are

Inputs resources, investments

Activities what is being done or delivered

Outputs activities, products and participation (can be counted)

Outcomes short-term (immediate), mid-term (intermediate), and long-term (impact) statements about how your activities have impacted or changed your participants, organization, community and society

The key elements of Performance Management are

Baseline

- the starting point information about the situation or program before any performance management has been implemented

Benchmarks

- data or information that is an example of the typical performance in the field or an acceptable, industry-wide standard

Target

- setting of performance targets or goals

Key Performance Measures or Indicators

- qualitative or quantitative information that shows the progress you make toward meeting your outcomes

Key Performance Indicators (KPI) fall into 2 types and 3 categories

Types Quantitative and Qualitative Categories

Efficiency E.g., Quantitative Efficiency measure

- cost per Student Contact Hour

Effectiveness E.g., Qualitative Effectiveness measure

- documentation of how learners have applied their new skills outside of the LBS program

Customer service E.g., Quantitative Customer Service measure

- % of learners who rated their experience positively in an LBS program (Learner Satisfaction Survey is the performance management tool)

KPI are gathered through a variety of ways that you are probably already doing such as

- program statistics, learner satisfaction surveys, and workshop evaluations
- evaluation tools and surveys
- learner demonstrations of progress
- documentation of anecdotal reporting
- online surveys and questionnaires

PM and LM can help your agency

- evaluate your programs and performance
- build your organizational capacity and program quality
- support strategic planning and accountability
- guide your pathway and tell you when you have reached your goals
- help you report to government on your CIPMS (Continuous Improvement Performance Management System)
- show other funders and donors how great your organization is

Ministry of Training, Colleges and Universities and the Ontario government use Logic Models for

- strategic planning and internal evaluation
- measuring the success of all government funded programs
- showing the success of the LBS system. For example, the % increase by learners on the Essential Skills 500-point scale is a performance indicator of the effectiveness of the LBS system

Recommendations for Further Reading

- W.K.Kellogg Foundation-
<http://www.wkkf.org/Pubs/Tools/Evaluation/Pub3669.pdf>
- “Outcome-based Program Evaluation,” by Tobin T. Copley of Simon Fraser University - http://www.sfu.ca/%7Etcopley/pro/eval/PLM_ppt/index.htm
- University of Wisconsin Extension, Program Development and Evaluation - <http://www.uwex.edu/ces/pdande/evaluation/evallogicmodel.html>
- Community-Based Research Network of Ottawa - http://www.spcottawa.on.ca/CBRNO/t_preparelogicmodel.htm
- Conduct an online search using “performance management,” “evaluation,” “key performance indicators” or “balanced scorecard”

