Performance Measurement Development
How does the process work?

1. Define the outcomes you want to achieve

2. Identify metrics that link well to those outcomes

3. Validate proposed metrics with key stakeholders

4. Develop next steps
Performance Measurement Development Process

**DESIRED OUTCOMES**
- Who are the stakeholders?
- What outcomes are we trying to accomplish?
- What behaviors can we observe that show outcomes are being accomplished?

**METRICS**
- What data can validate observations?
- How well are current metrics working?
- What metrics, which link well to desired outcomes, will we propose?

**PLAN**
- Who needs to validate selected metrics?
- What are we going to measure and how?
- What are next steps? (roles, actions, communications, progress tracking, etc.)
Desired Outcomes

- Define the challenge and set the stage
- Understand the stakeholder landscape
- Define desired outcomes
- Define observable behaviors
Define the challenge and set the stage

- Define metrics development objectives with engagement sponsor
- To set the stage, start the conversation with questions such as:
  - Over the past two years, what has been a major accomplishment for this program or initiative?
  - What does success look like for this program or initiative?
  - Where do we want this program or initiative to be in two years?
  - What is a newsworthy headline that you would like to see for this program or initiative in two years?
- Have appropriate senior leader(s) provide the background and intent for the metrics development effort
Understand the stakeholder landscape

• Identify all of the stakeholders associated with the program or initiative
• Map stakeholders to gain understanding on their interactions and level of influence. See Methods section for suggested approach.
• Group and prioritize stakeholders
Define desired outcomes

- Complete an outcome matrix that answers the following questions for each key stakeholder/stakeholder group:
  - What matters to them?
  - What outcomes do they expect from the program or initiative?
  - How will you recognize success?

- Using the outcome matrix results, lead a team discussion to synthesize no more than three outcome statements

- Create titles for each outcome statement

Outcome 1
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Outcome 2
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Outcome 3
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### Outcome Matrix Template

**Program/Initiative Title:**

<table>
<thead>
<tr>
<th></th>
<th>1. Who are the key stakeholders?</th>
<th>2. What matters to them?</th>
<th>3. What outcomes do they expect from the program or initiative?</th>
<th>4. How will you recognize success?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
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<td>2</td>
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<td>4</td>
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</tbody>
</table>
### Differentiating outcomes from activities from measures

<table>
<thead>
<tr>
<th>OUTCOMES</th>
<th>ACTIVITIES</th>
<th>MEASURE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizations know current research information and use it to make informed decisions.</td>
<td>An annual conference disseminates the latest research.</td>
<td>% of projects that benefited from research information gathered at conference</td>
</tr>
<tr>
<td>Low-income families are better able to manage their resources.</td>
<td>Program staff teach financial management skills to low-income families.</td>
<td>% of families that were helped by the training</td>
</tr>
<tr>
<td>Campers learn new leadership and communication skills while at camp.</td>
<td>The camp experience provides leadership development opportunities for youth.</td>
<td>% of youth demonstrating improved communications and leadership</td>
</tr>
</tbody>
</table>
Define observable behaviors

- For each outcome, have a breakout group identify the observable behaviors which would indicate that their desired outcome is being achieved.
- Have each breakout group summarize their results and share with the entire team to further clarify and refine observable behavior statements.
Metrics

- Validate outcomes and observable behaviors
- Identify data needed to validate observable behaviors
- Create metrics for each desired outcome and prioritize
- Compare proposed with current metrics
- Iterate
Validate outcomes and observable behaviors

- Obtain feedback on outcome and observable behavior statements from key stakeholders and other knowledgeable individuals
- Make appropriate updates to outcome and observable behavior statements and confirm with the team
Identify data needed to validate observable behaviors

- For each outcome, you could have a breakout group identify the data needed to validate observable behaviors
- Suggest asking the group to propose metric ideas for their outcome by answering:
  - **What could you measure?** (Think big picture and boldly. Don’t be limited by what you have been told cannot be measured.)
  - **What can you measure?** (“Can” here means that it is measurable even if you don’t have the data and systems to do so today)
Create metrics for each desired outcome and prioritize

- Have each breakout group propose the best metrics for their outcome and discuss with the entire team to gain feedback.
- Once all break out groups present metrics, prioritize them using dot voting and/or an importance/difficulty matrix.
Compare proposed with current metrics

- Collect information on current metrics and assess their effectiveness with questions such as:
  - Does it link well to your desired outcomes?
  - Is it cost effective to collect and report the data?

- Compare proposed with current metrics to select the most effective metrics

<table>
<thead>
<tr>
<th>Selected Metrics</th>
<th>Current Metrics</th>
<th>New Metrics</th>
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<tbody>
<tr>
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<td>1 X 3 X X</td>
<td>+ 6 7 8</td>
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</table>
Iterate

- Refine selected metrics with the team
- Test selected metrics using the three “Ms”

**Meaningful**
- Links to the desired outcomes
- Provides useful information to enable decision making

**Measurable**
- Quantifiable and objective
- Data is available and can be collected in a cost effective manner

**Movable**
- Data can be compared over time to depict trends
- Links to inputs that can be controlled/adjusted
## Plan

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<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Validate selected metrics</td>
<td>Define metrics and measurement approach</td>
<td>Next steps</td>
</tr>
</tbody>
</table>

- Validate selected metrics
- Define metrics and measurement approach
- Next steps
Validate selected metrics

- Obtain feedback on selected metrics from key stakeholders and appropriate leaders
- Make updates as necessary
Define metrics and measurement approach

- Suggest completing these templates for each selected metric

<table>
<thead>
<tr>
<th>Metric Definition</th>
<th>Measurement</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Definition</strong></td>
<td><strong>Data source and collection approach</strong></td>
</tr>
<tr>
<td><strong>Audience/Users</strong></td>
<td><strong>Baseline and target setting approach</strong></td>
</tr>
<tr>
<td><strong>What will this metric help us understand?</strong></td>
<td><strong>Communications and reporting approach</strong></td>
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<td></td>
<td><strong>Potential barriers to measurement</strong></td>
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</table>
Next Steps

• Create plan which includes:
  - Follow-on actions to complete metrics and measurement approach development
  - Roles and responsibilities
  - Communications and outreach activities
  - Progress tracking and leadership reviews
Case Studies
USDA Beginning Farmers & Ranchers Goal Workshop

**Goal:**

**By September 2017.**

**Increase the**

**Graduation rate from 5 to 10 yrs** and the

**Relative Profitability of Beginning Farmer/Rancher**

**What can we observe:**

- **Operational Success**
- **Participation in programs that support diversification & resilience**
- **Financial health supported by credit utilization**
- **BFR profitability & success rates similar to existing producers**
- **Customer satisfaction with USDA services**

**What data can validate our observations:**

- Program participation in resilience programs
- Reducing delinquency rate
- Average duration/graduation of BFR borrowers & programs
- Change in classification score for borrowers
- Delinquency rate compared to established farmers
- Compare on a yearly basis net income for beginning vs. established farms
- Viability in any given year because of weather, drought, world prices
- Survey to ask if programs are meeting needs
- Customer satisfaction - civil rights complaints - appeals board
Insider Threat Security Clearance Reform (ITSCR) Metrics

**Desired Outcomes**

**Efficiency**
- SSC processes are performed in a timely and cost effective manner

**Quality**
- SSC processes are based on standards that are applied consistently & accurately across the delivery system
- SSC processes are performed

**Effectiveness**
- SSC processes reduce adverse incidents from insiders

**Desired Impact:**
- Policy compliant process that leads to reduced threat of incidents from insiders and is continuously improved.

*Note: SSC – Security, Suitability & Credentialing*

 Longer term culture change

Early detection supported by an informed, aware and enabled workforce
### Insider Threat Security Clearance Reform (ITSCR) Metrics

<table>
<thead>
<tr>
<th>Efficiency</th>
<th>Quality</th>
<th>Effectiveness</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Agencies show how quickly the various SSC processes are executed using standardized methodologies, for both the enterprise and individual personnel (such as investigators and adjudicators).</td>
<td>1) Agencies track how closely individual personnel, particularly investigators and adjudicators, are following mandated standards.</td>
<td>1) The SSC community as a whole can show how well it identifies hostile actors and validates good actors.</td>
</tr>
<tr>
<td>2) Agencies show how much it costs to execute the various SSC processes using a standardized methodology.</td>
<td>2) Agencies demonstrate the overall quality of how they execute various SSC processes using standardized methodologies.</td>
<td>2) The SSC community as a whole can demonstrate to what degree the standards have predicted adverse behavior.</td>
</tr>
<tr>
<td>3) Agencies show their degree of collaboration through reciprocity using standardized methodologies.</td>
<td>3) Agencies show to what degree their personnel have met standardized training requirements.</td>
<td>3) Agencies can demonstrate to what degree their workforce commits adverse behavior.</td>
</tr>
</tbody>
</table>
## Insider Threat Security Clearance Reform (ITSCR) Metrics

### Proposed Metrics

<table>
<thead>
<tr>
<th>Efficiency</th>
<th>Quality</th>
<th>Effectiveness</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) End to end SSC process ownership cost</td>
<td>1) Investigative quality</td>
<td>1) SSC process effectiveness</td>
</tr>
<tr>
<td>2) End to end SSC process timeliness</td>
<td>2) Adjudicative quality</td>
<td>2) Reporting effectiveness</td>
</tr>
<tr>
<td>3) Reciprocity timeliness</td>
<td>3) Level of record provider cooperation</td>
<td>3) Reinvestigation effectiveness</td>
</tr>
<tr>
<td></td>
<td>4) Accuracy of position designation</td>
<td></td>
</tr>
</tbody>
</table>

*Note: The team developed draft definitions and a measurement approach for each metric*