

# Performance Measurements and Work Plans for Senior Corps

## What is a Performance Measure?

- **Performance measurement** is the process of regularly measuring the outputs and outcomes of your project. Performance measurement enables you to track both the **amount of work done** by your project and the **impact of this work** on your community.

## Why measure performance?

Performance measurement results and process can:

- Demonstrate how service activities make real differences in the community.
- Help determine what is working and what needs improvement.
- Assist in setting measurable goals and gauge progress against these goals.
- Support sustainability/fundraising efforts.

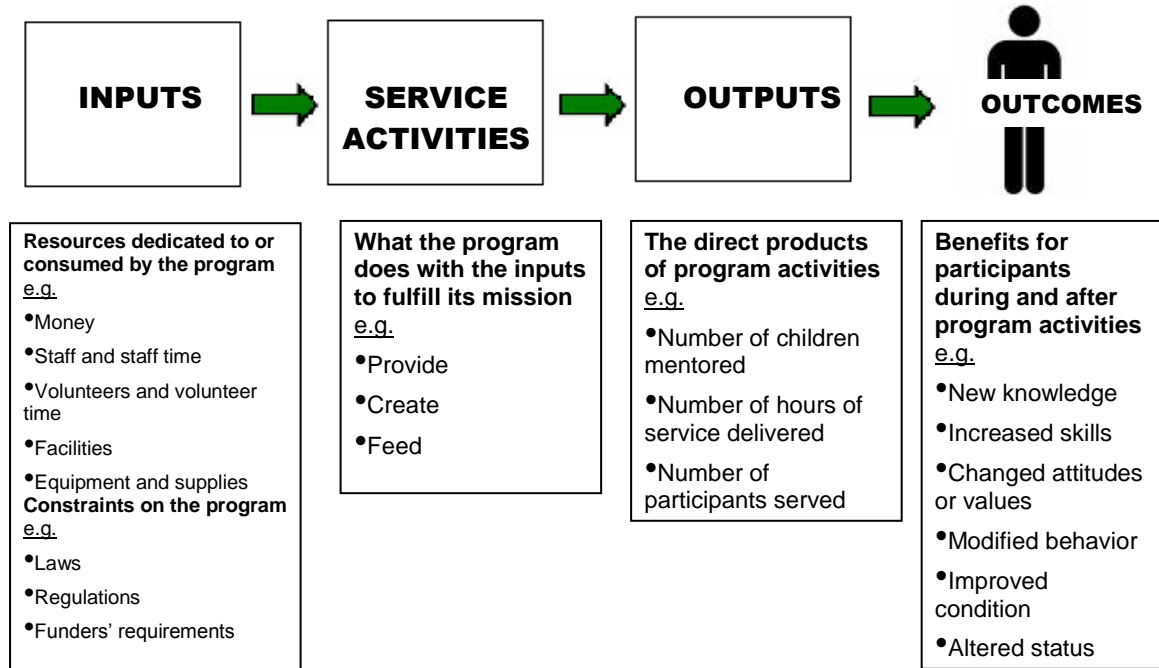
Being able to demonstrate that your efforts are making a difference for people can help your program:

- Enlist and motivate able volunteers
- Engage collaborators
- Retain or increase funding
- Gain favorable public recognition

## Key Elements of Performance Measures:

- Community Need: What is the problem?
- Activity: What will be done?
- Inputs: What will be used?
- Accomplishments: What will get done?
- Impact: What will change?

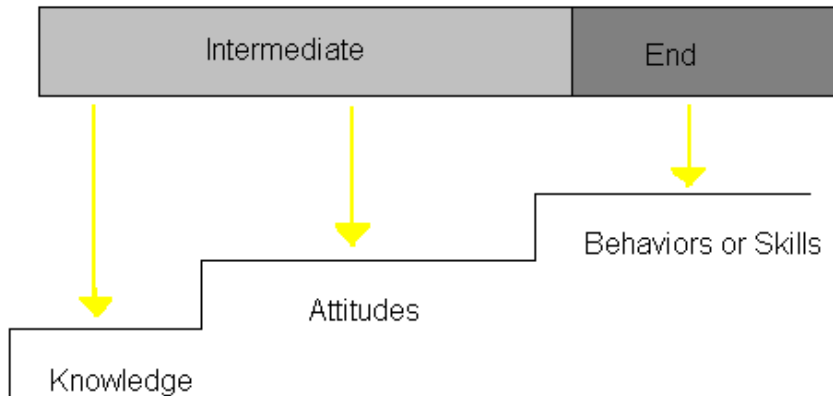
## Summary of Program Outcome Model



### Identify the three types of performance measure results:

- **Outputs:**
  - A simple statement that describes the services, work, or products volunteers have created or delivered.
  - Does *not* answer the question, “what changed as a result of our service?”
  - Does *not* provide information on benefits or other changes in the lives of beneficiaries.
  - Outputs generally **count things**, like units of service delivered or number of people served
- **Intermediate Outcomes:**
  - A simple statement that answers the questions:
    - **What change will occur in beneficiaries served?**
  - Not the final (end) result
  - Can let you know if your project is on track
- **End Outcomes:**
  - A simple statement that answers the question:
    - **What significant change will occur for beneficiaries you serve (by end of year)?**
  - Makes sense given the activities you described
  - Shows how you’re **solving the problem** identified in your community need statement.

- Outputs: Number of People Served
- Outcomes: How People Changed



## Reporting on Progress in the Work Plans

### Key Elements of Performance Measures

- Community Need: What is the problem?
- Activity: What did you do?
- Inputs: What did you use?
- Accomplishments: What got done?
- Impact: What changed?

### Effective Practices

- **Actual Service Activity:** Restate your service activity in terms of what actually occurred.
- **Actual Inputs:** Restate your inputs in terms of what resources actually went into the service activity.
- **Actual Accomplishments:** Restate your accomplishments the amount of service Senior Corps volunteers completed as measured by your data collection instrument. Report accomplishments in terms of the indicator you identified in the work plan, and state whether or not you met the target. Provide an explanation if you fell short of your target.
- **Actual Impact:** Whether you have identified an intermediate outcome and/or an end outcome in your work plan, restate this impact in terms of what changed as a result of your service activity, as measured by your data collection instrument. Report impact in terms of the indicator you identified in the work plan, and state whether or not you met the target. Provide an explanation if you fell short of your target.

- Make sure actual end outcome relates to Community Need
- Report the identified result (Be careful not to present outputs as outcomes or inputs as outputs)
- Keep report from wandering.
- Never miss an opportunity to report.

### Reporting on Data Collection

- **How Measured?**
  1. What instrument did you use?
  2. Who administered the instrument?
  3. When and how often were data collected?
  4. Number of completed instruments:
  5. Were data collected as planned?
- **Results/Target**
  1. Results:
  2. Met target?

### What do you report when you have nothing to report?

- Report on all goals – **don't write**, “see next report” or “on-going” or “N/A”
- **Explain how you are:**
  - Introducing instrument to stations
  - Gaining access to data
  - Training data collectors
  - Challenges and proposed solutions
  - Development/piloting of instruments
  - Administering pre-survey data

## Deepening Your Knowledge of Work Plans

### Developing the Work Plan

- Each work plan you develop describes a **key service activity of your project.**
- **Before beginning the work plan, determine key activity areas and/or desired results.** With a group of key stakeholders, identify the **community needs** and core project activities and/ or desired results.
- **Prepare a separate work plan for each issue area identified.** Pay particular attention to the performance measures.

### Community Need

- Describe unmet needs of your community and document the reason why your particular service activity is being conducted.
- Include and cite a **reliable source** to establish a compelling need. Specifically, you should describe:
  - the need that your project addresses
  - furnish concrete, quantitative evidence
  - when possible, answer the question, “Why do we do this service?”

### **Service Activities**

- Describe what your Senior Corps volunteers will provide in order to address the identified community need.
- A strong statement will contain a service activity that describes:
  - *Who does what?*
  - *When?*
  - *Where?*
  - *How long the intervention will last?*
  - and *With whom?*
  
- **Example:** Fifty-five Foster Grandparents will provide one-on-one tutoring in reading to 110 teacher-identified, third-grade students at Clarkstonburg Elementary School for 45 minutes in the classroom one afternoon per week for 12 weeks.

### **Anticipated Input**

- Describe the resources that you will use to create or sustain the service efforts in measurable units or terms (e.g., estimated number of volunteer hours, training, stipends, material resources).
- **Examples:**
- Money
- Staff and staff time
- Volunteers and volunteer time
- Facilities
- Equipment and supplies
- Training

### **Anticipated Accomplishments/Outputs**

- Counts of the amount of service that volunteers have completed.
- Counts the number of beneficiaries served.

### **Intermediate Outcome**

- Changes that have occurred in the lives of beneficiaries, but are short of a significant benefit for them.
- Often reflects a change in knowledge or attitude.
- Intermediate outcomes are expected to lead to achievement of end outcomes.

### **End Outcome**

- Significant changes in the lives of beneficiaries.
- Often reflects a change in behaviors or skills.
- If your activity has multiple intermediate outcomes and end outcomes, which most do, choose the most meaningful result that will be measurable at least once per year.

### *Seven key considerations for selecting performance measurement work plans*

1. The work plan addresses the **most important** accomplishments and impacts of your project.
2. The work plan **represents a significant number of Senior Corps volunteers.**
3. The work plan **reflects the primary services** of your project.
4. The work plan **reflects a Corporation strategic initiative** area.
5. The work plan **addresses an area that your organization has significant experience or expertise.**
6. The work plan **reflects a service activity in which Senior Corps volunteers serve beneficiaries directly.**
7. You can rely upon the volunteer station to provide you with data in a **timely manner** for your reports.

### **Key Elements of Outcome Based Work Plans**

- **Indicators**
  - A specific, measurable item of information that demonstrates progress toward achieving a result.
  - **How will you know if a change has occurred?**
- **Targets**
  - The level of success expected because of program effort.
  - **How many will change by how much?**
- **How Measured**
  - The **tool used to capture information** related to the indicators
- **Description of Data Collection Process**
  - Describes **how** data is gathered, **who** gathers it, and the **analysis** of the data