

Performance Measures and Program Management

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Conferences

Topics

- BJA resources for performance measurement and evaluation
- Best practices in performance measurement and management
- FAQs for performance measurement and evaluation
- Q & A from the audience

BJA Resource: BJA Center for Program Evaluation

- Assist users in conducting evaluations and developing program performance measures in criminal justice
- <http://www.ojp.usdoj.gov/BJA/evaluation/>
- Program Areas
- Evaluation and Performance Measurement Resources
- Technical Assistance (Table at conference)
- BJA-Required Performance Measures
- Newsletter

Practices to Avoid

1. Can't demonstrate all significant accomplishments
2. Data collection overwhelms other program/project tasks
3. Measures selected without prior permission or ability to collect
4. Outcome measures dissimilar to those of like programs/ projects
5. Confusion about what/ how to report
6. Results are used only to fulfill requirements
7. Don't know what questions funders/ policy-makers have about your program/project

Best Practices



- Demonstrate all significant accomplishments
 - Use a logic model
 - Select process and outcome measures for significant activities and objectives
- Data collection fits with other program tasks
 - Pilot test measures and data collection
 - Examine time to collect data
 - Train staff
 - To address insufficient resources
 - Hire more staff
 - Training issue?
 - Sample rather than population
 - Change frequency of data collection
 - Eliminate paper and pencil forms

Best Practices (cont.)

- Outcome measures should be similar to those of like programs/ projects
 - Like programs are those with similar activities or objectives
 - Helps with data aggregation (like BJA does across funding streams)
 - Facilitates comparison of accomplishments
- Clarity about what/ how to report
 - Pilot test
 - Training
 - Provide instructions and definitions on the form
 - Don't use abbreviations
 - Conduct reliability checks

Best Practices (cont.)

- All results should be used and shared internally and externally
 - Share good *and bad* results to facilitate learning
 - If possible, share data for comparison and replication
- Can you collect the desired/ required measures?
 - BJA required measures are in the solicitation
 - Have you identified the resources required to collect?
 - Have you obtained the necessary agreements prior to collection?

Best Practices (cont.)

- Be aware of questions funders/ policy-makers have about your program/project
 - Differences b/w intermediate (state/local) and end (federal) funders regarding detail desired and how data are used
 - Be able to aggregate and split out numbers by geography, population served etc.
 - Educate on what the program can reasonably accomplish
 - Be aware of budget cycle when providing information
 - Usually more interested in the what rather than why

FAQs



- Did I pick the right measures?
 - Create a logic model
 - Qualities of good measures:
 - Objective
 - Relevant
 - Clear
 - Reliable
 - Valid
 - Practical
 - Indicate gradations of success
 - Used by similar programs
 - Appropriate for clients and program
 - Ethical

FAQs (cont.)

- My program/ project wasn't implemented as planned, what should I do?
 - Detail how and why in progress and final reports
 - Consider and report implications on outcomes
 - Did similar programs have the same challenge?
 - Consider making changes to program design
- How do I convince my funder (or community) that my program/ project caused the outcomes?
 - Comparison group
 - Knowledge of external factors on program
 - Share qualitative data with quantitative data
 - Consistency in results over time

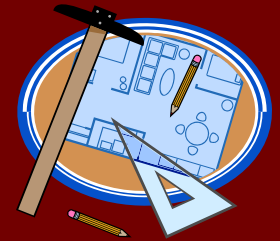
FAQs (cont.)

- How do I know if data are being manufactured?
 - Triangulation
 - Request documentation/ support for data
 - Reliability checks
 - Discourage submission of fake data– help programs not accomplishing objectives
- What can I do to encourage people to take data collection seriously?
 - Discuss why and how data are being used
 - Tell implications for missing data (e.g., affects funding)
 - Solicit input in data collection planning
 - Ensure data collection process is well-planned
 - Training

FAQs (cont.)

- When should a funding agency decide not to fund a program based on performance?
 - Make a performance-based funding plan
 - Include plan in RFP

Elements of a Performance-Based Funding Plan



- Initial program funding decisions are evidence-based
- Provide minimum benchmarks based on program type
- Funder reviews benchmarks periodically during award
- Funder provides technical assistance to programs failing to reach benchmarks
- Allow time (approx. 6 mo. to 1 year) for improvement after technical assistance

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