Performance Measure Tips and Resources

❖ **Performance Measures (PM) - Tips**

  ✓ Start with the program description. It should describe what the program does – how the program works. If done well, the description will lead to performance measures that will answer/illustrate – What did I do (Activity); Did I do it well (Quality); Did I achieve the expected outcome (Impact); Were resources optimized (Efficiency).

  ✓ Use the same measures used to manage the program you are describing, to support fact-based decision making and transparency.

  ✓ Align with organizational priorities. (See department placemats: https://strategicchange.mo.gov/).

  ✓ Ensure that measures of the program's Quality and Impact assess what the program is intended to achieve.

  ✓ Think about the cost per _____ (some aspect of your program), if struggling to develop an efficiency measure.

  ✓ Include **targets** (baseline and stretch) for future performance goals that compare previous projections to actual performance. If performance is expected to decline, state the reason (funding cuts, change in program, etc.) Discussions between senior leaders and division and program leaders should inform target setting; for accountability, each individual/team should acknowledge feasibility and commit to target.

  ✓ Include **benchmarks** wherever possible. Internal (organization's performance, strategic plan, historical trends) and external (other organizations' performance) benchmarks should be explored to set appropriate targets.

  ✓ Use **SMART measures**: Simple, Measurable, Achievable, Relevant and Timely.

  ✓ Include footnotes or explanations to make sure the user understands the context of the measurement.

  ✓ Use visually appealing graphics (charts, maps, etc.) wherever possible – and include context/adequate explanation of what is being shown.

  ✓ Illustrate incremental benefit over core for New Decision Items.

❖ **Administrative Measures**
  - Measures **required** to be used by all Departments (can also be used by programs)
    1. Ratio of administrative expenses to total PS & EE (Each department will calculate their total administrative expenses; they should include the Director's Office, Division of Administration and administrative costs in each division)
    2. Ratio of administrative employees to total employees
  - See *Required and Potential Administrative Measures* document for additional measures to consider for departments and programs.

❖ **Exception List**: List of 15 program types exempt from PMs is available. If you believe a type not listed should be exempt, please discuss with your B&P Analyst.

❖ **Resources**
  - *Program Description Form Guidance*
  - *Required and Potential Administrative Measures*
  - *Program Types Exempt from Performance Measures*
  - 10 Examples of Good Program Descriptions, Measures and Targets
  - May 4, 2018 PowerPoint presentation and training video includes details on PM Tips above