



Performance Management: How to Use Data to Drive Programmatic Efforts

Office of Adolescent Health

Presented to Pregnancy Assistance Fund Grantees

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Webinar Objectives

1. Communicate why performance management is useful.
2. Develop a performance management system.
3. Describe how to use performance management data to improve programming.

Webinar Agenda

- Introduction to Child Trends
- What is performance management?
 - A practical definition
- Why is it important for an organization?
 - Is this a need for you?
- How is performance management implemented?
 - The steps in the performance management cycle
 - Policies and processes that need to be in place
- How is data used to drive programmatic activity?
 - Practical examples
- Things to remember

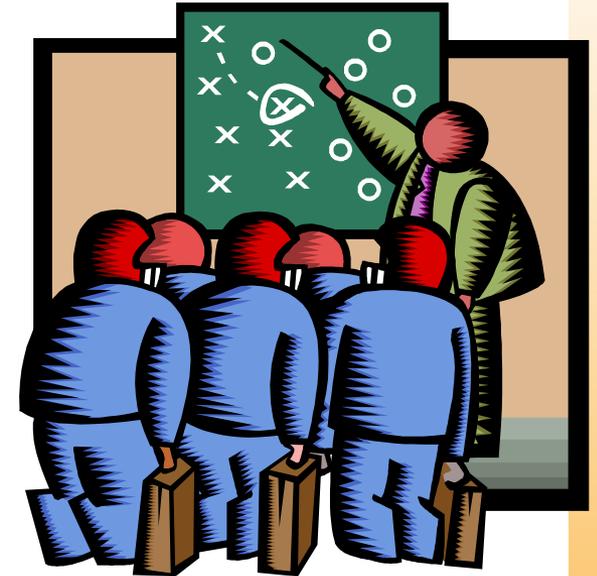
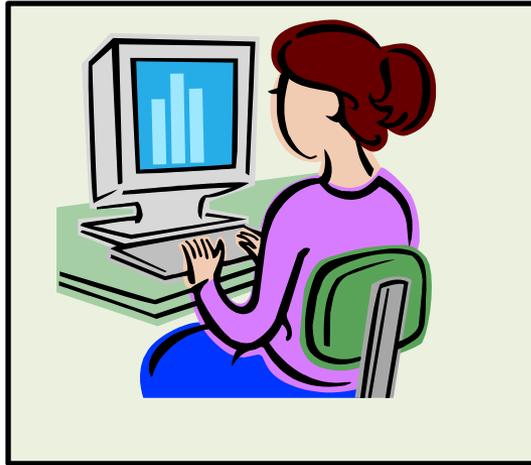
Who is Child Trends?

Child Trends seeks to improve the lives of children and youth by conducting high-quality research and sharing it with the people and institutions whose decisions and actions affect children.

Our researchers work in a wide range of issues and areas.

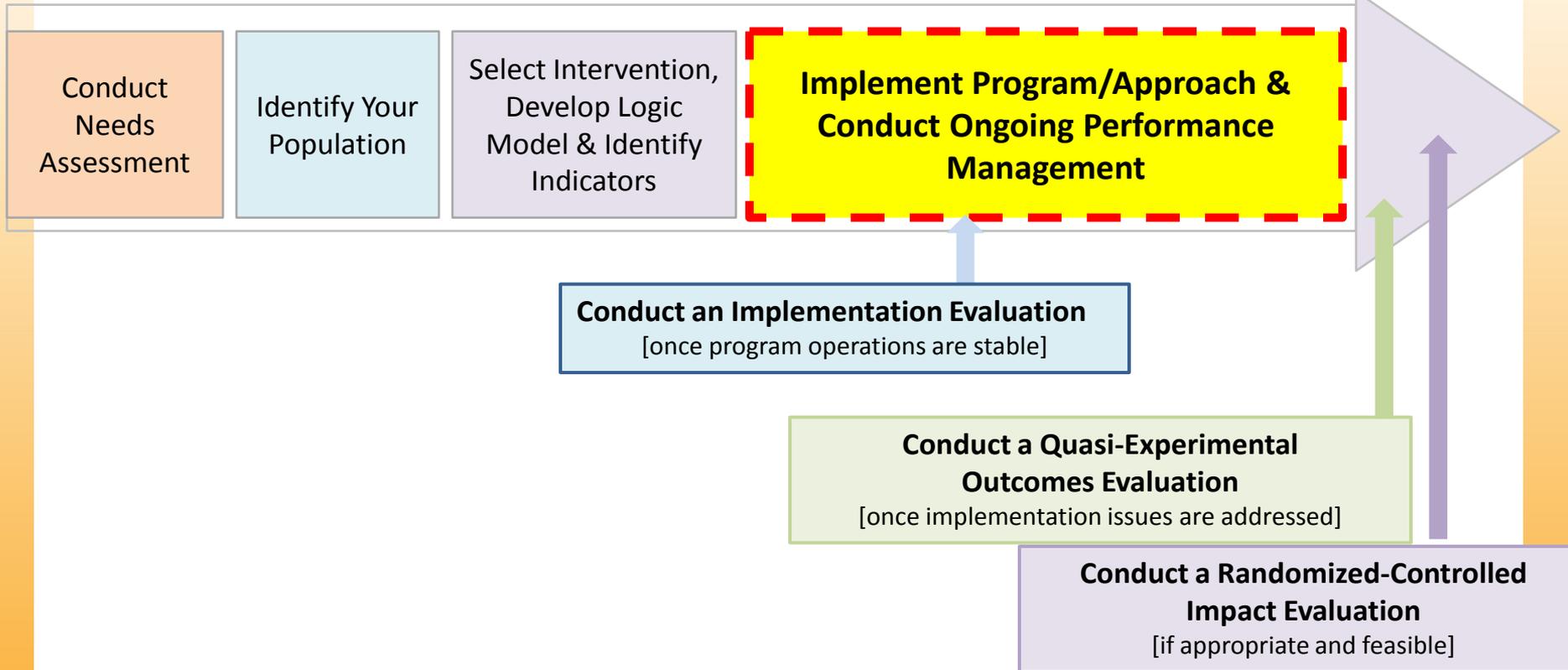
www.childtrends.org

What is Performance Management?



Becoming Performance Driven

Targeting



What is Performance Management?

“The **systematic** process by which an agency involves its **staff**, as individuals and members of a group, in the **accomplishment of** agency mission and **goals**.”

The US Office of Personnel Management

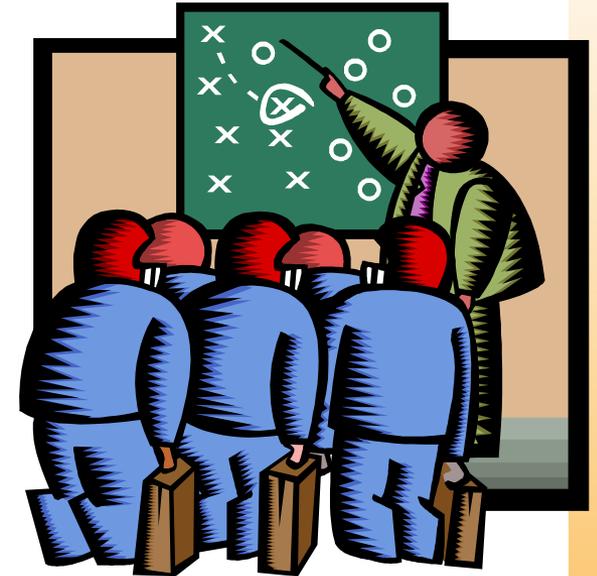
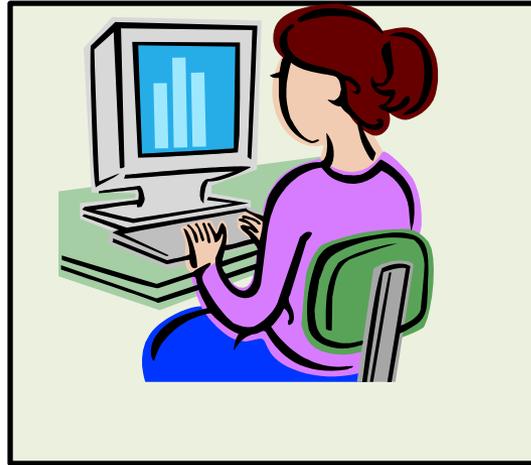


What performance management means for your program in terms its implementation:

- Data Collection
- Analyze and share data
- Informs data driven decisions

...And do it on an ongoing basis

Why is Performance Management Important?



The Need for Performance Management

- All programs face increasing demands to demonstrate results and be accountable.

Why Bother with Performance Management?

**To better serve your
program participants**

What Data can be Collected in Performance Management?

Data related to:

- **Inputs:** Staff training and qualifications
- **Activities:** Type, amount, and quality of services provided
- **Outputs:** Participation levels and demographic characteristics of participants
- **Outcomes:** Short and/or long-term outcomes

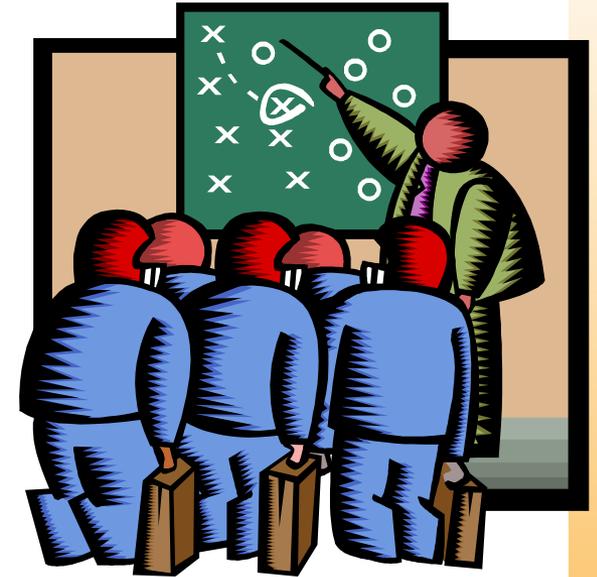
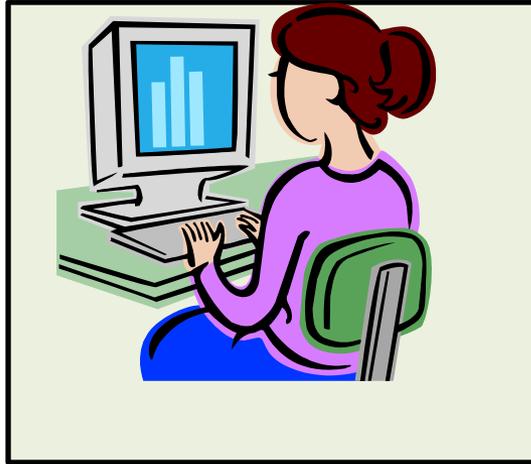
Why is Performance Management Helpful?

- It allows you to answer the following questions
 - Are necessary **resources** (inputs) in place?
 - Are program **activities** being implemented as planned?
 - Are desired **outputs** being achieved?
 - Are participants achieving desired **outcomes**?
- If you answer “no” to any of these questions then performance management provides direction on what needs improvement

CHECKLIST



How is Performance Management Implemented?



Performance Management and Dieting

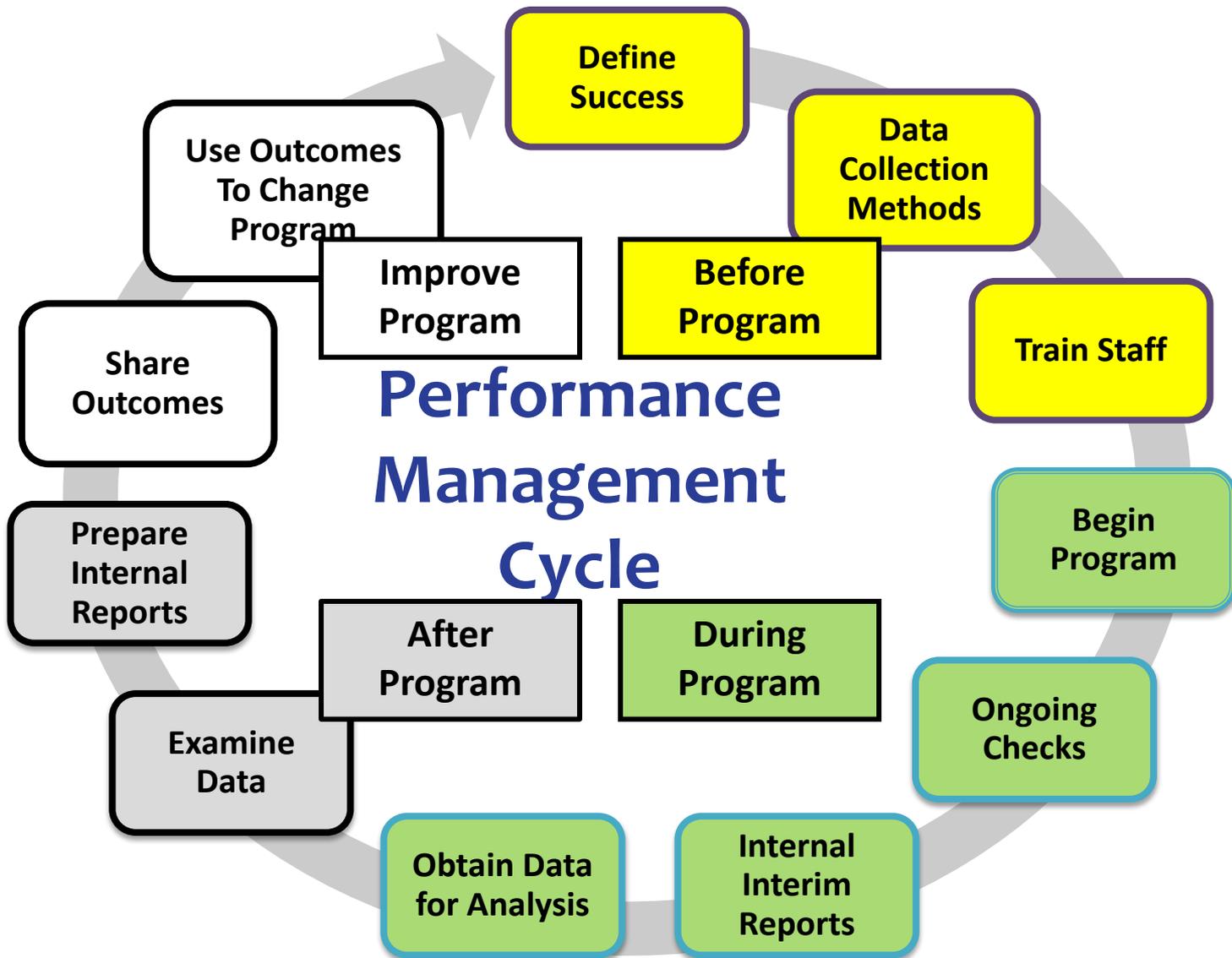
- Started Jan. 1st , goal - lose 12 lbs. by July
- Took two approaches to lose weight:
 - Eat less and eat healthier (fewer calories)
 - Exercise more
- Found early on - not sticking to 'exercise more'. So had to decrease calorie consumption.
- 200 fewer calories consumed per day for 6 months.
- Lost 24 pounds.

Performance Management – Another Example

- After-school tutoring program assisting at-risk youth – attempting to improve their math and reading performance.
- Collect the following data:
 - Demographics and risk/protective factors
 - Program attendance
 - Amount of service (hours and topics of tutoring)
 - Report card grades (first / last grading period)

Performance Management in Practice

- Finding #1: Halfway through program, notice that program attendance is low among youth from Ward 5.
 - Action: Reach out to teachers in schools in Ward 5 to encourage youth to attend tutoring more frequently.
 - Action: Have separate one-to-one discussions with youth living in Ward 5 to encourage attendance.
- Finding #2: Math grades increased, but reading grades did not change.
 - Action: Investigate why this may be occurring.
 - New finding: Tutors unfamiliar with reading curriculum used in school – so tutoring not effective.
 - Action: train tutors in reading curriculum before start of next academic year.



What do you need to be successful in performance management ?

- **Develop a performance management policy**
 - Staff roles and responsibilities
 - Description of data collection and reporting methods
 - How often regular meetings should take place to review and discuss findings
- Once you have identified staff roles and responsibilities for collecting, analyzing, sharing and using data, include those responsibilities in your staff performance process

What do you need to be successful in performance management (cont.)?

- **Leadership**
- **Staff expertise, experience and training**
- **Staff time**
- **Technology**

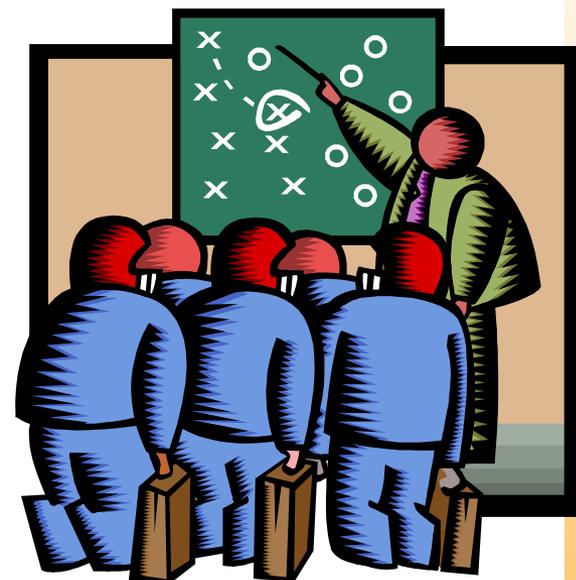
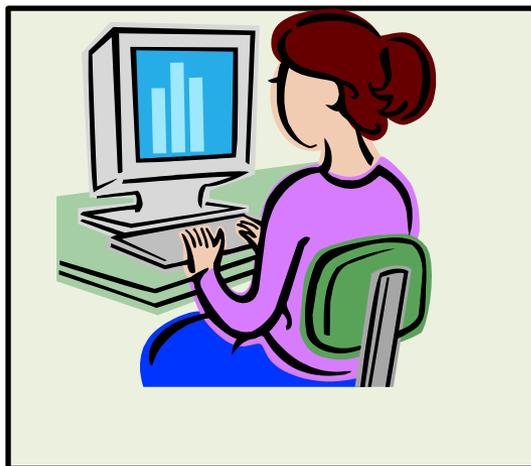
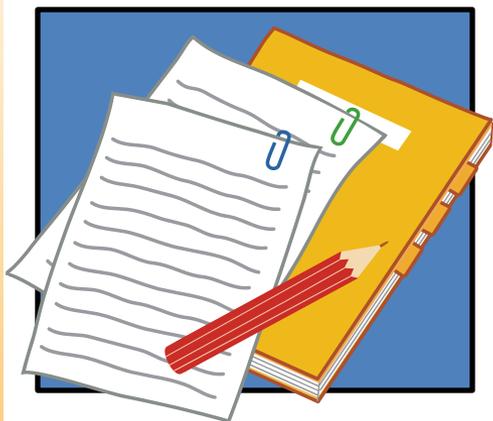
Types of Performance Management Data Systems

- **Microsoft products: Excel, Access**
- **Custom designed systems**
- **Commercially designed systems**

Performance Management Data Systems -- Key Elements to Assess

- Cost
- User Friendliness
- Unique Client Records
- Support for Direct Service Staff
- Support for Higher Level Management
- Other Items To Consider:
 - Web-based system
 - Scalability and ease of implementation
 - Quality and cost of training
 - System security
 - Tech support

How is data used to drive programmatic activity?



Practical Application: Recruitment Data

- How can I learn from recruitment performance data?
 - Understand discrepancies between intake and enrollment
 - Understand the demographics enrolling
 - Identify the recruitment approach that works

Practical Application: Attendance Data

- How can I learn from attendance performance data?
 - Changes to program or activities
 - Additional staff training needed
 - Improve consistency across sites
 - Adjust the timing of services

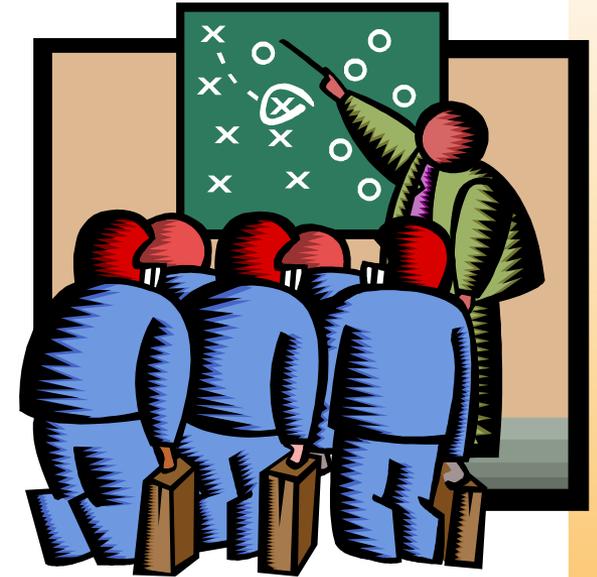
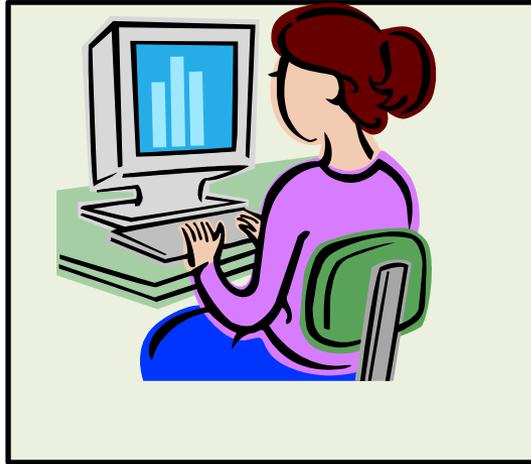
Practical Application: Outcome Data

- How can I learn from outcome performance data?
 - Changes to program or activities
 - Rethink target population
 - Additional staff training needed

Analytic Techniques and Traps

- Collect the data you need
- Ensure data quality
- Use the data consistently
- Maintain staff buy-in

Important to Remember...



Obstacles to performance management

- Organizational culture
 - A paradigm shift is needed
- Added Cost
 - Short term cost vs long term benefit

Things to Remember

- Be Patient
- Ensure quality in stages
- Be realistic about what can be collected and what it can tell you
- Ease data collection procedures wherever possible
- Show people how information is helpful
- Use incentives and positive reinforcement

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