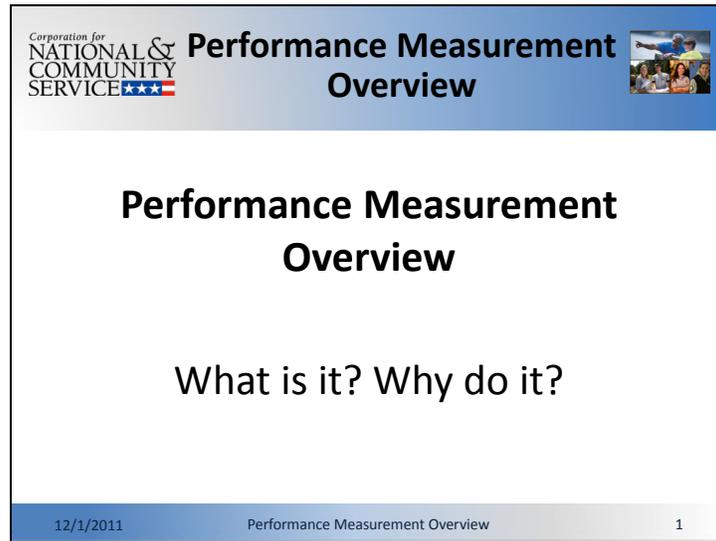


Slide 1



The slide features a blue header with the logo for the Corporation for National & Community Service on the left and the title "Performance Measurement Overview" on the right. A small photograph of a group of people is in the top right corner. The main body of the slide is white with the title "Performance Measurement Overview" and the question "What is it? Why do it?" centered. A blue footer contains the date "12/1/2011", the title "Performance Measurement Overview", and the page number "1".

Corporation for
NATIONAL &
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Performance Measurement Overview

What is it? Why do it?

12/1/2011 Performance Measurement Overview 1

Note to Facilitator:

This overview is intended to be used by grantees and sponsors of all national service programs: AmeriCorps State and National, Senior Corps, and AmeriCorps VISTA. This overview provides valuable information to programs in all focus areas, regardless of whether the grantee/sponsor is using Agency-wide Priority Measures or Program Specific Performance Measures. Grantees may also find this useful in training their sub-grantees and/or sites.

Slide 2

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Performance Measurement Overview



Overview

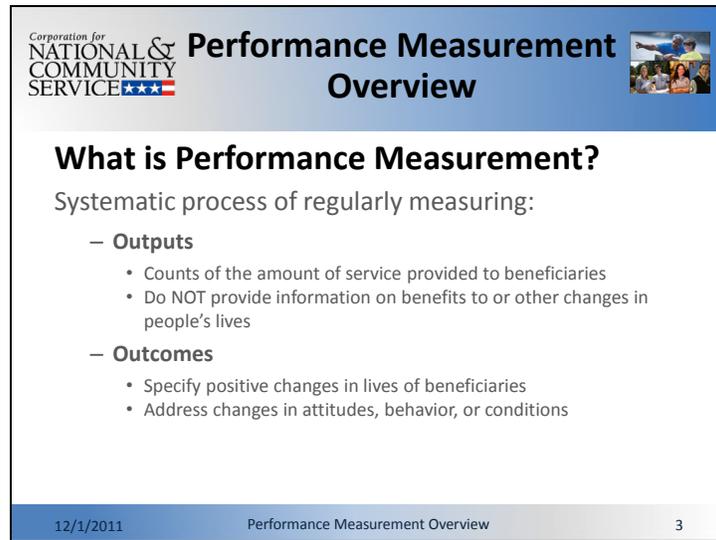
- What is performance measurement?
- What are CNCS expectations for performance measurement?
- Why have CNCS “Agency-Wide Priority Measures”? What are they?
- How will the Agency-Wide Priority Measures be used going forward?

12/1/2011 Performance Measurement Overview 2

This overview covers four topics to insure you fully understand the Corporation for National and Community Service’s current approach to performance measurement for all National Service programs.

In this overview we will be covering:

- What is performance measurement?
- What are the CNCS expectations for performance measurement?
- Why have the CNCS “Agency-Wide Priority Measures”? What are they?
- How will the Agency-Wide Priority Measures be used going forward?

The slide features a blue header with the Corporation for National & Community Service logo on the left and a small photo of a group of people on the right. The main title is 'Performance Measurement Overview'. Below this, the section 'What is Performance Measurement?' is followed by a definition: 'Systematic process of regularly measuring:'. Two categories are listed: 'Outputs' and 'Outcomes', each with a bulleted list of characteristics. The footer contains the date '12/1/2011', the title 'Performance Measurement Overview', and the page number '3'.

Corporation for
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Performance Measurement Overview

What is Performance Measurement?

Systematic process of regularly measuring:

- **Outputs**
 - Counts of the amount of service provided to beneficiaries
 - Do NOT provide information on benefits to or other changes in people's lives
- **Outcomes**
 - Specify positive changes in lives of beneficiaries
 - Address changes in attitudes, behavior, or conditions

12/1/2011 Performance Measurement Overview 3

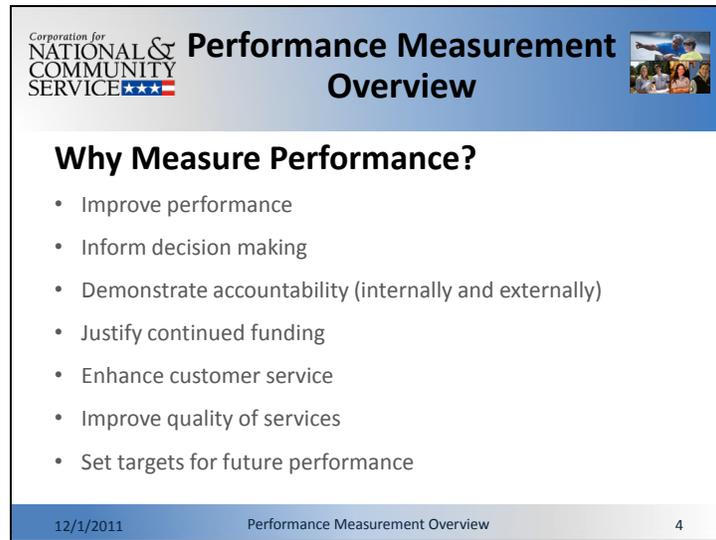
Performance measurement is:

The ongoing, systematic process of tracking your program's outputs and outcomes. Outputs often count the number of program beneficiaries served. They do not provide information on benefits or other changes in people's lives resulting from the service.

Outcomes measure the impact of this service on program beneficiaries – i.e., the change resulting from the service provided. Specifically, outcomes address changes in attitudes, behavior, or conditions – easy to remember as “the ABCs”. Though sometimes outcomes measure changes in knowledge, the most compelling outcomes address changes in behavior or conditions.

Note to Facilitator: Sometimes people confuse performance measurement and evaluation. To help reduce any confusion, please refer to the set of slides entitled, “Performance Measurement and Evaluation” on the Resource Center.

Slide 4



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Performance Measurement Overview

Why Measure Performance?

- Improve performance
- Inform decision making
- Demonstrate accountability (internally and externally)
- Justify continued funding
- Enhance customer service
- Improve quality of services
- Set targets for future performance

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It is important for National Service programs to measure their performance for a variety of reasons.

Accountability: Performance measurement satisfies the need of funders and stakeholders (including CNCS participants, board members, community members, staff and clients) to see evidence that your program is getting results. Performance measurement helps you tell your story.

Impact: Performance measurement can give you systematic and reliable information about the actual impact of an intervention on beneficiaries, including who benefits and how they benefit.

Program improvement: Analysis of performance measurement data can help you spot and correct deviations from your plan for implementing an intervention. Even if an intervention is already being carried out properly, performance measurement can also help you find ways to strengthen the intervention to make it even more effective.

Performance measurement is a way to get feedback about your program so you know if your intervention is making the expected difference. This feedback helps you decide how to make the most effective use of your limited resources and what areas of your intervention need more focus and strengthening.

Specifically, performance measurement can help programs:

Improve performance

Inform decision making

Demonstrate accountability (internally and externally)

Justify continued funding

Enhance customer service

Improve quality of services

Set targets for future performance

Corporation for
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SERVICE**  **Performance Measurement
Overview** 

PM “Touch Points” During the Year

- 1. Strategy and Planning**
 - Strategic/action planning of program
 - Developing site applications and MOU templates
- 2. Site Recruitment and Selection**
 - Recruiting sites
 - Site application review and selection of sites
 - Site negotiations and MOU finalization

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Note to Facilitator: You may want to provide the provided Touch Point Handout for programs’ self-assessment and for note taking. This section provides an opportunity for discussion in large or small groups.

Performance measurement helps program directors plan for and manage their programs throughout the year. Performance measurement is more than a check off or for an annual report, it is an integral part of program development, implementation, and assessment. Here are some “touch points” along the way:

Program strategy and planning: Performance measurement helps you with strategic planning and program development. It does this by helping you clarify why you are undertaking the program and what you hope to achieve. PM also helps you clarify what to ask for in site applications and during development of your MOU template.

Site Recruitment and Selection: Performance measurement helps you not only define your expectations of potential sites but gives you another way to assess which sites will be best able to implement your chosen intervention and insure limited resources are wisely invested.

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Performance Measurement Overview

PM “Touch Points” During the Year

3. Program implementation

- Site supervisor training and/or participant training
- Data collection, site monitoring and data validation
- Providing T/TA to sites
- Continuous program improvement

4. Using Results/Data and Reporting

- Progress reporting
- Marketing, site/partner buy-in, resource development
- Celebrate success!

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Some “touch points” along the way include:

Program implementation:

Annual program year launch: Performance measures can serve as a focal point for the conversation with program staff, national service participants, and local sites and partner agencies about why you’re undertaking this effort (need/problem), what you are trying to achieve (outcomes), and how you intend to achieve them (intervention/strategy). The performance measures present all this information in a clear and condensed format.

Site monitoring and data validation are about making sure your sites are collecting the right performance measurement data and staying on schedule with this work. Performance measures identify what data to collect (indicators), how data are to be collected (methods/instruments), and benchmarks for progress/success (targets). Regular feedback from sites about the data collection process also provides an ongoing “reality check” for your performance measurement tools and processes.

Providing training and technical assistance (T/TA) to sites: As you engage in site monitoring and data validation throughout the program year, you will be able to spot problems and address T/TA needs so sites can be successful in collecting the right information.

Continuous program improvement means using the information you get back from performance measurement to make adjustments and fine tune your intervention. These adjustments can help your program be more efficient in how scarce resources are used and can contribute to greater impact (higher success rates for beneficiaries and/or outcomes that are more likely to be genuine and sustainable).

Using Results/Data and Reporting

It almost goes without saying that performance measurement yields information (data, results) that feed into your reports, not only those you do for your CNCS grant but for any other reports you may need to do. Results can also be put to valuable use to market/promote your program, maintain or strengthen site/partner buy-in, and to make the case for continued CNCS funding, and to beef up applications for other (non-CNCS) grants.

Be sure to celebrate your program successes with program staff, national service participants, and local sites and partner agencies! Performance measurement results can be an important part of this celebration.

Slide 7

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Performance Measurement Overview

CNCS Expectations

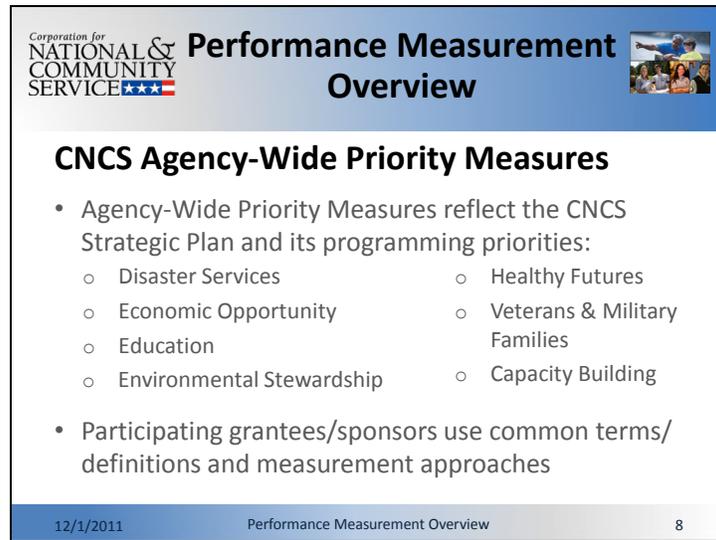
- Identify at least one set of aligned performance measures for the primary service activity.
 - Aligned performance measures include one output and one outcome. Not all programs will require outcomes.
- Identify additional sets of aligned performance measures to capture additional significant program outputs and outcomes, as appropriate based on specific program guidance.

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What are the CNCS performance measurement requirement?

It is expected that programs will identify at least one set of aligned performance measures for the primary service activity. Programs would be required to measure and report on these aligned performance measures annually.

Based on the guidance developed for each national service program type, applicants may also identify additional sets of aligned performance measures addressing additional service activities, as long as these additional measures capture information about significant outputs and outcomes.



The slide features the CNCS logo (Corporation for NATIONAL & COMMUNITY SERVICE) in the top left, a title 'Performance Measurement Overview' in the top center, and a small photo of people in the top right. The main content is under the heading 'CNCS Agency-Wide Priority Measures' and lists several bullet points. The footer contains the date '12/1/2011', the title 'Performance Measurement Overview', and the page number '8'.

Performance Measurement Overview

CNCS Agency-Wide Priority Measures

- Agency-Wide Priority Measures reflect the CNCS Strategic Plan and its programming priorities:
 - Disaster Services
 - Economic Opportunity
 - Education
 - Environmental Stewardship
 - Healthy Futures
 - Veterans & Military Families
 - Capacity Building
- Participating grantees/sponsors use common terms/definitions and measurement approaches

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What are the CNCS national performance measures?

CNCS has established a set of common Agency-Wide Priority Measures that reflect its Strategic Plan and programming priorities in the areas of disaster services, education, healthy futures, economic opportunity, environmental stewardship, veterans and military families, and organizational capacity building.

Within each focus area, CNCS has identified a menu of measures from which programs operating in that area can select. At times, when choosing a CNCS output measure, there is a pre-selected outcome measure that must also be used. Other times, a CNCS output measure may be selected for which no outcome measure has been specified so a program may be required to identify its own outcome to measure.

Either way, focusing on high quality data collection in those areas in which national service can have the greatest impact using this standardized approach, will allow CNCS to more easily aggregate the results of similar programs to demonstrate the powerful impact of National Service and the need for continued funding from Congress. This is exciting!

An important aspect of the Agency-Wide Priority Measures approach is that it requires participating grantees and sponsors all use common terms/definitions and approaches to measurement. This standardization across programs is what will make it possible to roll data up and combine “apples with apples.”

Grantees and sponsors will have the opportunity to select the Focus Area (e.g. education) and the Agency-Wide Priority Measures (e.g. students with improved academic performance in literacy and/or math) that best fits their program. It also allows grantees and sponsors to identify possible upgrades in their intervention design in order to ensure even stronger delivery of outcomes using scarce resources.

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Performance Measurement Overview



Benefits of Agency-Wide Priority Measures

- CNCS can focus efforts on national priorities where service can have the greatest impact
- Creates strong narrative about agency-wide impact and allows “The National Service Story” to be told more effectively
- Allows for continuous improvement of program interventions
- Establishes quality standards for performance measurement data

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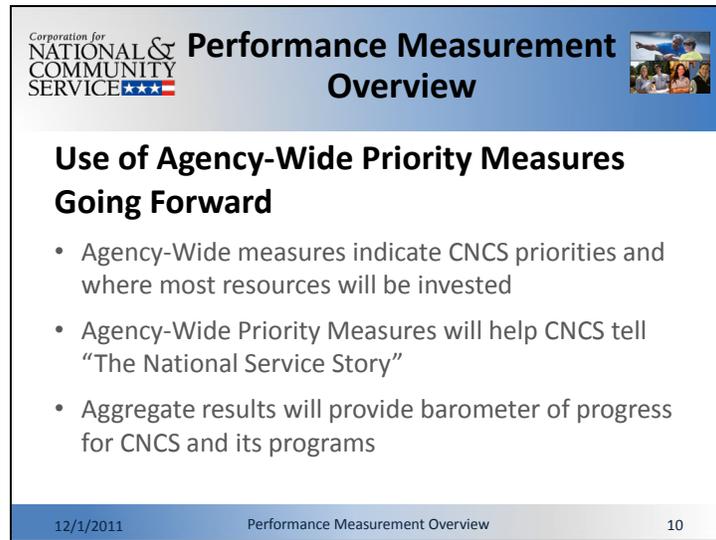
Why is CNCS doing it? What are the benefits/value of Agency-Wide Priority Measures?

The CNCS Strategic Plan provides an opportunity for CNCS to focus efforts on national priorities where service can have the greatest impact.

Priority Measures make it easier to aggregate data across programs to create a strong narrative about agency-wide impact and will allow the National Service Story to be told more effectively.

Continuous improvement – ongoing fine tuning of program/intervention design.

Agency-Wide Priority Measures establish uniform standards for what constitutes an effective program intervention that can produce specific outcomes as well as quality standards for the collection of performance measurement data. This, in turn, allows us to have greater confidence about the reported outcomes of CNCS programs.



The slide features a blue header with the CNCS logo on the left and a small photo of a group of people on the right. The main content is on a white background with a blue footer. The title 'Performance Measurement Overview' is in large, bold, black font. Below it, the section title 'Use of Agency-Wide Priority Measures Going Forward' is in bold black font. A bulleted list follows, and the footer contains the date '12/1/2011', the title 'Performance Measurement Overview', and the page number '10'.

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Performance Measurement Overview



Use of Agency-Wide Priority Measures Going Forward

- Agency-Wide measures indicate CNCS priorities and where most resources will be invested
- Agency-Wide Priority Measures will help CNCS tell “The National Service Story”
- Aggregate results will provide barometer of progress for CNCS and its programs

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How is this going to be used in the future?

Agency-Wide Priority Measures indicate CNCS priorities and where most resources will be invested going forward. The Agency-Wide Priority Measures also will help CNCS focus investments for greater impact.

Agency-Wide Priority Measures will help CNCS tell “The National Service Story.” This story begins with grantees and sponsors, who gather data on their work and accomplishments in communities across the nation. The Focus Areas and Priority Measures provide a framework and a basis for telling this story in relation to the CNCS strategic plan.

Aggregate results will provide a picture of agency-wide impact that can be used as a barometer of progress for CNCS and its programs.

Slide 11

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Performance Measurement Overview

Resources

- CNCS Priorities and Performance Measures:
<http://www.nationalserviceresources.org/npm/home>
- Program Specific Notices of Funding Opportunities and Application Instructions:
http://http://www.nationalservice.gov/for_organizations/funding/nofa.asp

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For more resources check the CNCS Resource Center.