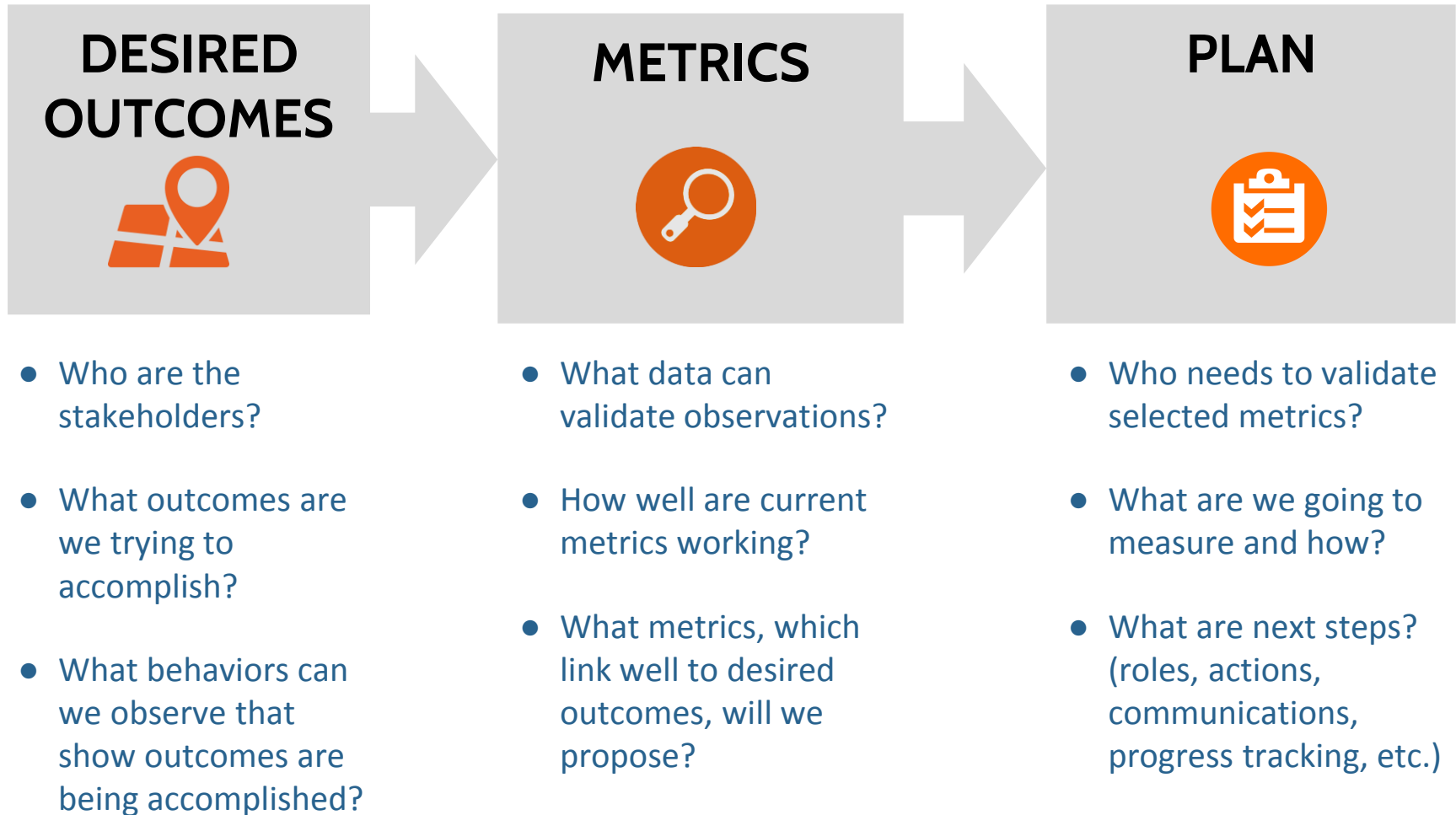


Performance Measurement Development

How does the process work?

1. Define the outcomes you want to achieve
2. Identify metrics that link well to those outcomes
3. Validate proposed metrics with key stakeholders
4. Develop next steps

Performance Measurement Development Process



Desired Outcomes

Define the challenge and set the stage

Understand the stakeholder landscape

Define desired outcomes

Define observable behaviors



Define the challenge and set the stage

- Define metrics development objectives with engagement sponsor
- To set the stage, start the conversation with questions such as:
 - Over the past two years, what has been a major accomplishment for this program or initiative?
 - What does success look like for this program or initiative?
 - Where do we want this program or initiative to be in two years?
 - What is a newsworthy headline that you would like to see for this program or initiative in two years?
- Have appropriate senior leader(s) provide the background and intent for the metrics development effort

Understand the stakeholder landscape

- Identify all of the stakeholders associated with the program or initiative
- Map stakeholders to gain understanding on their interactions and level of influence. See Methods section for suggested approach.
- Group and prioritize stakeholders



Define desired outcomes

- Complete an outcome matrix that answers the following questions for each key stakeholder/stakeholder group :
 - What matters to them?
 - What outcomes do they expect from the program or initiative?
 - How will you recognize success?
- Using the outcome matrix results, lead a team discussion to synthesize no more than three outcome statements
- Create titles for each outcome statement

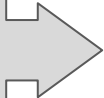
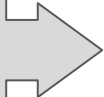
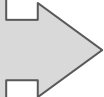
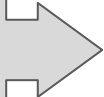
Outcome 1

Outcome 2

Outcome 3

Outcome Matrix Template

Program/Initiative Title:

1. Who are the key stakeholders?	2. What matters to them?	3. What outcomes do they expect from the program or initiative?	4. How will you recognize success?
<div>1</div> 			
<div>2</div> 			
<div>3</div> 			
<div>4</div> 			

Differentiating outcomes from activities from measures

OUTCOMES	ACTIVITIES	MEASURE
Organizations know current research information and use it to make informed decisions.	An annual conference disseminates the latest research.	% of projects that benefited from research information gathered at conference
Low-income families are better able to manage their resources.	Program staff teach financial management skills to low-income families.	% of families that were helped by the training
Campers learn new leadership and communication skills while at camp.	The camp experience provides leadership development opportunities for youth.	% of youth demonstrating improved communications and leadership

Define observable behaviors

- For each outcome, have a breakout group identify the observable behaviors which would indicate that their desired outcome is being achieved.
- Have each breakout group summarize their results and share with the entire team to further clarify and refine observable behavior statements.

Outcome 1

Outcome 2

Outcome 3

Observable Behaviors

Observable Behaviors

Observable Behaviors

Metrics

Validate outcomes and observable behaviors

Identify data needed to validate observable behaviors

Create metrics for each desired outcome and prioritize

Compare proposed with current metrics

Iterate



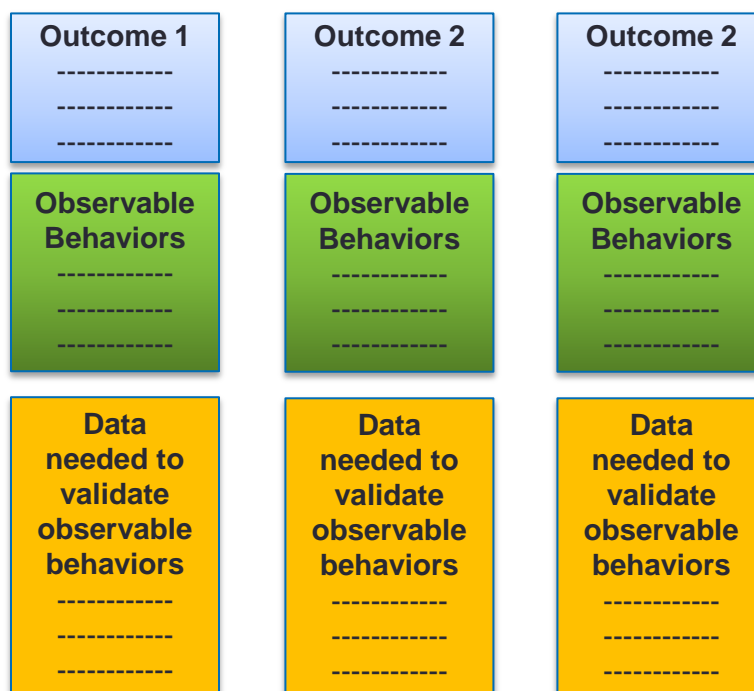
Validate outcomes and observable behaviors

- Obtain feedback on outcome and observable behavior statements from key stakeholders and other knowledgeable individuals
- Make appropriate updates to outcome and observable behavior statements and confirm with the team



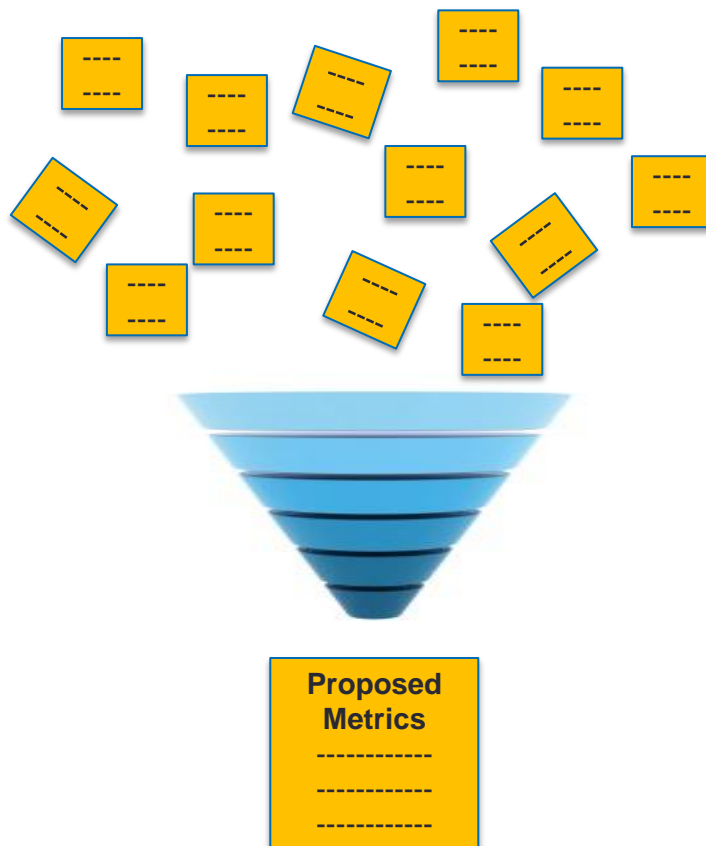
Identify data needed to validate observable behaviors

- For each outcome, you could have a breakout group identify the data needed to validate observable behaviors
- Suggest asking the group to propose metric ideas for their outcome by answering:
 - **What could you measure?** (Think big picture and boldly. Don't be limited by what you have been told cannot be measured.)
 - **What can you measure?** ("Can" here means that it is measurable even if you don't have the data and systems to do so today)



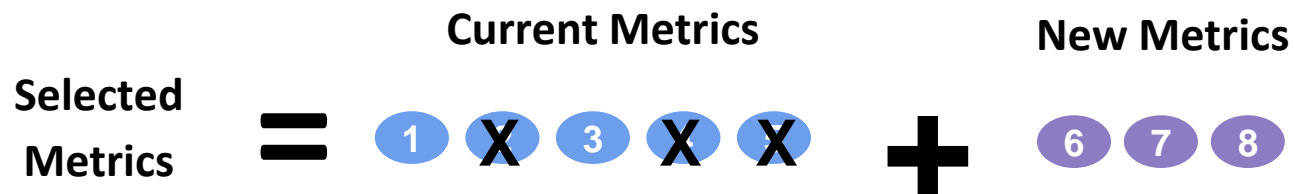
Create metrics for each desired outcome and prioritize

- Have each breakout group propose the best metrics for their outcome and discuss with the entire team to gain feedback.
- Once all break out groups present metrics, prioritize them using dot voting and/or an importance/difficulty matrix



Compare proposed with current metrics

- Collect information on current metrics and assess their effectiveness with questions such as:
 - Does it link well to your desired outcomes?
 - Is it cost effective to collect and report the data?
- Compare proposed with current metrics to select the most effective metrics



Iterate

- Refine selected metrics with the team
- Test selected metrics using the three “Ms”

Meaningful

- Links to the desired outcomes
- Provides useful information to enable decision making

Measurable

- Quantifiable and objective
- Data is available and can be collected in a cost effective manner

Movable

- Data can be compared over time to depict trends
- Links to inputs that can be controlled/adjusted

Plan

Validate selected metrics

Define metrics and measurement approach

Next steps



Validate selected metrics

- Obtain feedback on selected metrics from key stakeholders and appropriate leaders
- Make updates as necessary



Define metrics and measurement approach

- Suggest completing these templates for each selected metric

Metric Definition

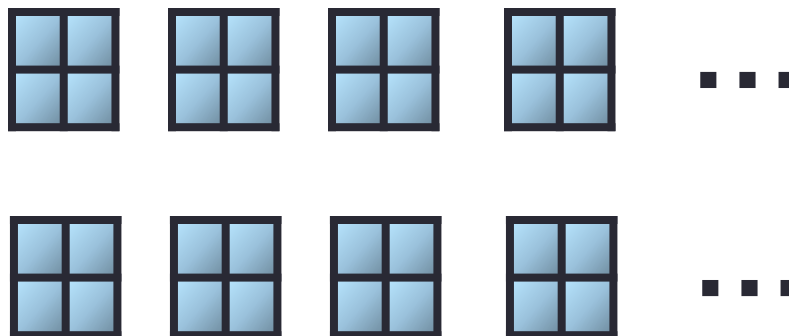
Definition	Audience/Users
What will this metric help us understand?	How will this metric support decision making?

Measurement

Data source and collection approach	Baseline and target setting approach
Communications and reporting approach	Potential barriers to measurement

Next Steps

- Create plan which includes:
 - Follow-on actions to complete metrics and measurement approach development
 - Roles and responsibilities
 - Communications and outreach activities
 - Progress tracking and leadership reviews



Case Studies

USDA Beginning Farmers & Ranchers Goal Workshop

BEGINNING FARMER/RANCHER PRIORITY GOAL WORKING SESSION

GOAL BY SEPTEMBER 2017.
INCREASE the
GRADUATION RATE from
5 to 10 yrs and the
RELATIVE PROFITABILITY of
BEGINNING FARMER/RANCHER

SUSTAINABILITY
graduation
rate from
5 to 10 yrs.
of the BFR

INCREASING
RELATIVE
Profit
of the BFR
PROFITABILITY

WHAT CAN WE OBSERVE

OPERATIONAL SUCCESS

PARTICIPATION in
PROGRAMS that SUPPORT
DIVERSIFICATION & RESILIENCE

FINANCIAL HEALTH SUPPORTED
BY CREDIT UTILIZATION

BFR PROFITABILITY &
SUCCESS RATES SIMILAR
to EXISTING PRODUCERS

CUSTOMER SATISFACTION
WITH USDA SERVICES

WHAT DATA CAN VALIDATE OUR OBSERVATIONS

PROGRAM PARTICIPATION IN RESILIENCE PROGRAMS
(EXPORT TECH ASSISTANCE, PROCESS VERIFIED ORGANIC, REAP,
FARMERS MARKET PROMOTION, SAFETY NET,
AG CENSUS DATA
RMA CROP INSURANCE
PROGRAM / CONTINUED TOOKES)
CONSERVATION TECH. ASSISTANCE)

REDUCING DELINQUENCY RATE
AVERAGE DURATION/GRADUATION
of BFR BORROWERS in PROGRAMS
CHANGE IN CLASSIFICATION SCORE
for BORROWERS
DELINQUENCY RATE COMPARED to
ESTABLISHED FARMERS

COMPARE ON A YEARLY BASIS
NET INCOME FOR BEGINNING
VS ESTABLISHED FARMS

VIABILITY IN ANY GIVEN
YEAR BECAUSE OF WEATHER,
DROUGHT, WORLD PRICES

SURVEY TO ASK IF PROGRAMS ARE
MEETING NEEDS

CUSTOMER SATISFACTION
- CIVIL RIGHTS COMPLAINTS
- APPEALS BOARD



Insider Threat Security Clearance Reform (ITSCR) Metrics

Desired Outcomes

Efficiency

SSC processes are performed in a timely and cost effective manner

Quality

SSC processes are based on standards that are applied consistently & accurately across the delivery system
SSC processes are performed

Effectiveness

SSC processes reduce adverse incidents from insiders

Desired Impact:

Policy compliant process that leads to reduced threat of incidents from insiders and is continuously improved.

Longer term culture change

Early detection supported by an informed, aware and enabled workforce

Insider Threat Security Clearance Reform (ITSCR) Metrics

Observable Behaviors



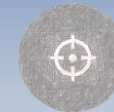
Efficiency

- 1) Agencies show how quickly the various SSC processes are executed using standardized methodologies, for both the enterprise and individual personnel (such as investigators and adjudicators).
- 2) Agencies show how much it costs to execute the various SSC processes using a standardized methodology.
- 3) Agencies show their degree of collaboration through reciprocity using standardized methodologies.



Quality

- 1) Agencies track how closely individual personnel, particularly investigators and adjudicators, are following mandated standards.
- 2) Agencies demonstrate the overall quality of how they execute various SSC processes using standardized methodologies.
- 3) Agencies show to what degree their personnel have met standardized training requirements.



Effectiveness

- 1) The SSC community as a whole can show how well it identifies hostile actors and validates good actors.
- 2) The SSC community as a whole can demonstrate to what degree the standards have predicted adverse behavior.
- 3) Agencies can demonstrate to what degree their workforce commits adverse behavior.

Insider Threat Security Clearance Reform (ITSCR) Metrics

Proposed Metrics



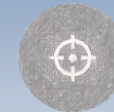
Efficiency

- 1) End to end SSC process ownership cost
- 2) End to end SSC process timeliness
- 3) Reciprocity timeliness



Quality

- 1) Investigative quality
- 2) Adjudicative quality
- 3) Level of record provider cooperation
- 4) Accuracy of position designation



Effectiveness

- 1) SSC process effectiveness
- 2) Reporting effectiveness
- 3) Reinvestigation effectiveness

Note: The team developed draft definitions and a measurement approach for each metric