



# LINKS



## Identifying Performance Measures – The Five Step Method

### Exercise Briefing

Your task is to work to complete the Performance Measures quadrant for one of your outcomes agreed with the NLCF.

First of all, draw the Performance Measure Quadrant template on a piece of flip chart paper or use the A4 sheets to do rough work on (see Figure 1 overleaf)

#### 1. How much did we do?

In the Upper Left Quadrant, under "Number of Customers Served" consider if there are any specific categories of customers you should specifically identify (e.g. number of children with disabilities, number from a BME background etc.)

Next, under "Number of Activities", ask what activities are performed and convert each activity into a measure (so "training people" becomes "Number of People Trained" etc.) Don't try and include every single detail – pick the most important categories of customers and activities.

#### 2. How well did we do it?

Review the "Common Measures" listed in the upper right quadrant of the "Summary of Performance Measures" grid (Figure 2) on the last page of this briefing. Write in the upper right quadrant of the flipchart grid (under % Common Measures) all those that apply to your example.

Next, under "% Activity Specific Measures" on the flip chart (upper right quadrant), list what measures tell us how well the activities you've identified in the upper left quadrant are carried out. If you're struggling, use the list of measures on the Figure (2) grid as a guide. *(if you're not sure if a measure belongs in the top right or bottom right quadrants, just put it where you think best and move on – we'll consider both equally in steps 4 and 5)*

### **3. Is anyone Better Off?**

Ask yourselves "If this project is working really well, in what ways are the lives of our young people better: How could we observe this? How could it be measured? For shorthand, this will be expressed as a number (for quantity of effect) and as a percentage (for quality of effect) across the lower quadrants. As a guide, think about the four measures of "Better Offness" listed in the bottom quadrants in Figure (2) (Skills/Knowledge; Attitude/Opinion; Behaviour; Circumstances). *(If you get stuck, try the reverse question – if the service was terrible, how would that reflect on the lives of customers?)*

### **4. Headline Measures**

Review the list of both upper right and lower right quadrant measures you've come up with and ask; "If we had to talk about the performance of this project in a public setting (such as at a conference or an NI Assembly committee) and we could use only 5 of the measures which 5 would we use?"

Circle your 3 headline measures

## Flip Chart Template (Figure 1)

<p align="center"><u>How much did we do?</u></p> <p>Number of Customers Served (by customer characteristic)</p> <ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul> <p>Number of Activities (by type of activity)</p> <ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> <li>•</li> </ul>	<p align="center"><u>How well did we do it?</u></p> <p>% Common measures</p> <ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul> <p>% Activity Specific Measures</p> <ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> <li>•</li> </ul>
<p align="center"><u>Is Anyone Better Off?</u> <i>(Quantity/Percentage)</i></p> <ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> </ul>	

## Summary of Performance Measures (Figure 2)

<p align="center"><u>How much did we do?</u></p> <p>Number of Customers Served (by customer characteristic)</p> <p>Number of Activities (by type of activity)</p>	<p align="center"><u>How well did we do it?</u></p> <p>% Common measures Workload ratio, staff turnover rate, staff morale, percentage of staff fully trained, worker safety, unit cost, customer satisfaction: <i>Did we treat you well? Etc.</i></p> <p>% Activity Specific Measures Percentage of actions timely and correct, percentage clients completing activity, percentage of actions meeting standards etc.</p>
<p align="center"><u>Is Anyone Better Off?</u> <i>(Quantity/Percentage)</i></p> <ul style="list-style-type: none"> <li>• Skills/Knowledge (e.g. parenting skills)</li> <li>• Attitude/Opinion including customer satisfaction <i>Did we help you with your problems?</i></li> <li>• Behaviour (e.g. school attendance)</li> <li>• Circumstances (e.g. working, in stable housing etc.)</li> </ul>	