



HIGH-PERFORMANCE MEASUREMENT FRAMEWORK WEBINAR SERIES



Program Workbook

2019

www.measurementresourcesco.com



**Measurement
Resources**

Measurement moves missions

ACTIVITY 1: PLANNING FOR UNCERTAINTY

1. What changes in your environment have already occurred which are likely to impact your organization's future?
 - a. Funding changes
 - b. Emerging "best practices"
 - c. Federal and State policy changes
 - d. Public interests
 - e. Population shifts
 - f. Others
2. What is the public's current perception of your organizations effectiveness? Do they have one? If an opportunity is provided to do so, can you prove, defend or debunk that perception?
3. What is your organization's unarguable value? What would happen if your organization closed itsdoors tomorrow? Who would be impacted? What hole would be felt or gap experienced? Would anyone even care?

ACTIVITY 2: MEASUREMENT CULTURE SURVEY

Take the Measurement Culture Survey. www.impactandexcellence.com (code 10152010)

Once you receive your customized Benchmark Report back from Measurement Resources please answer and discuss the following questions.

1. What is your measurement score? Did the score surprise you?

2. How are you using data to inform the following management activities?
 - a. Performance Improvement
 - b. Program Planning
 - c. Communicating to Staff
 - d. Managing Operations
 - e. Budgeting
 - f. Accountability to Clients and Stakeholders
 - g. Strategic Planning
 - h. Quality Assurance
 - i. Establishing Contracts
 - j. Benchmarking

ACTIVITY 3: LEADERSHIP & CULTURE

One a scale from 1-5, how would you rate your senior leadership team's ability to performance the following activities?

Leadership Competencies	Poor	Fair	Average	Good	Excellent
CULTIVATING ORGANIZATIONAL VISION and PURPOSE: Helps individuals and teams align their efforts with the mission of the organization	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
BUILDING PARTNERSHIPS AND ALLIANCES: Creates and fosters win-win and interdependent relationships that help individuals, teams and organizations advance organizational goals	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
DIRECTING AND MEASURING WORK: Utilizes measures and milestones that support progress on daily work, long term goals and projects	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
ENABLING CONSTRUCTIVE CHANGE: Redirects and mobilizes organizational energy in ways that enhance quality and improves effectiveness	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
ENCOURAGING DIALOGUE: Creates a culture where members express their views and openly discuss differences	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5

One a scale from 1-5, how would you rate your organization's practices and policies around the following important organizational structures?

Organizational Structures	Poor	Fair	Average	Good	Excellent
Autonomy	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Training	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Feedback	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Upper Management Communication	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Innovation	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5

Excercises from *Impact & Excellence: Data Driven Strategies to Align Culture, Measures and Performance in Government and Nonprofit Organizations* (Jossey-Bass 2014) by Sheri Chaney Jones. Available on Amazon and at ImpactAndExcellence.com.

ACTIVITY 4: CAPTURE

Answer the following questions in regards to your organization or program.

1. Why do you do what you do? Please provide 5 reasons

2. Why? So that...

3. Why? So that...

Why? So that...

Why? So that...

Why? So that...

4. Why do your funders want to fund your service?

5. Why do your clients want your service?

Activity 5: Create Your Logic Model

Inputs	Activities/Outputs	Short-term outcomes	Medium-term outcomes	Long-term outcomes/Impacts
<p>Human Capital</p> <ol style="list-style-type: none"> 1. Twelve Centers Independent Living (CIL) 2. Consumers 3. Boards of Directors 4. Ohio Statewide Independent Living Council 5. Staff 6. Volunteers 7. State agencies (e.g. ODA, OOD, DODD, DD Council, ODOT, ODJFS, Medicaid) 8. Community partners 9. Policy makers <p>Policies and Plans</p> <ol style="list-style-type: none"> 10. CIL Work Plans 11. Administration for Community Living 12. State Plan (SPIL) 13. Rehabilitation Act <p>Funding</p> <ol style="list-style-type: none"> 14. Federal grants (e.g. Title VII Independent Living Funds) 15. Medicaid 16. State grants 17. County grants 18. Other local funds 19. Foundations 20. Private donations 21. Fees for service/Sales 	<p>Core Services</p> <ol style="list-style-type: none"> 22. Independent living skills 23. Peer support 24. Individual advocacy 25. Information and referral 26. Transition (nursing home, diversion, youth) <p>Community-Based Services</p> <ol style="list-style-type: none"> 27. Outreach 28. System advocacy 29. Collaboration/networking 30. Community/public education 31. Technical Assistance 	<ol style="list-style-type: none"> 32. Increase community awareness of equity and inclusion 33. Increase community awareness of the strengths of people with disabilities and the barriers they face 34. Increase independent living skills 35. Increase self-advocacy skills 36. Increase communication /self-expression skills 37. Increase self-efficacy (making own choices) 38. Increase access to needed services, programs and support 39. Increase participation in the community 40. Increase knowledge of resources and services 41. Increase accessibility in the community 42. Increase social support and community interaction 43. Increase access to community-based living 	<ol style="list-style-type: none"> 44. Increase capacity of IL network 45. Improve inclusion and equity 46. Greater community collaboration 47. Decrease barriers to independent living 48. Increase employment for individuals with disabilities 49. Increase the number of people with disabilities living independently 50. Increase quality of life and well-being 51. Reduce recidivism to institutional settings/increase diversion 52. Improve safety 53. Increase stability (e.g., housing, finances) 54. Increase access to adult community life 	<ol style="list-style-type: none"> 55. All people are treated as equal members of the community 56. All people meet their full potential, living sustainable lives 57. Public policy supports full inclusion for all people 58. Increase savings in community resources

Program:
Mission:

Inputs	Outputs		Outcomes – Impact		
	Activities	Participation	Short	Medium	Long

ACTIVITY 6: MEASURES SELECTION

Selecting Performance Measures Worksheet

Instructions: Based on the following conversation, independently complete the worksheet. Select 4-7 measures you believe your organization should be using and answer the questions about each measure. Remember it is best if you select a variety of measures that relate to different elements and stakeholders that are in line with the organization's mission.

Desired Measure	Why	How would knowing this help operations, outcomes, etc. (How will the information be used?)
1.		
2.		
3.		
4.		
5.		
6.		
7.		

ACTIVITY 7: SOCIAL RETURN ON INVESTMENT

Social Return on Investment

Answer the following questions to determine a plan for measuring your Social Return on Investment (SROI).

What is your success rate?

- How will/do you define success?
- How many people do you serve?
- How many people are successful?
- What is your success rate?

What are your program costs?

- How did/will you measure this?

What is the cost to society for those not successful?

- How do you define this? What evidence and/or research are you using?

What is your social return on investment?

- $\text{Social Return on Investment} = \frac{\text{Net Program Benefits (Societal Costs-Program Costs)}}{\text{Program Costs}} * 100$

ACTIVITY 8: MOVING TO ACTION

Grow Planning

