

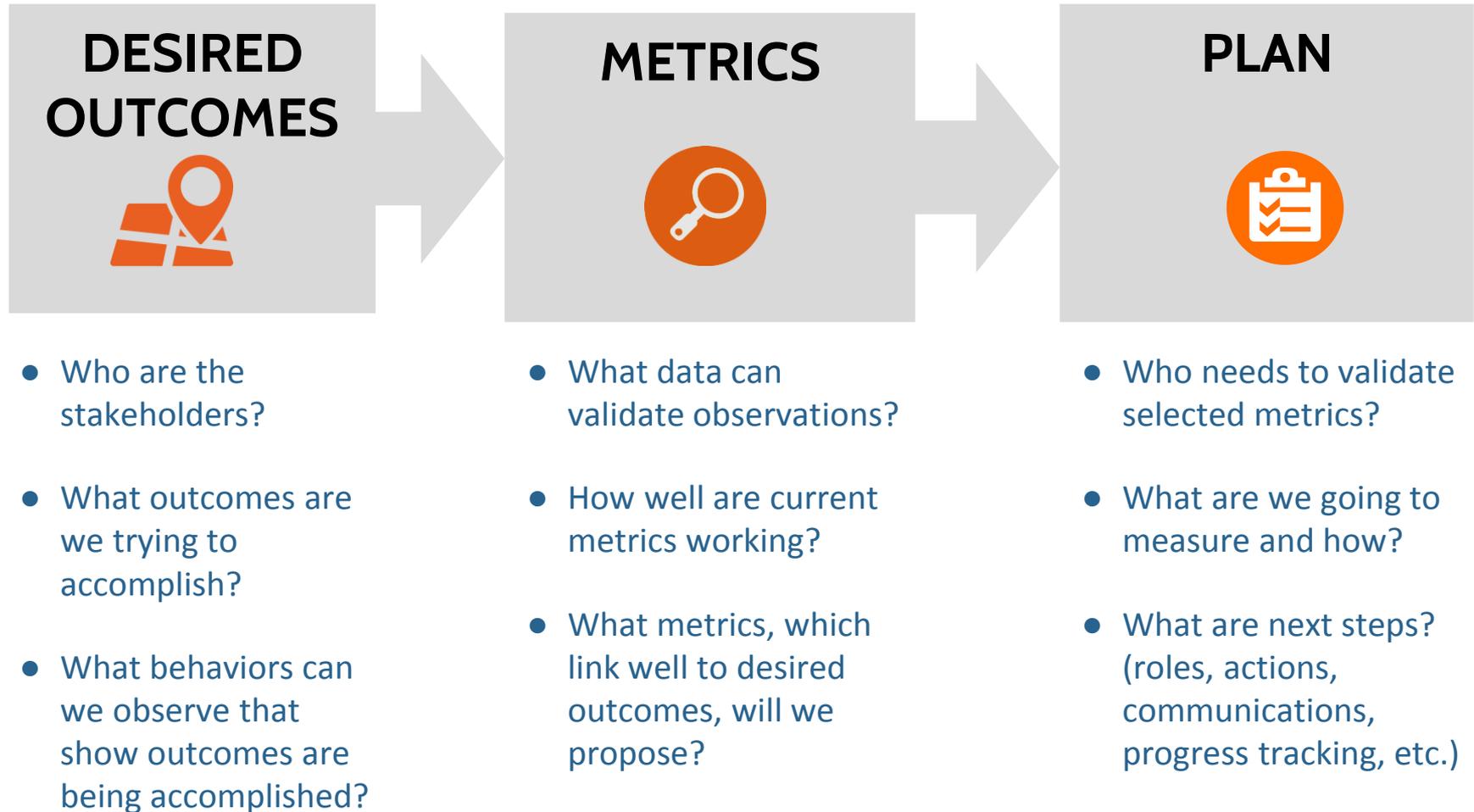
# Performance Measurement Development

---

## 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:

---

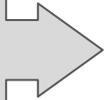
**1. Who are the key stakeholders?**

**2. What matters to them?**

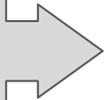
**3. What outcomes do they expect from the program or initiative?**

**4. How will you recognize success?**

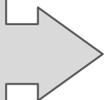
**1**



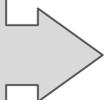
**2**



**3**



**4**



# 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

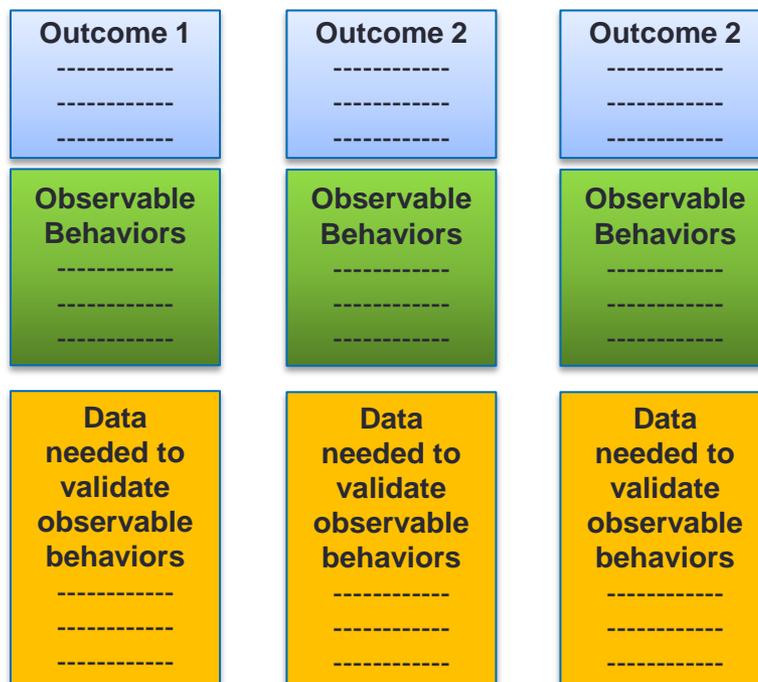
---

- 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

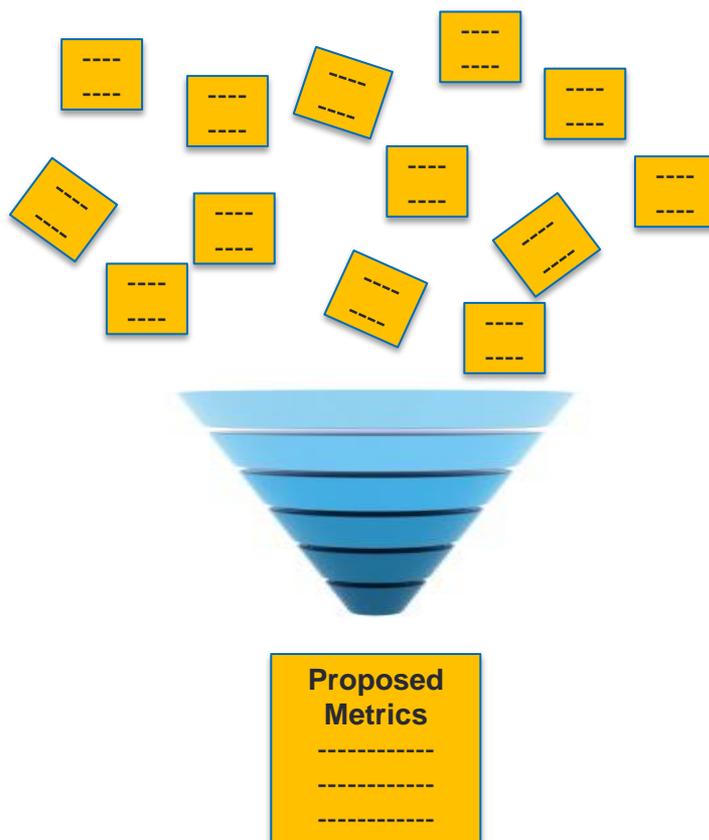
- For each outcome, you could have a breakout group identify the data needed to validate observable behaviors
- Suggest asking the group to propose metric ideas for their outcome by answering:
  - **What could you measure?** (Think big picture and boldly. Don't be limited by what you have been told cannot 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

---

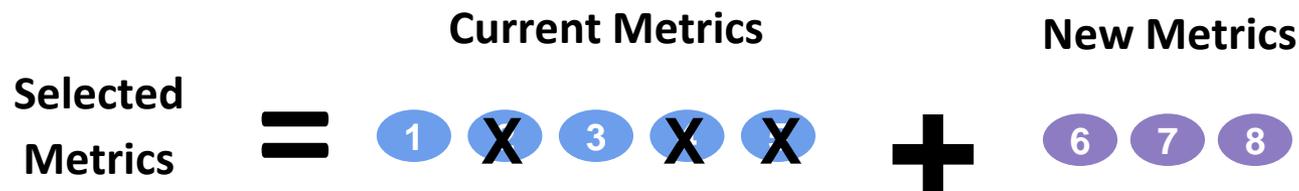
- Have each breakout group propose the best metrics for their outcome and discuss with the entire team to gain feedback.
- Once all break out groups present metrics, prioritize them using dot voting and/or an importance/difficulty matrix



# 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?

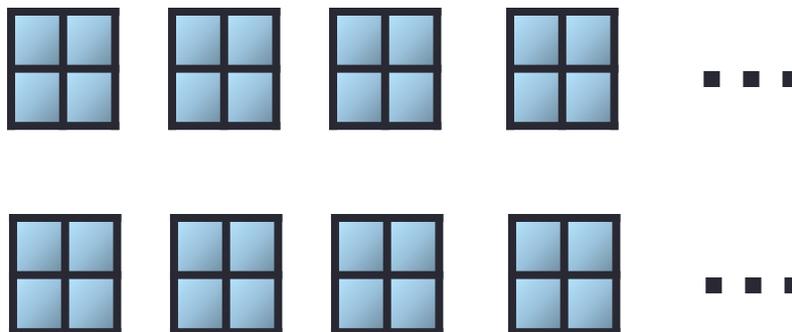
## Measurement

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,  
CONTINUATION of PROGRAM USE FARMERS MARKET  
PROMOTION, SAFETY NET,  
AG CENSUS DATA PROGRAM 'CONTINUED TOOLS'  
RMA CROP INSURANCE 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



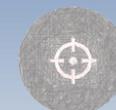
### Efficiency

- 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*