Defining Organizational Performance Results Using Standardized Logic-Models

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Presentation Objectives

- To provide an understanding of defining organizational performance results using standardized logic-models:

- An Overview of Performance Results Management North American Context;
- An Introduction to Performance Results Management:
  - Results based Management Accountability Frameworks RMAFs) and it's components;
  - Logic-Model a Management Tool;
  - Standardized Logic-Models;
  - Applications of Standardized Logic-Models;
  - Performance Measurement Strategy; and
- Conclusions

An Overview of Performance Results Management North American Context

- Governments all over the world are faced with increasing public pressures to demonstrate good governance

- Governments are striving to:

    - become more citizen-focused, accountable and transparent;

    - provide better services at reduced costs; and

    - build public confidence in their institutions.

Challenges

- Managing for performance results is the prime responsibility of public service managers:

    - expected to define anticipated performance results;

    - continually focus attention towards performance results achievement;

    - measure performance regularly and objectively;

    - learn and adjust to improve efficiency and effectiveness; and

    - be accountable for their performance to higher management, to ministers, to Parliament and to the public.

Canadian Federal Government Initiatives

- **Results for Canadians a Management Framework for Government of Canada**

- **Modern Comptrollership**

- **Risk Based Audit Framework (RBAF)**

- **Results-based Management Accountability Framework (RMAF)**

- **Human Resources Modernization**

- **Service Improvement**

- **Government On-Line**

- **Program Activity Architecture (PAA)**

- **Management, Resources and Results Structure (MRRS)**

Results for Canadians: a Management Framework for Government of Canada

- Results for Canadians: a Management Framework for Government of Canada – 2000:

- Four main objectives of Results for Canadians:

  i) a citizen focus in all government activities;

  ii) emphasis on values;

  iii) achievement of results;and

  iv) responsible use of public funds

- Aid to deputy heads and managers in translating the vision of modern public management in to performance expectation

  statements

Expenditure Review Committee (ERC)

- Expenditure Review Committee (ERC) created on December 12, 2003:

- New, cabinet-level committee is responsible for reviewing all federal spending;

- chaired by the President of the Treasury Board and composed of senior government Ministers

- The Expenditure Review Committee to review all government program expenditures in order to:

  - ensure value-for-money for taxpayer investments;

  - identify opportunities to reallocate federal spending   from lower to higher priority programs; and

  - recommend ways to strengthen management,   oversight and effective delivery of programs and   services.

Management, Resources and Results Structure (MRRS)

- Management, Resources and Results Structure (MRRS) -Policy implemented on April 1, 2005:

- MRRS supports the development of a common, government-wide approach to the collection, management, and reporting of financial and non-financial performance information; and

- Provides government departments with the flexibility and discretion needed to design and manage their programs in a manner that best achieves results for Canadians

US Government Initiative

- Government Performance and Results Act (GPRA) - signed into law on August 3, 1993:

- Federal departments and agencies required to prepare annual performance plans, setting out specific performance goals for a fiscal year;

- Annual government-wide performance plan prepared by Office of Management and Budget (OMB);

- The government-wide performance plan is a part of the President's budget and is transmitted to Congress;

- The levels of program performance to be achieved corresponds with the program funding level in the budget

US Government Initiative

- GPRA:
- Federal departments and agencies submit an annual program performance report to the President and Congress
- The report compares actual performance with the goals set in the annual performance plan
- Managers given greater flexibility by allowing the waiver of various administrative controls and limitations;
- Managers expected to be more accountable for the performance of their programs and operations; and
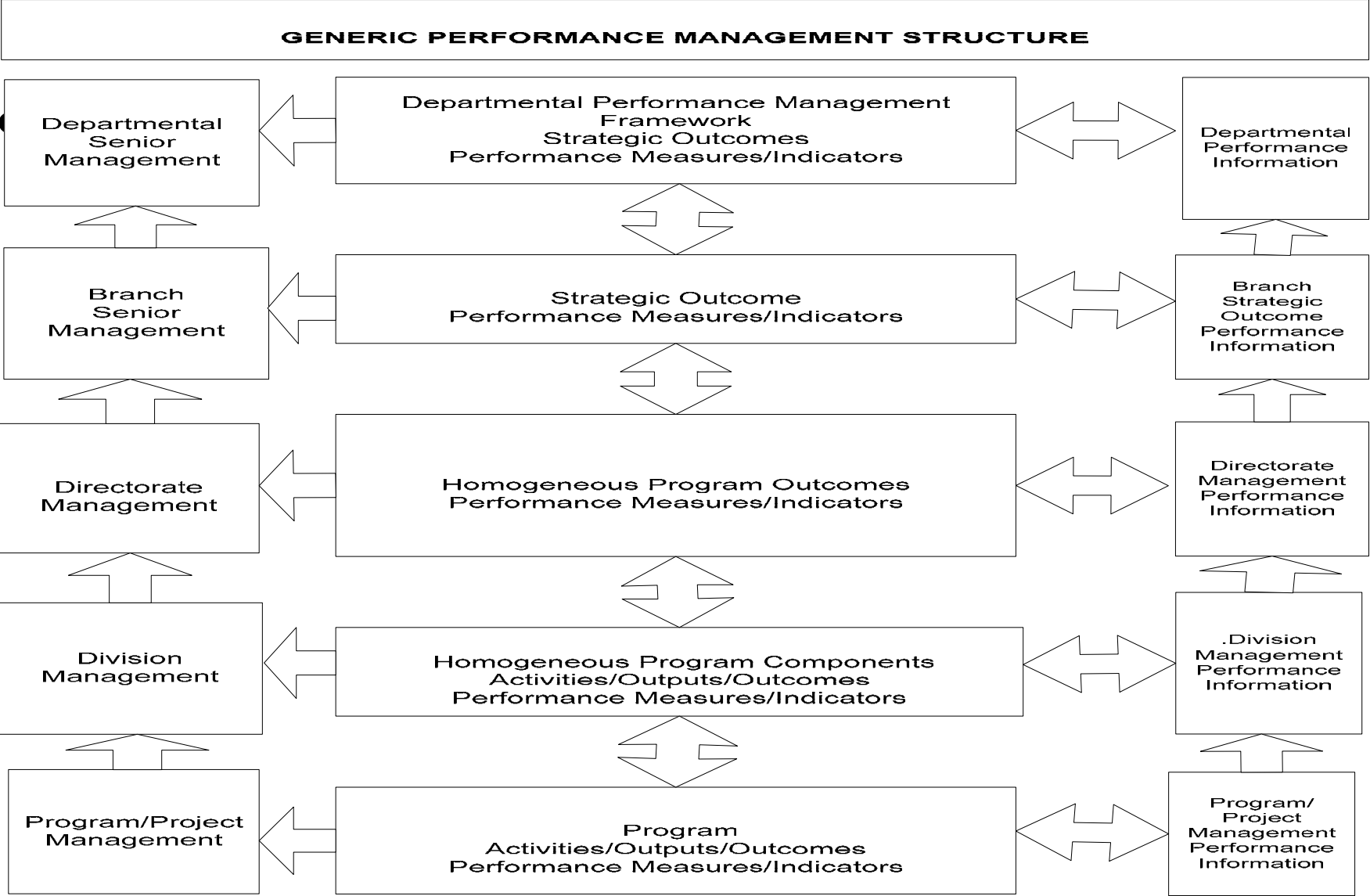- The annual report is due six months after the end of a fiscal year.

An Introduction to Performance Results Management

- Definition of Performance Results Management

"It is the clear definition of program and project profiles, the performance results chain: inputs (resources); the

key- results activities; outputs; immediate, intermediate, and final outcomes; and the associated performance measures/indicators, the continuous measurement, monitoring and evaluation against agreed performance plans and targets, reporting of performance information for evidence-based decision making and to effect improvement in the design and development of policies, programs and initiatives".

Sandiran Premakanthan

Performance Results Management Structure

Departmental Senior Management	Departmental Performance Management Framework Strategic Outcomes Performance Measures/Indicators	Departmental Performance Information
Branch Senior Management	Strategic Outcome Performance Measures/Indicators	Branch Strategic Outcome Performance Information
Directorate Management	Homogeneous Program Outcomes Performance Measures/Indicators	Directorate Management Performance Information
Division Management	Homogeneous Program Components Activities/Outputs/Outcomes Performance Measures/Indicators	.Division Management Performance Information
Program/Project Management	Program Activities/Outputs/Outcomes Performance Measures/Indicators	Program/ Project Management Performance Information

Performance Results Management Structure – Correctional Service Canada

- Department: Correctional Service Canada

- Branch Level Activity: Correctional Programs

- Directorate Level Sub-Activity: Standards for Correctional Program; Education and Employment; Family Violence; Living Skills; Sexual Offender program; Violence Prevention program

- Divisional Level Sub-Sub Activity: International Transfer of Offenders

- Program or Project Level Sub-Sub-Sub Activity: Aboriginal Initiatives

Results-based Management Accountability Frameworks (RMAF)

A blueprint for managers to help them focus on measuring and reporting on outcomes throughout the lifecycle of a policy, program or initiative

TBS Canada

Results-based Management Accountability Frameworks (RMAF)

- Components of an RMAF (TBS Guidelines):

    - Program, Project or Initiative Profile;

    - Results-based Logic-Models;

    - Performance Measurement Strategy;

    - Evaluation Strategy; and

    - Reporting Strategy

Results-based Management Accountability Frameworks (RMAF)

- Components of an RMAF (TBS New Guidelines February 2005):

    - Program Profile

    - Expected Results – Results-based Logic Model

    - Monitoring and Evaluation

Logic-Model A Management Tool

- **What is a Logic-Model?**

  "Logic Model, also referred to as Performance Results-based Logic Model is a graphic representation of the causal or logical linkages and relationships between inputs: resources; and money; key results core and enabling activities and the transformation or conversion processes of a policy, program, project or initiative that leads to the achievement of intended organizational impacts and effects, the performance results: outputs, immediate, intermediate and final outcomes,"

  Sandiran Premakanthan

Components of a Logic-Model

- Program or Project Components or Elements
- Inputs: Resources
- Key-Results Activities/Transformation or conversion Processes
- Outputs
- Outcomes: Immediate or Now; Intermediate or Later; and Final or Ultimate

  (Intended and Untended Impacts and Effects)

Logic Model Definitions

- **Input:** Resources: human; material; and financial, etc. used to carry out key-results activities to produce outputs and/or accomplish results

- **Key-Results Activity/Transformation or conversion Process:** an operation or work process that an organization uses to convert the resources (inputs) in to specific outputs: end products or services

- **Key-Results Activities** are the primary link in the chain through which outcomes are achieved

Logic Model Definitions

- **Output:** end products or services that result directly from the activities/transformation or conversion processes of a policy, program or initiative, and delivered to a target group or population

- **Outcome** - An external consequence attributed to an organization, policy, program or initiative that is considered significant in relation to its commitments

- Outcomes may be described as: immediate, intermediate or final, direct or indirect, intended or unintended
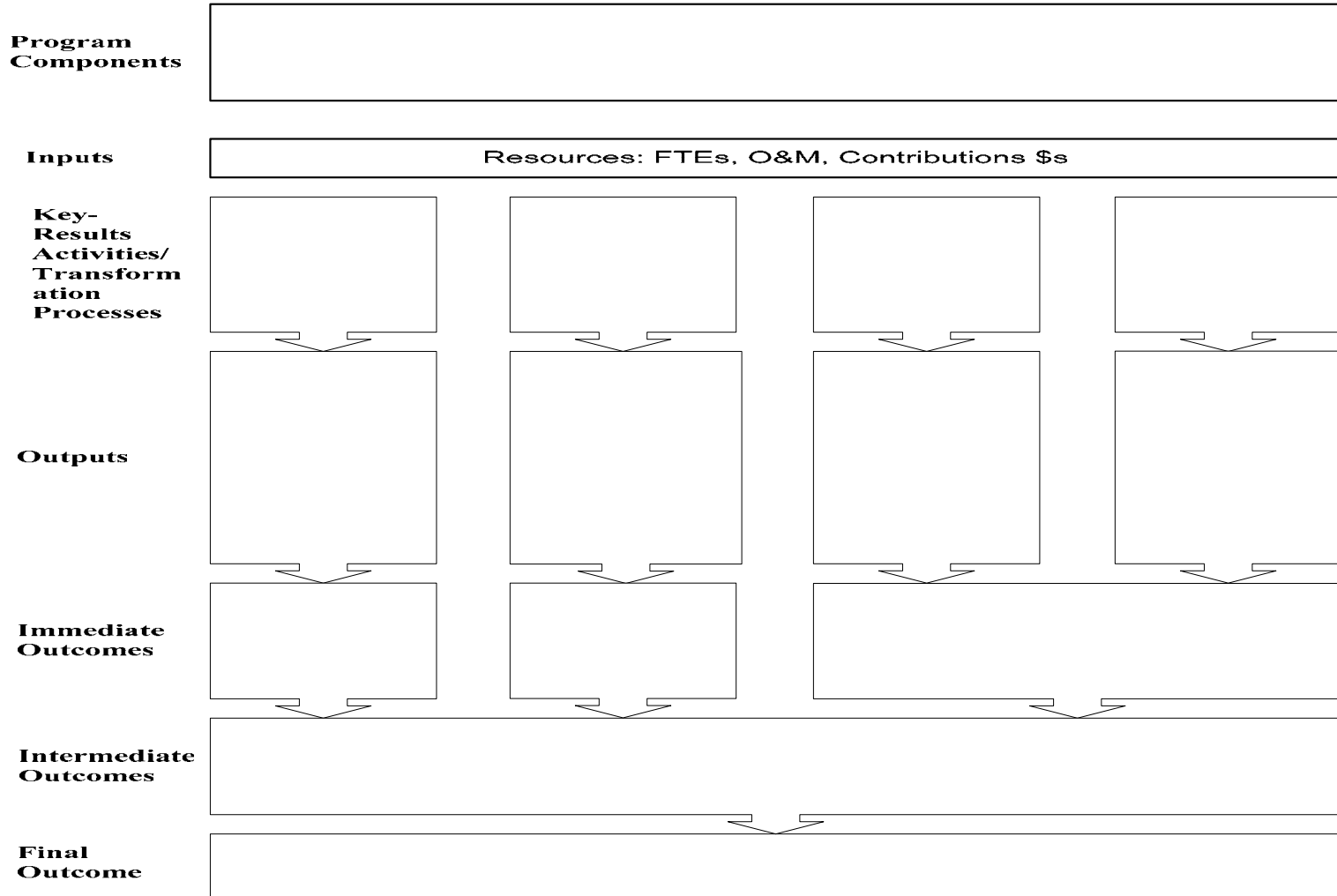
Performance Results Chain
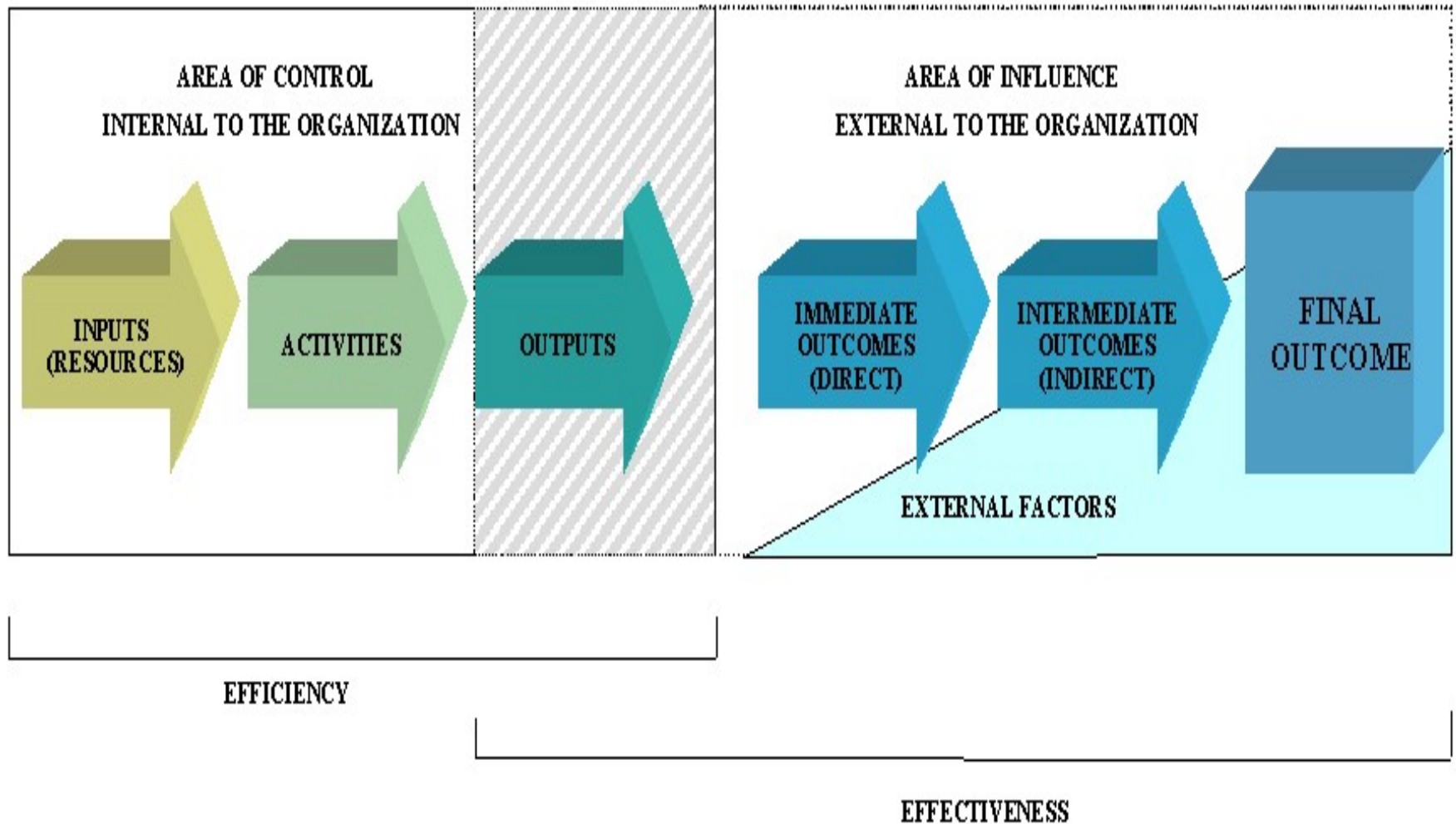
Logic Model Definitions

- **Effectiveness**: The extent to which an organization, policy, program or initiative is meeting its planned intended performance results

- **Cost Effectiveness:** The extent to which an organization, program, project or initiative is achieving its planned intended outcomes in relation to expenditure of resources

- **Efficiency:** The extent to which an organisation, policy, program or initiative is producing its planned outputs in relation to expenditure of resources

- **Effiiciency:** Is the ratio of input to output. Usually expressed as a percentage

Results based Logic-Model Structure

LOGIC-MODEL STRUCTURE

Program Components

Inputs — Resources: FTEs, O&M, Contributions $s

Key-Results Activities/ Transformation Processes

Outputs

Immediate Outcomes

Intermediate Outcomes

Final Outcome

Logic-Model: Benefits

- Clarifies objectives
- Facilitates program and project planning, measurement, monitoring, evaluation and reporting of performance results
- A visual representation or a map of program and project theory and action
- Shows logical performance results sequence or chain
- Stakeholder consensus on performance measures, evaluation and reporting focus

Logic-Model: Limitations

- Linear Newtonian causality model
  - Challenge of causal attribution
- A snapshot of a program at a given point in time
- Based on program assumptions

Standardized Results-based Logic-Model

- **Main Attributes:**

    - Few high level generic key-results activities with standardized descriptions
    - Core and enabling key-results activities
    - Few standard key outputs (end products or services) based on 80/20 Pareto's law
    - Few common outcome statements
    - Suite of common performance measures/indicators consistency of measurement, evaluation, and reporting of performance information
    - Cost effective data collection and analysis

Standardized Logic-Model

Standard Program Components	– Collaboration – Program design, development, delivery, co-ordination and evaluation – Education and awareness; and Capacity building			
Standard Inputs	Resources: FTEs, O&M, Contributions $s			
Key-Results Activities/ Transform ation Processes	– Collaborate with F/P/T authorities and organizations	– Design, develop, deliver, co-ordinate and evaluate policies, programs & initiatives	– Educate & create awareness of policies, programs & initiatives (Promotion)	– Build capacity: develop skills of workforce
Standard Outputs	– Agreements – Joint projects – Working Groups – Councils – Committees – Strategic Alliances	– Policies – Procedures – Guidelines/ Frameworks – Reports – Projects – Plans – Programs specific outputs	– Education/ awareness materials/ tools – Awareness Campaigns – Web sites	– Training material – Training Sessions – Recruits – Trained Workers
Common Immediate Outcomes	– Increased and improved collaboration and networking	– Improved continuum of programs and supports	– Increased participation of targeted & vulnerable population in programs and supports – Increased awareness of policies, programs and initiatives	
Common Intermediate Outcomes	– Increased behavior changes of targeted & vulnerable population – Increased capacity to manage & administer programs & services – Improved access to quality well-coordinated programs & supports for targeted & vulnerable population			
Standard Final Outcome	– Policies, Programs & initiatives contributes to the strategic outcomes of the organization			

Standardized Logic-Model

- Types of Key Results Activities:

- **Core Key-Results Activities:** the activity or activities that produce the key program or project end products or services

  Examples: transfer of offenders; treatment services; etc.

- **Enabling Key-Results Activities:** the activities that support the core key-results activities of the program or project

  Examples: collaboration with different levels of government; promotion and prevention, community capacity development; etc.

Standardized Logic-Model

- Standard Core Key Results Activity description:

  Design, develop, deliver, co-ordination and evaluate core programs and services

Standardized Logic-Model

- Standard Enabling Key Results Activity descriptions:

    - collaborate with Federal, provincial, territorial and international authorities and organizations;

    - educate and create awareness of policy, program and initiatives; and

    - build capacity: develop skills of workforce

Standardized Logic-Model

- Standard Key Outputs (end-products or service) associated with core key results activity:

    - policies, procedures, standards, guidelines, frameworks, plans, projects, reports, program specific outputs

Standardized Logic-Model

- Standard Key Outputs (end-products or service) associated with enabling key results activity:

- agreements, joint projects, working groups, committees, councils, strategic alliances;

- education and awareness material, awareness campaigns, websites;

- training material, training sessions, trained workers

Standardized Logic-Model

- Standardized immediate or now outcomes:

  - increased and improved collaboration and networking;

  - improved continuum of programs and supports;

  - increased participation of targeted and vulnerable population in programs and support; and

  - increased awareness of policies, programs and initiatives

Standardized Logic-Model

- Standardized intermediate or later outcomes:

    - increased behaviour changes of international transferees;

    - increased capacity to deliver international transfer escorts, consular and community agency services; and

    - improved access to quality well-coordinated international program

Standardized Logic-Model

- Standardized final or ultimate outcome:

  -       policy, programs and initiatives contributes to   the strategic outcome of an organization

Applications of Standardized Logic-Models

- International Offender Transfer Program
- Program Components:

  - Collaboration with all levels of the Canadian and International Criminal Justice Systems;
  - Transfer policy and procedures (organization and administration),
  - Treaty negotiations;
  - Transfer of offenders (operations management);
  - Offender and Public education and awareness;
  - Public relations; and
  - building of international transfer human resources capacity: correctional escort officers, consular officials and community agency personnel

Applications of Standardized Logic-Models

- International Offender Transfers Program
- Program Activities:

  - Collaborate with Federal, Provincial, Territorial and International Criminal Justice System Authorities and organizations;

  - Design, develop, implement , co-ordinate and evaluate International Offender Transfer Program and services;

  - Educate and create offender and public awareness   of the benefits of international transfer of offenders

  - Build capacity of international transfer escort officers, consular officials and community personnel

Applications of Standardized Logic-Models

- Standard Key Outputs (end-products or service) associated with key results activity of International Transfer of Offenders:

  - Agreements: signed and ratified treaties; and administrative agreements
  - International transfer policies, Commissioner's directives, procedures, standards, guidelines, frameworks, plans, projects, reports, Consular visits, transfers completed, transferees
  - Offender and public education and awareness material (international transfer information booklets)
  - Education and awareness campaigns/information sessions: offender information exchange
  - Trained Officials: Correctional Service Escort Officers; Consular Officials and Community Agency personnel

Applications of Standardized Logic-Models

- Standardized immediate or now outcomes:

  - increased and improved collaboration and networking;

  - improved international program delivery;

  - increased participation of countries and offenders; and

  - increased awareness of the benefits of international transfers

Applications of Standardized Logic-Models

- Standardized intermediate or later outcomes:

  - increased behaviour changes of international transferees;

  - increased capacity to deliver international   transfer escorts, consular and community   agency services; and

  - improved access to quality well-coordinated international program

Applications of Standardized Logic-Models

- Standardized final or ultimate outcome:

  -   International transfer program contributes to the successful rehabilitation and reintegration of offenders in to society

Performance Measurement Strategy

- Selection, development and on-going use of performance measures to guide corporate decision-making

- The range of information in a performance measurement strategy could include: reach; outputs and outcomes; performance indicators; data sources; methodology; and costs

TBS Canada

Performance Measurement Strategy

- Performance Measures/Indicators (how will we objectively know?)

- Data source (where will we get the information?)

- Data collection methods and tools (how will we measure and analyze, and at what costs?)

- Responsibility for data collection

- Timing/Frequency of data collection

Performance Measures/Indicator

- **Performance Measure/Indicator:** Is a unit of measurement (a statistic or parameter) that provides performance information in quantitative and or qualitative terms on the extent to which a policy, program or initiative is achieving its intended performance results: outputs; and outcomes - immediate or now; intermediate or later and final or ultimate

Key Output Performance Measures/Indicators

Examples:

- # and type of formal collaborative agreements established;

- # and type of joint projects established;

- # and type of working groups/councils established to deal with specific issues or subject matter; and

- # and type of committees established (examples: intra and inter departmental committees).

Key Output Performance Measures/Indicators

Examples:

- # and type of policies developed;

- # and type of procedures developed;

- # and type of reports produced (examples: best practices, evaluation, research and environmental scans)

- # and type of projects completed (examples of projects to be reported: parenting, breastfeeding, mentor cultural activities)

- # and type pf plans produced

- # and types of awareness campaigns conducted

Common Immediate or Now Outcome: Increased and improved collaboration and networking

Performance Measures/Indicators

- # and types of partnerships established through agreements, inter and intra departmental committees including working groups and strategic alliances

- Satisfaction of Partners

Common Immediate or Now Outcome: Improved continuum of programs and supports in communities

Performance Measures/Indicators

- # and types of programs and supports delivered in the community

- International transfer participant satisfaction

Common Immediate or Now Outcome: Increased participation of individuals, families and communities in programs and supports

- increase/decrease in the # and type of participants (by age and gender) in programs by Performance Measures/Indicators

- % increase/decrease in the # of offenders participating (by age and gender) in the international transfer program

Common Intermediate or Later Outcome: increased behavior changes in targeted and vulnerable population

Performance Measures/Indicators

Example:

- Incremental change in behaviour: example,

  healthy behaviours

- Incremental change in offender criminal behaviour

Common Intermediate or Later Outcome: Increased capacity to manage and administer programs and supports

Performance Measures/Indicators

- % increase/decrease in the # and type of trained/skilled workers, working in the community

- % increase/decrease in the # and type of trained/skilled escorts, consular officials and community agency personnel

Final or Ultimate Outcome

- International offender transfer program:

  - Recidivism rates of transferees

Conclusions

- Suite of common performance measures /indicators – universal application
- Impact on cost of performance management
- Supports evaluation and reporting strategies – consistency through common performance management language
- Supports evidence-based decision making and accountability
- Complementary to other performance management tools

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