

# Elements of Performance Measurement

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## **Vision:**

*Defines the challenge at hand and the purpose and meaning of the entire plan:*

- *What is the need or problem? Or, what is possible?*

*How do you know? (Research and data?)*

- *How does addressing it align with achieving the organization's strategic goals?*

## **Resources:**

*What do you need to have or develop before the action can occur? Be specific and consider:*

- **People, training, and supplies/equipment**
  - *Who are the right people? How will you assess their development needs? Who will provide the training? Do you need permission for purchases or contracting?*
- **Money, time, and space**
  - *How much? By when? Where will you get it?*

## **Action:**

*What activities need to happen? Add how many, with whom, when, and who convenes and attends, but resist the temptation to describe how they will happen.*

- **Seminars/events:** *education, recruitment, fundraising, or professional development*
- **Meetings, conferences, and networking:** *internal (policy, awareness) and external*
- **Campaigns and partnership development**

## **Yield:**

*Quantifiable results of the action, also known as "outputs," answering:*

- *How many...? What percentage...? Or, How much...?*
- *What are **the baseline numbers from the effort?***

## **Initial Impact:**

**Short term results** *that answer what is different, often changes in:*

- *Knowledge, skills, or abilities*
- *Attitude, behavior, or decision-making*
- *The most visible manifestations of the problem*

## **Sustained Outcome:**

**Longer term, lasting results** *that follow more immediate and tangible changes; these impacts often address deeper roots of the challenge at hand, and:*

- *Are changes in condition: economic, physical, social, or political*
- *Create or significantly alter models of doing business*
- *Demonstrate the return on investment in volunteer engagement to all stakeholders*

## The Tools

**Indicators:**

*Specific, measurable, observable characteristics or changes that represent the achievement of an initial impact or sustained outcome. This is how you know if you're there... or at least getting there!*

**Work Plan:**

*A simple chart to lay out each element, in order:*

- *Colleagues working on disparate pieces understand how each contributes to the system*
- *The process is transparent*
- *Multiple people can "logic check" the plan*

**Progress Report:**

*A view of the work plan and indicators with a blank column for recording progress:*

- *Allows you to set dates for accomplishments*
- *Communicates progress or problems for early intervention*
- *Tracks accomplishments for replication or building future plans*