Instructions for Performance Measure Revisions

Virginia Department of Planning and Budget

November 2000

In response to inquiries from several agencies regarding the modification or replacement of their performance measures currently tracked in the state's performance measurement system, DPB is requesting that agencies:

1. Review their current set of measures contained in *2000 Performance Measures Review/Modification List*;
2. Note the measures for which DPB wants agencies to continue collecting and reporting data. Agencies are required to continue reporting annually on these marked "Keep" in the *2000 Performance Measures Review/Modification List*. If an agency wishes to modify the language of these measures without changing their basic content, the agency should contact DPB's Strategic Planning, Research, and Evaluation (SPRE) Division at 804-786-5132, 786-8813, or via email at perform@dpb.state.va.us. SPRE will coordinate changes to a measure with the agency and DPB contacts.
3. Determine whether you want to modify or delete any of the measures marked "Can change" in the *2000 Performance Measures Review/Modification List*, and/or whether you want to add any additional measures. No action is required if you do not want to make any changes to your measures.
4. Follow the instructions provided below to modify, delete, and/or add measures.

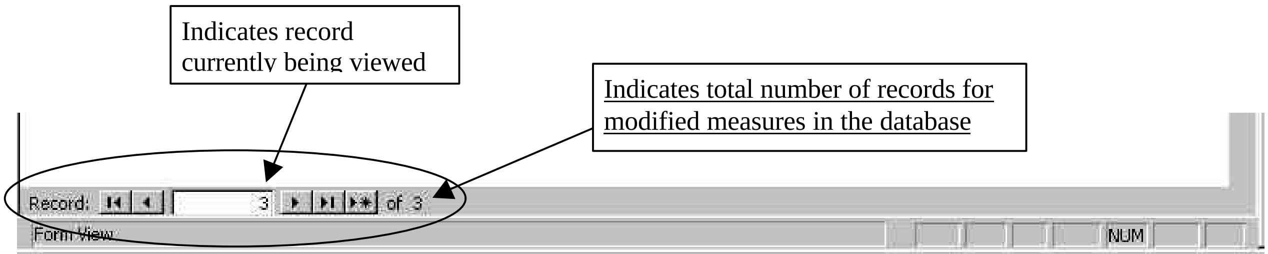
Agencies must report at least one and no more than five measures. The number of measures an agency may add depends on the number of measures marked "Can change" by DPB (see *2000 Performance Measures Review/Modification List*). If adding a new measure, the measure should: a) communicate performance results the agency wishes to share with other state entities and the public, and b) relate to an important aspect of the agency's work. In many cases, agencies already track measures that fit these criteria.

Agencies will be required to report on new measures for at least one year (in this case, fiscal or calendar year 2001). Next spring (May 2001), DPB will repeat this performance measure review process. Agencies adding new measures from that point forward will be required to report on their measures for the biennium (i.e., the first biennium to follow this process will be 2002-2004). Agency and DPB review and modification of agency performance measures will then take place during the spring preceding each biennium (i.e., the next review cycle after May 2001 will take place in May 2003).

GENERAL INSTRUCTIONS FOR USING DATABASE FORMS

1. From DPB's website (http://www.dpb.state.va.us/forms/perform), download a copy of the Microsoft Access database entitled "**Performance Measure Review Database and Forms**" (**PM2.mdb)** to your computer or network drive.
2. Open the database. The *2000 Performance Measure Revisions* main form will open automatically.
3. Click on the appropriate button, depending on whether you wish to modify an existing measure, delete an existing measure, or add a new measure. The corresponding form will open automatically. Complete the items in the form as appropriate for each modified, deleted, and new measure. **Note that the form fields marked with an asterisk (*) require an entry.**

If these fields are left blank, you will receive an error message and be unable to input data for that measure. Also note that an agency that modifies three measures, for example, would produce a database file with three records indicated at the bottom of the *Modifying an Existing Measure* form (see below).



4. Close the database.
5. Email the database file (PM2.mdb) to perform@dpb.state.va.us, making sure to identify the agency to which the data applies in the subject line and/or message text (using agency name and/or agency number).

MODIFYING AN EXISTING MEASURE: INSTRUCTIONS FOR COMPLETING ITEMS 1-13 ON THE *MODIFY AN EXISTING MEASURE* FORM

Note: Your agency head must approve the information provided in the database form for each performance measure being modified. Not entering "yes" in item 12 (indicating agency head approval) will prevent you from submitting information for items 1-11.

1. **Enter your agency's three-digit code.**
2. **Enter the number of the existing measure being modified.** See *2000 Performance Measures Review/Modification List* for a list of existing measures. Note the measures for which DPB wants agencies to continue collecting and reporting data. Agencies are required to continue reporting annually on those marked "Keep." If an agency wishes to modify the language of one of these measures without changing their basic content, the agency should contact DPB's Strategic Planning, Research, and Evaluation (SPRE) Division at 804-786-5132 or via email at perform@dpb.state.va.us. SPRE will coordinate changes to a measure with the agency and DPB contacts. Agencies are free to modify those marked "Can change." The modifications should help the measure: a) communicate performance results the agency wishes to share with other state entities and the public, and/or b) relate to an important aspect of the agency's work.
3. **Enter the modified text for the measure.** The modifications should result in measure language that is specific, is focused on one issue (i.e., produces one number when calculated), understandable to the non-expert, communicates something the agency wishes to communicate to other state entities and the general public, and that relates to an important aspect of the agency's work.

4a. Indicate whether the modification invalidates the existing baseline data. Select one of the choices from the drop-down menu. See *2000 Performance Measure Data* for a list of existing measures and their associated data (baseline, target, and reported results).

4b. If the answer to 4a is yes, indicate whether you have sufficient data at this time to determine the baseline. Select one of the choices from the drop-down menu. If the answer to 4a is "no," leave this cell blank.

4c. If the answer to 4b is yes, enter the baseline for the modified measure. Do not include any text in the cell ("percent," "thousands," "average," etc.) – the entry must be a single number. If the answer to 4a is "no," leave this cell blank.

4d. If the answer to 4b is yes, briefly describe how the baseline was calculated. For example, the baseline may be the result for a particular fiscal or calendar year, an average of several years' results, or based on another calculation. The description should be clear and brief (note that there is a 200-character limit). Include equations or formulas where necessary to describe the calculation. If the answer to 4a is "no," leave this cell blank.

5a. Indicate whether the modification invalidates the existing target data. Select one of the choices from the drop-down menu. See *2000 Performance Measure Data* for a list of existing measures and their associated data (baseline, target, and reported results).

5b. If the answer to 5a is yes, indicate whether you have sufficient data at this time to determine the 2001 target. Select one of the choices from the drop-down menu. If the answer to 5a is "no," leave this cell blank.

5c. If the answer to 5b is yes, enter the 2001 target for the modified measure. Do not include any text in the cell ("percent," "thousands," "average," etc.) – the entry must be a single number. If the answer to 5a is "no," leave this cell blank. When setting a measure's target, agencies should consider past actual performance, desired performance, expected available resources, and other factors that may impact program performance.

5d. If the answer to 5b is yes, briefly describe how the target was calculated. This description should be clear and brief (note that there is a 200-character limit). Include equations or formulas where necessary to describe the calculation. If the answer to 5a is "no," leave this cell blank.

6. **Indicate whether the measure result is a number or percent.** Select one of the choices from the drop-down menu.

7. **Is data for this measure to be collected for the fiscal or calendar year?** Select one of the choices from the drop-down menu. Fiscal year measures cover 12 months from July 1 to June 30. Calendar year measures cover 12 months from January 1 to December 31.

8. **Is the preferred direction of results an increase, decrease, or maintenance of performance levels relative to the baseline?** Select one of the choices from the drop-down menu. This response will help DPB to determine more quickly if the trend in results is positive, neutral, or negative. For example, if the measure tracks number of individuals served, and you consider it better to serve more people, then you would select "increase." On the other hand, if the measure tracks the average number of days spent to process an application, and you consider it better to spend fewer days processing the application, then you would select "decrease." Except in very unusual situations, your response to this item

should be consistent with the direction implied by the difference between your baseline and target.

9. **Enter the title or a brief description of the primary data source(s).** The data source is the *who or what that provides the data tracked for the performance measure.* Descriptions should be brief (note that there is a 200 character limit in this field). Data sources can include the following:

- **Case/client records.** Reports or forms used by programs to collect information on individual program participants. Examples include intake forms (which may provide demographic and screening information) and case records (which may provide individual goals and evidence of a participant's progress).
- **Data files.** Electronic or paper files that contain prearranged data, often produced by an organization other than the one providing services. Data files can include census data, crime statistics, education, environmental, economic, and health statistics routinely collected by local, state, and federal government agencies and other organizations.
- **Direct participants or customers.** People who are the direct participants and/or intended beneficiaries from program or agency services.
- **Others who know program participants.** People who interact or have interacted with program participants sufficiently to assess changes or benefits participants have experienced at least partly as a result of participating in the program. They can include service-providing staff, such as counselors, teachers, and program volunteers as well as staff of other programs, agencies, or organizations. They can also include participants' parents, guardians, other relatives or employers.
- **General public.** Includes neighborhood, community, and state residents, or population groups, such as teens, parents, or homeless families.
- **Physical/environmental conditions.** Materials that are detectable through the five senses of sight, smell, hearing, taste and touch. This data source also includes properties of the object itself, such as weight, density, toxicity.

10. **Identify the primary data collection method used to collect data on this measure.** Select one of the choices from the drop-down menu. The data collection method is the *systematic process used to obtain outcome indicator data from the data source.* This information will assist DPB to identify and target useful training materials for agencies. There are eight choices:

- **Record Review.** Collection of performance data through a review of case/client records, such as client intake forms and case notes. This is usually the choice when the data source is case/client records.
- **Data File Review.** Collection of performance data through a review of information extracted from paper or electronic files (such as files containing crime and health statistics). This is usually the choice when the data source is data files.
- **Questionnaire.** Collection of performance data by having individuals answer written questions. This is usually the choice when the data source is participants, others who know participants, or the general public.

- **Interview.** Collection of performance data by asking individuals to respond to questions posed either in person or by telephone. This is usually the choice when the data source is participants, others who know participants, or the general public.
- **Observation.** Collection of performance data by watching people (e.g., observing interaction among children or observing physical/environmental conditions, such as the absence or presence of trash, handrails on stairways, etc.). This is usually the choice when the data source is participants or physical environmental conditions.
- **Testing.** Collection of performance data by asking individuals to answer written or verbal questions that indicate their knowledge of content areas or the presence of a trait, such as self-esteem. This is usually the choice when the data source is participants.
- **Mechanical Measurement.** Collection of performance data by determining an individual's condition using mechanical tools, such as a scale to measure weight or yardstick to measure height. Also involves the collection of performance data on physical/ environmental conditions, such as air/water/soil quality or lead level in painted surfaces. This is usually the choice when the data source is participants, general public, or physical environmental conditions.
- **Other.** Select this option if you none of the above choices does applies.

11. **Briefly describe how the measure is/will be calculated.** The description should be clear and brief (note that there is a 200-character limit). Include equations or formulas where necessary to describe the calculation.
12. **Provide the requested information on whom DPB should contact to obtain additional information on the measure.** Complete each cell in this item.
13. **Has your agency head approved the information provided above?** Enter "yes" if your agency head has approved the information provided in the previous items for the performance measure. Not entering "yes" in this field will prevent you from submitting information for any of the preceding items.

To modify, delete, or add another performance measure, press the "Main Form" button and answer the items on the appropriate form.

DELETING AN EXISTING MEASURE: INSTRUCTIONS FOR COMPLETING ITEMS 1-4 ON THE *DELETE AN EXISTING MEASURE* FORM

Note: Your agency head must approve the information provided in the database form for each performance measure being deleted. Not entering "yes" in item 4 (indicating agency head approval) will prevent you from submitting information for items 1-3.

1. **Enter your agency's three-digit code.**
2. **Enter the number of the existing measure you wish to delete.** See *2000 Performance Measures Review/Modification List* for a list of existing measures. Note the measures for which DPB wants agencies to continue collecting and reporting data. Agencies are required to continue reporting annually on those marked "Keep." If an agency wishes to modify the language of one of these measures without changing their basic content, the agency should

contact DPB's Strategic Planning, Research, and Evaluation (SPRE) Division at 804-786-5132 or via email at perform@dpb.state.va.us. SPRE will coordinate changes to a measure with the agency and DPB contacts. Agencies are free to modify or delete those marked "Can change."

3. **Provide the requested information on whom DPB should contact to obtain additional information on the measure.** Complete each cell in this item.

4. **Has your agency head approved the information provided above?** Enter "yes" if your agency head has approved the information provided in the previous items for the performance measure. Not entering "yes" in this field will prevent you from submitting information for any of the preceding items.

To modify, delete, or add another performance measure, press the "Main Form" button and answer the items on the appropriate form.

ADDING A NEW MEASURE: INSTRUCTIONS FOR COMPLETING ITEMS 1-12 ON THE *ADD A NEW MEASURE* FORM

Note: Your agency head must approve the information provided in the database form for each performance measure being modified. Not entering "yes" in item 12 (indicating agency head approval) will prevent you from submitting information for items 1-11.

1. **Enter your agency's three-digit code.**

2. **Enter the text for the new measure.** The text should result in measure language that is specific, focused on one issue (i.e., produces one number when calculated), understandable to the non-expert, that communicates something the agency wishes to communicate to other state entities and the general public, and that relates to an important aspect of the agency's work. Note that there is a 200-character limit in this field.

3a. **Indicate whether you have sufficient data at this time to determine the baseline.** Select one of the choices from the drop-down menu.

3b. **If the answer to 3a is yes, enter the baseline for the modified measure.** <u>Do not include any text in the cell ("percent," "thousands," "average," etc.) – the entry must be a single number</u>. If the answer to 3a is "no," leave this cell blank.

3c. **If the answer to 3a is yes, briefly describe how the baseline was calculated.** For example, the baseline may be the result for a particular fiscal or calendar year, an average of several years' results, or based on another calculation. The description should be clear and brief (note that there is a 200-character limit). Include equations or formulas where necessary to describe the calculation. If the answer to 3a is "no," leave this cell blank.

4a. **Indicate whether you have sufficient data at this time to determine the 2001 target.** Select one of the choices from the drop-down menu.

4b. **If the answer to 4a is yes, enter the 2001 target for the new measure.** <u>Do not include any text in the cell ("percent," "thousands," "average," etc.) – the entry must be a single number</u>. If the answer to 4a is "no," leave this cell blank. When setting a measure's target, agencies should consider past actual performance, desired performance, expected available resources, and other factors that may impact program performance.

4c. **If the answer to 4a is yes, briefly describe how the target was calculated.** This description should be clear and brief (note that there is a 200-character limit). Include equations or formulas where necessary to describe the calculation. If the answer to 4a is “no,” leave this cell blank.

5. **Indicate whether the measure result is a number or percent.** Select one of the choices from the drop-down menu.

6. **Is data for this measure to be collected for the fiscal or calendar year?** Select one of the choices from the drop-down menu. Fiscal year measures cover 12 months from July 1 to June 30. Calendar year measures cover 12 months from January 1 to December 31.

7. **Is the preferred direction of results an increase, decrease, or maintenance of performance levels relative to the baseline?** Select one of the choices from the drop-down menu. This response will help DPB to determine more quickly if the trend in results is positive, neutral, or negative. For example, if the measure tracks number of individuals served, and you consider it better to serve more people, then you would select “increase.” On the other hand, if the measure tracks the average number of days spent to process an application, and you consider it better to spend fewer days processing the application, then you would select “decrease.” Except in very unusual situations, your response to this item should be consistent with the direction implied by the difference between your baseline and target.

8. **Enter the title or a brief description of the primary data source(s).** The data source is the *who or what that provides the data tracked for the performance measure.* Descriptions should be brief (note that there is a 200 character limit in this field). Data sources can include the following:

    - **Case/client records.** Reports or forms used by programs to collect information on individual program participants. Examples include intake forms (which may provide demographic and screening information) and case records (which may provide individual goals and evidence of a participant's progress).
    - **Data files.** Electronic or paper files that contain prearranged data, often produced by an organization other than the one providing services. Data files can include census data, crime statistics, education, environmental, economic, and health statistics routinely collected by local, state, and federal government agencies and other organizations.
    - **Direct participants or customers.** People who are the direct participants and/or intended beneficiaries from program or agency services.
    - **Others who know program participants.** People who interact or have interacted with program participants sufficiently to assess changes or benefits participants have experienced at least partly as a result of participating in the program. They can include service-providing staff, such as counselors, teachers, and program volunteers as well as staff of other programs, agencies, or organizations. They can also include participants' parents, guardians, other relatives or employers.
    - **General public.** Includes neighborhood, community, and state residents, or population groups, such as teens, parents, or homeless families.

- **Physical/environmental conditions.** Materials that are detectable through the five senses of sight, smell, hearing, taste and touch. This data source also includes properties of the object itself, such as weight, density, toxicity.

9. **Identify the primary data collection method used to collect data on this measure.** Select one of the choices from the drop-down menu. The data collection method is the *systematic process used to obtain outcome indicator data from the data source.* This information will assist DPB to identify and target useful training materials for agencies. There are eight choices:

- **Record Review.** Collection of performance data through a review of case/client records, such as client intake forms and case notes. This is usually the choice when the data source is case/client records.
- **Data File Review.** Collection of performance data through a review of information extracted from paper or electronic files (such as files containing crime and health statistics). This is usually the choice when the data source is data files.
- **Questionnaire.** Collection of performance data by having individuals answer written questions. This is usually the choice when the data source is participants, others who know participants, or the general public.
- **Interview.** Collection of performance data by asking individuals to respond to questions posed either in person or by telephone. This is usually the choice when the data source is participants, others who know participants, or the general public.
- **Observation.** Collection of performance data by watching people (e.g., observing interaction among children or observing physical/environmental conditions, such as the absence or presence of trash, handrails on stairways, etc.). This is usually the choice when the data source is participants or physical environmental conditions.
- **Testing.** Collection of performance data by asking individuals to answer written or verbal questions that indicate their knowledge of content areas or the presence of a trait, such as self-esteem. This is usually the choice when the data source is participants.
- **Mechanical Measurement.** Collection of performance data by determining an individual's condition using mechanical tools, such as a scale to measure weight or yardstick to measure height. Also involves the collection of performance data on physical/ environmental conditions, such as air/water/soil quality or lead level in painted surfaces. This is usually the choice when the data source is participants, general public, or physical environmental conditions.
- **Other.** Select this option if you none of the above choices does applies.

10. **Briefly describe how the measure is/will be calculated.** The description should be clear and brief (note that there is a 200-character limit). Include equations or formulas where necessary to describe the calculation.

11. **Provide the requested information on whom DPB should contact to obtain additional information on the measure.** Complete each cell in this item.

12. **Has your agency head approved the information provided above?** Enter “yes” if your agency head has approved the information provided in the previous items for the

performance measure. Not entering "yes" in this field will prevent you from submitting information for any of the preceding items.

To modify, delete, or add another performance measure, press the "Main Form" button and answer the items on the appropriate form.

PROBLEMS

If you are unable to access DPB's web site, download the Microsoft Access file (Access 97 format), complete the appropriate items on the form, or have other questions, please contact Charlie Bennett at (804) 786-5132 or cbennett@dpb.state.va.us.

REPORTING DUE DATE

Email your database, which will include one completed form (or "record" in database speak) for each of modified, deleted, or added agency measures, to perform@dpb.state.va.us by **Friday, December 15, 2000.** Make sure to identify the agency to which the data applies in the email subject line or message text (using the agency name and/or agency number). Remember, if you do not want to modify, delete, or add a measure, there is no need to respond. Higher education institutions are not to participate in this process. They will participate in a separate performance measure revision process at a later date. Other exceptions to this reporting requirement will be communicated by DPB directly to agencies.