

# *Measuring Performance*

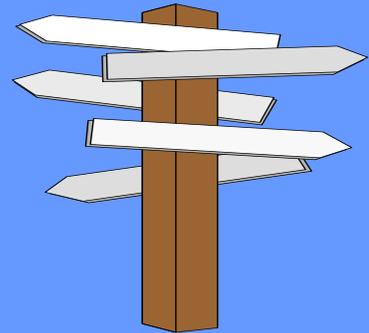


# *Module Objectives*

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*At the end of this session, you will be able to...*

- define “performance standard” & “performance measure”
- List the benefits of performance standards
- Identify the SMART criteria for performance standards



# *Performance Standard - Definition*

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- “qualitative and/or quantitative statement which sets conditions for carrying out an *activity* to produce an *output*”
- Usually part of a well-stated objective



# *Performance Standards - You see them every day*

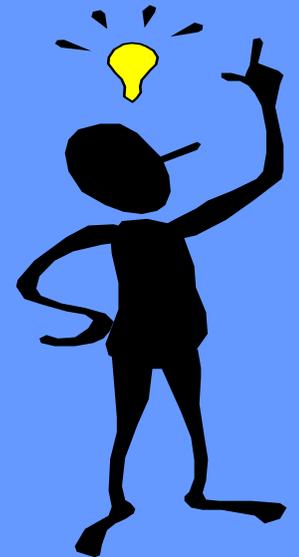
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- **FedEx will deliver your priority package anywhere in the US by 10:30 AM the following business day**
- **The Postal Service guarantees overnight delivery of local first-class mail**
- **The savings bond you ordered will be mailed to you within 15 days from the date of purchase.**

# *Management Initiatives*

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- **Manage for Results: Government Performance and Results Act (GPRA)**
- **Create a government that works better and costs less: National Performance Review (NPR)**
- **Encourage competition: Setting Customer Service Standards (E.O. 12682)**



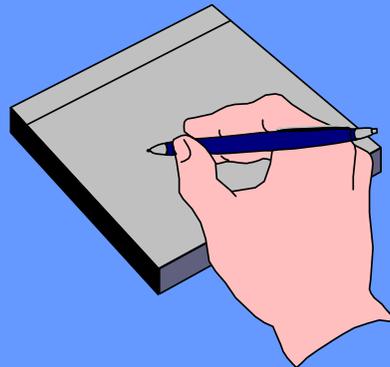
# *Focus on Results* - “Outputs”

- Focus on:

- Transaction costs
- Production costs
- Quality
- Timeliness
- Satisfied Customers
- Less downtime

- NOT on:

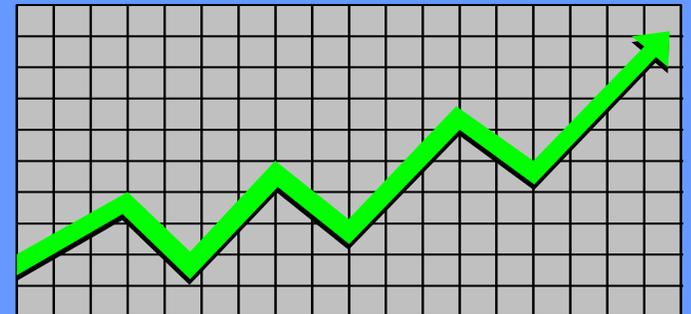
- Number of employees
- Size of budget
- Years worked
- Training consumed



# *Benefits of Performance Standards*

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- **Document progress**
- **Clarify mission and objectives**
- **Communicate value**
- **Provide a basis for decision-making**
- **Result in employee commitment**
- **Ensure accountability**



# *The Planning Process*

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# *ICASS Goal and Objectives*

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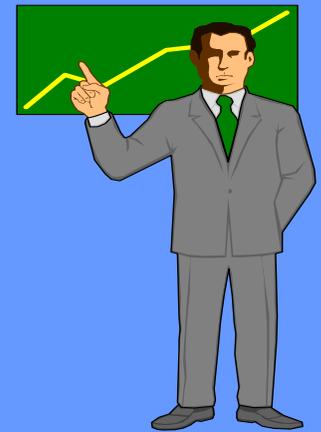
- All posts share same ICASS goal:
  - Best possible service/  
lowest possible cost
- Objectives differ at every post/on every level:
  - Determined by  
resources,  
environment, and  
customers



# *Developing Performance Standards*

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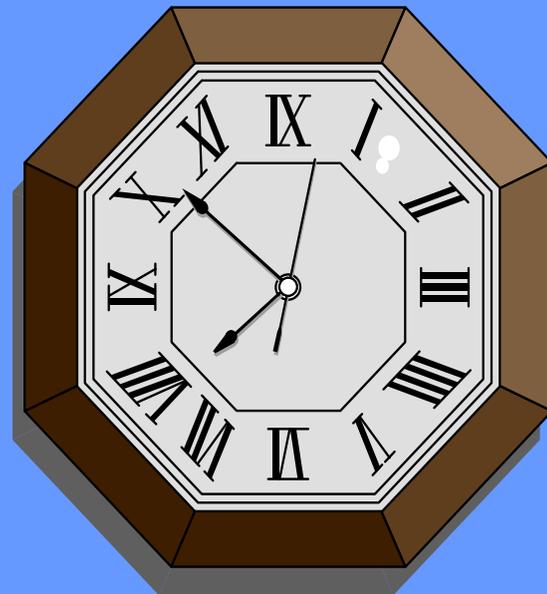
- **Define services to be provided**
- **Identify customers - what do they need/want or *value***
- **Identify *Partners & Stakeholders***
- **Decide on relevant measure - measure what customers value**



# *Performance Measure - Definition*

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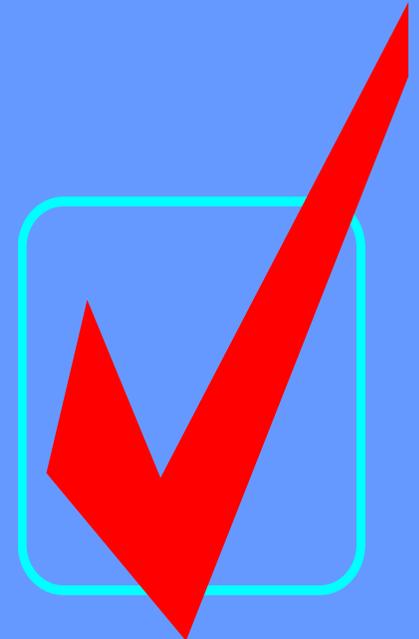
- “the specific data or information that you choose to track to determine if the unit is meeting its objective or standard”



# *Good Measures*

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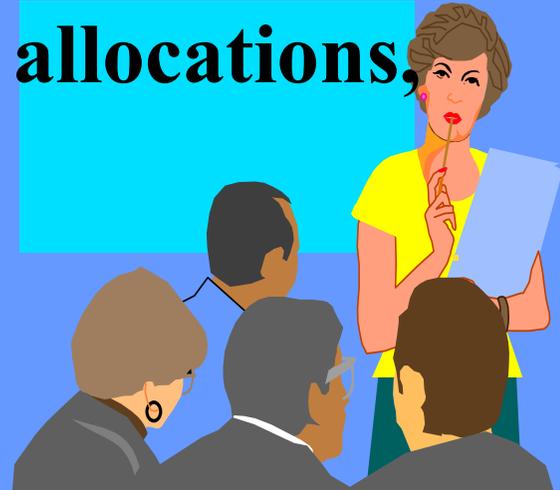
- **Relevant to the goal & objective**
- **Developed by provider & customer**
- **Cost effective to obtain**
- **Verifiable (countable)**
- **Durable (data source consistent)**
- **Easy to Interpret**



# *Developing Standards cont'd.*

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- Focus on *outputs/outcomes*
- Apply measures to current services
- Disseminate the standards to the customers and employees
- Use results to adjust resource allocations, processes, training, standards



# *Developing Standards cont'd.*

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- **Work towards continuous improvement**
- **Continue to *communicate* with your customers and meet new customer priorities**
- **Expect standards and measures to evolve**

# *Develop “SMART” Standards*

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☐ **S**pecific

☐ **M**easurable

☐ **A**greed upon

☐ **R**ealistic/results oriented

☐ **T**ime-specific





# Poor ICASS Service Standard

“ Voucher examiners will be  
thorough in their work...”

*Not measurable*

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# Better Service Standard

“Voucher examiners will ensure that the vouchers they audit for payment are 100 percent accurate.”





# Poor Service Standard

“Welcome packets prepared within one week of written request”

*not specific*



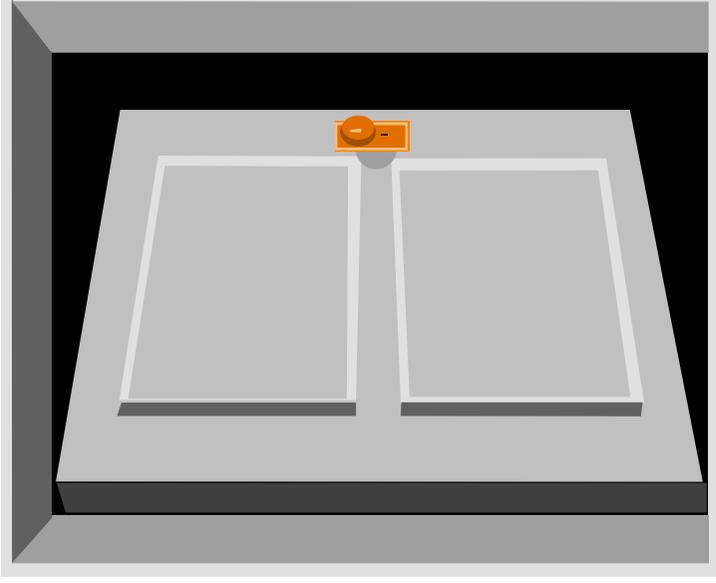


# Better Service Standard

“CLO will confirm receipt of welcome packet request the same day to requesting individual/office . Within one week of the request, welcome packet will be available for pick up in the CLO office.



# ICASS Service Standards



.....Lets Get Started

