Performance-Based Management and Governance

ROMA Training

Government Performance and Results Act of 1993

- Establish performance goals
- Express goals in an objective, quantifiable, and measurable form
- Describe the operational processes, skills, technology, human capital, information, and other resources required to meet performance goals
- Establish performance indicators to measure outputs, service levels, and outcomes of each program activity
- Compare actual program results or outcomes to performance goals
- Describe the means used to verify and validate measured outcomes

What is ROMA?

- **ROMA = Results-Oriented Management and Accountability**
- Adopted by the federal Office of Community Services as a nationwide tool for reporting the outcomes achieved by community action agencies
- A management practice that incorporates the use of outcomes into the administration, management, and operation of human services
- A flexible framework for measuring the impacts and results of community action programs and services

ROMA Describes the *Impact* of What Community Action Agencies Do

- **Planning** is directed toward an outcome and not just the operation of a program or delivery of a service

- **Organizing** addresses how we use our resources to produce a specific outcome

- **Directing** staff toward improving the well being of clients and communities

- **Evaluating** how effectively we are in helping clients become more self-sufficient and whether conditions are improved within low-income communities

Changing What We Count

- **Inputs** – Number of staff, materials used, facilities, equipment, supplies

- **Outputs** – Work accomplished, sessions conducted, persons served, flyers distributed, meetings attended

- **Efficiency** – Cost per client or per unit of service; customer satisfaction reports

- **Outcomes** – Results for people, agency, community. Usually relate to changes in knowledge, skills, attitudes or condition or status

- **Strategy** – Program, service, intervention – what we do to achieve the outcome we want

- **Indicator** – the means by which we measure our performance

Outputs Versus Outcomes

- Outputs track and measure the work accomplished; services provided and clients served.
- Outputs measure units of service.
- Outputs are used to measure the efficiency of our programs (ie-cost per client or cost per unit of service).

- Outcomes track and measure the <u>results</u> of our work and services in how they impact the people and communities we serve.
- Outcomes measure how our services change the knowledge, skills, attitudes, conditions, or status of our clients and communities.
- Outcomes measure the effectiveness of our programs (ie – are our clients more self-sufficient as a result of our services?; or are the conditions within low-income community we served improved?)

Efficiency Versus Effectiveness

- How many clients are we serving?
- Who are they?
- What services do we provide?
- What does the program cost?
- What does it cost per service or per client?
- *Efficiency* = cost per service or client

- What happens to clients as a result of our services?
- What does the program cost?
- What does the program cost per positive outcome achieved?
- *Effectiveness* = cost per positive outcome achieved?

Types of Outcomes

- Short-Term
- Intermediate
- Long-Term
- Positive
- Neutral
- Negative

Characteristics of Outcome-Oriented Goal Statements

- Measurable
- Simple, clear and understandable
- Realistic
- Manageable
- Identifies a specific group of clients
- Specifies a time frame
- Measures an end, not a means to an end
- Outcome measures taken after service has been delivered

Writing Outcome-Based Objectives

- Establish the size of the pool – total number of clients you will serve in this program

- Specify the time frame in which the service and the outcome will occur (Remember – the outcome is the <u>result</u> of the service)

- Estimate the number of clients who will achieve the outcome within the time frame
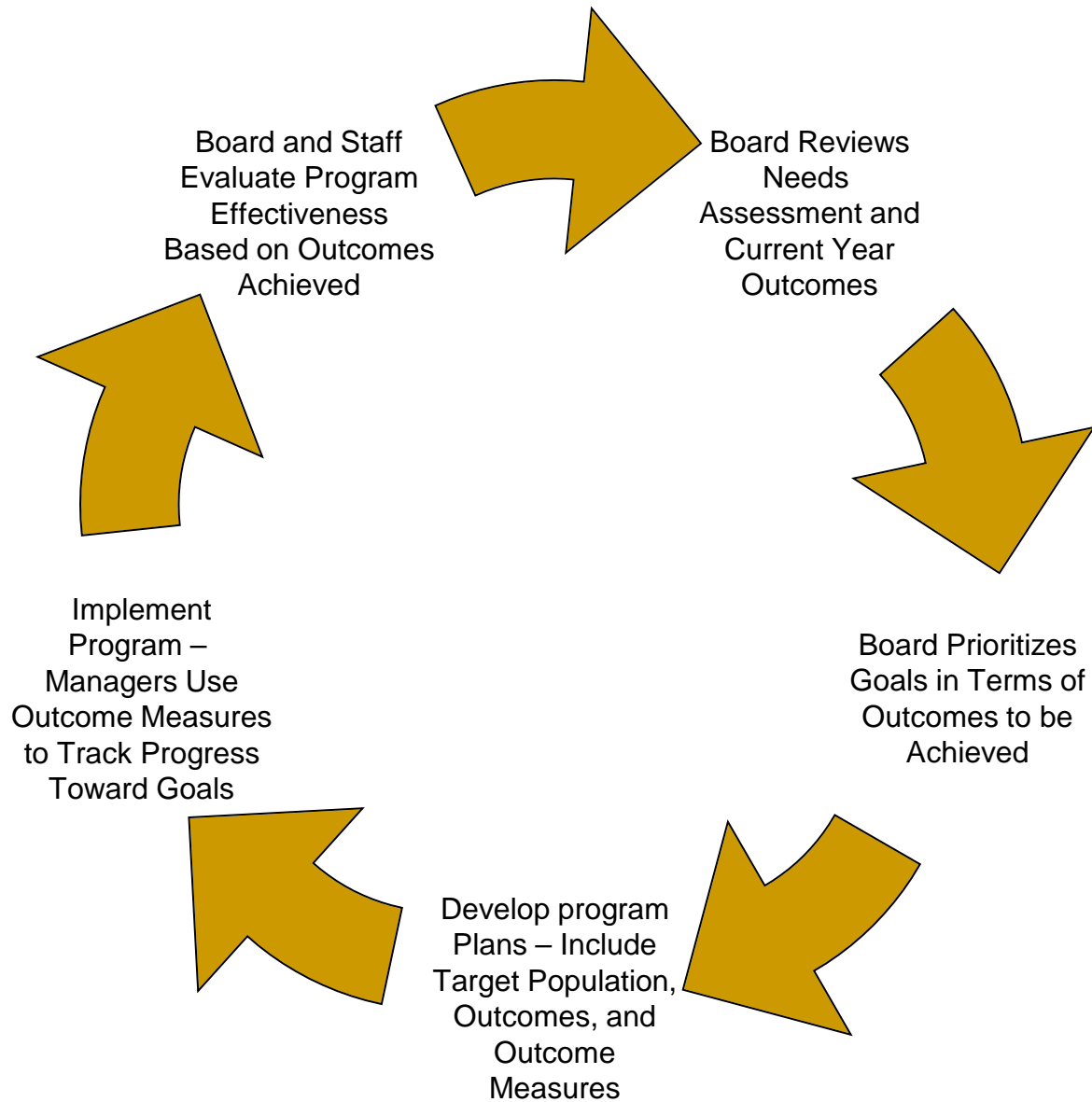
Example – Employment Program

- XYZ CAA expects to serve 100 persons in its employment program

- XYZ's Employment Program is expected to cost $100,000

- XYZ expects that 20 persons or 20% of clients served will obtain permanent employment (defined as employed for more than 90 days)

- Efficiency = $100,000/100 persons or $1,000 per client served

- Effectiveness = $100,000/20 persons who achieve the outcome or $5,000 per job per person

Classic Mistakes in Writing Outcome-Based Objectives

- **Comparing to a moving target** – By June 30th, the average tenth grader will score higher than the national average in both math and reading skills

- **Desired outcome does not occur within time frame** – By June 30th, 50 families receiving housing payments to avoid eviction or foreclosure will report having a stable housing situation 1 year after the intervention

- **Service is stated as an outcome** – By June 30th, 18 board members will receive training; By June 30th, 40 children will receive healthy cooking and eating information

Classic Mistakes in Writing Outcome-Based Objectives

- **Percentage change may be statistically impossible to achieve** – By June 30th, 25 adults will increase their reading level by 50%

- **Absence of a clear relationship between the Outcome and the Service** – By June 30th, students will demonstrate skills in defining a vocational plan by completing a questionnaire on career selection; By June 30th, 100 senior citizens will increase their mobility and flexibility from needing assistance when walking or being seated to walking and being seated without assistance by receiving one hot meal a day.

Board Reviews Needs Assessment and Current Year Outcomes

Board Prioritizes Goals in Terms of Outcomes to be Achieved

Develop program Plans – Include Target Population, Outcomes, and Outcome Measures

Implement Program – Managers Use Outcome Measures to Track Progress Toward Goals

Board and Staff Evaluate Program Effectiveness Based on Outcomes Achieved

Reinventing Organizations*

- What gets measured gets done.
- If you do not measure results, you cannot tell success from failure.
- If you cannot see success, you cannot reward it.
- If you cannot reward success, you are probably rewarding failure.
- If you cannot see success, you cannot learn from it.
- If you cannot recognize failure, you cannot correct it.
- If you demonstrate results, you can win public support.

*_Reinventing Government, David Osborne & Ted Gaebler, 1992, Addison-Wesley Publishing Company, Reading MA 01867_

Conclusion

- Results-Oriented Management and Accountability "ROMA" systems provide agencies with a flexible tool for demonstrating the impact their services and programs have on the lives of their customers and the communities within which their customers live.

- If effectively implemented, ROMA has the potential to transform an agency into one focused not on its own services and processes but on the results it is achieving and how to enhance those results to benefit of its customers and communities.