





The Government Performance Logic Model

Facilitated Performance Measurement Sessions for Government Programs

- **Performance-Based Budgeting**
- **Performance-Based Contracting**
- **Human Resources Management**
- **Information Technology/ e-Government**

...and other results-based initiatives in government

Finally...A Simple and Proven Approach to Measure Government Performance

The Performance Institute

Bring the Most Powerful Approach to Performance Management into Your Agency Today

Dear Government Executive:

Rising Expectations for a Performance-Based Government

Across the nation, federal, state and local government agencies are facing budget constraints and rising citizen expectations. Whether through myriad new laws or policy maker mandates, government programs are under increasing pressure to plan for, manage to, and report on measurable performance results.

The Challenge of Measuring Government Performance



If your agency's programs are like most, you are likely struggling to define relevant and meaningful measures, to drive performance concepts down to the operational level, and to achieve real employee and stakeholder buy-in through the use of plans, strategies and measures.

Too often, programs report being overwhelmed by the data burden of performance measures. It seems many programs are collecting more measures, but getting less out of their measures than ever before. That need not be the case.

Defining Useful Performance Measures with the Logic Model Approach

As the nation's largest think tank dedicated exclusively to government performance, the Performance Institute works with government agencies to develop and use meaningful performance measures for nearly every operational function and every mission area in government.

Through its work, the Institute has defined and refined a proven methodology for measuring government performance: **The Logic Model**. This prospectus provides an overview of how the Logic Model works and how it can benefit your agency's efforts to define, plan for, manage, and measure program performance.

Getting Started: Schedule a Logic Model Session for Your Program

Applying the Logic Model approach to developing performance measures in government is a scaleable process. Instead of implementing the approach agency-wide from the beginning, many agencies start out with a specific program, budget justification, or performance-based contracting challenge. Results and deliverables are achieved through our one-, two- and three-day Logic Model sessions outlined in this prospectus.

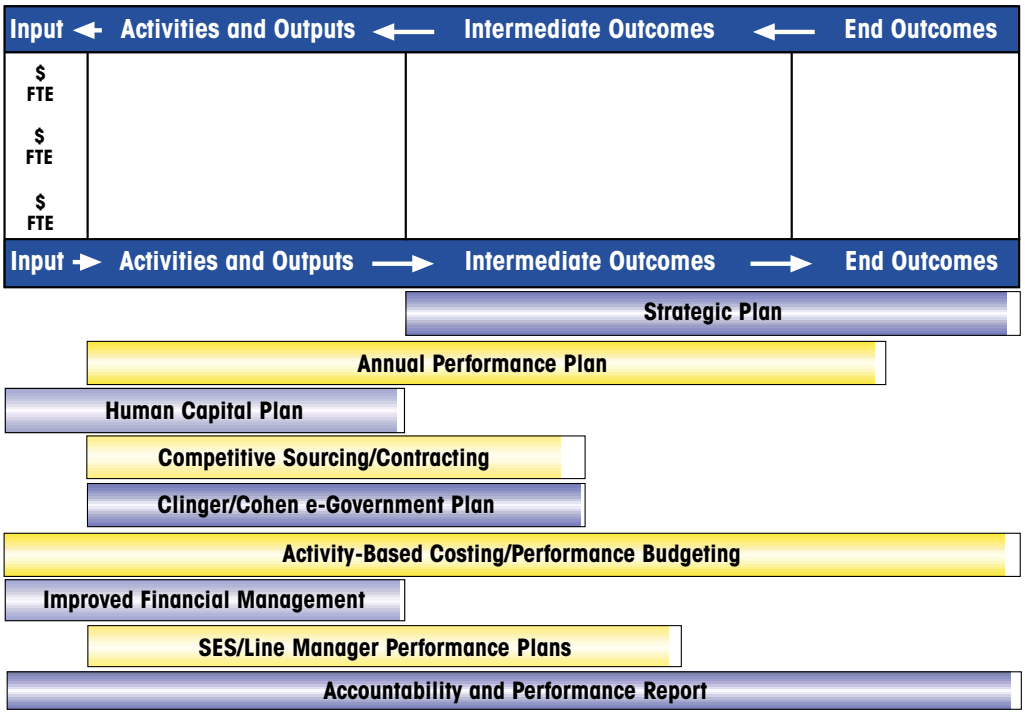
Regardless of where your program is, we would be pleased to discuss with you how the Logic Model can be used effectively to meet your agency's needs. **Visit us online at www.performanceweb.org or call us at 703-894-0481.**

Sincerely,

Carl D. DeMaio
President

In-House Logic Model Sessions Provide the Most Cost-Effective and Tailored Solution to Developing Government Performance Measures

The Government Performance Logic Model™



Source: Carl DeMaio, The Performance Institute

What is the Logic Model?

The Logic Model is a framework for planning, managing, measuring and evaluating government programs. Using a goal-measure approach, it illustrates the cause-effect linkages between program activities and outcome results. A Logic Model is developed for each program within an agency, providing measures for use in employee evaluations, IT management, program evaluation, budget justification and contracting.

How is a Logic Model Developed for my Program?

Institute performance measurement facilitators lead your program staff through the development of a logic model while program staff drive the development and selection of the performance measures. This participatory approach has won praise from employees, managers, stakeholders and elected leaders for keeping performance measurement simple and meaningful—while simultaneously providing a framework for making substantial program performance improvements.

How Long Does it Take to Complete the Logic Model?

Most Logic Model sessions require one to two days—depending on the complexity of the agency program and the intended use of the performance measures. Because the Institute's facilitation approach emphasizes internal capacity-building, the agency can continue refining its Logic Model outside of the Institute's facilitated Logic Model sessions.

What Deliverables Will My Agency Receive?

Deliverables will differ based upon the approach requested by individual agencies, but each Logic Model session ends with at least a list of performance measures for use by the program managers. Additionally, some Logic Model sessions also provide drafts of key agency documents such as statements of work, budget justifications, IT capital plans, employee evaluation templates, etc.

Is the Logic Model Compatible with Other Measurement Approaches?

Absolutely. The Logic Model is fully compatible with any other measurement approach, including the Balanced Scorecard. The Logic Model provides the structure and linkage where other measurement methodologies do not…and in doing so provides for the integration of program management, budgeting, technology, acquisition and human resources into one management system.

Who Else is Using the Logic Model Approach?

The Logic Model has emerged as the preferred approach to developing performance measures in government. It has been used for years in the professional evaluation community, as well as referenced by the Office of Management and Budget and National Academy of Public Administration. Numerous federal, state and local agencies have adopted the Logic Model as their official planning and measurement approach.

Applying the Logic Model to Your Agency's Management Challenges

While the Logic Model has been used to devise implementation strategies and performance measures for myriad government management challenges, four applications of the Logic Model have been the most popular. Each Logic Model session begins with comprehensive training for program participants in the fundamentals of performance measurement. Then, specific application training is provided to bridge performance measurement with the management challenge being addressed by program participants.

Performance-Based Budgeting

The PBB Logic Model session provides a concrete approach to linking resources to results through performance budgeting. This session begins with a review of federal (or state/local) guidance for performance budgeting, as well as examples from several programs. Then, participants work through the logic model defining outcomes, intermediate outcomes for program strategies, and program outputs. In some sessions, managers are asked to select work processes to which they "cost" their activities using an approach similar to Activity-Based Costing. The result is the alignment of performance and costs of a program in a formal budget justification.

Typical PBB Deliverables:

- Program Performance Measurements
- Performance Justification for the Budget
- Self Assessment Score from OMB's Program Assessment Rating Tool - PART
- Activity-Based Costing Work Processes for Program Cost Alignment to Results

Performance-Based Contracting

During this session, the PBC Logic Model is used to link contracting and acquisition functions to program results. This session begins with training on the "7 Steps for Creating Performance-Based Contracts" developed by a consortium of federal agencies. Then participants are asked to either work on their own contracts or use a case study contract to develop a performance-based Statement of Work or Statement of Objective. Participants are also assisted in selecting what performance measures to use in the solicitation and the contract vehicle and how to structure contract incentives.

Typical PBC Deliverables:

- Statement of Work
- Statement of Objective
- Performance Measurements Linking Contract to Program Results
- Worksheet Applying Incentives to Contract Vehicle

Human Resources Management

Workforce assessments, human capital plans, recruitment and retention, and employee evaluation initiatives all depend on aligning workforce capacities to mission results. The HRM Logic Model session address all four of these aspects of effective human resource management in government. Participants evaluate strategies and goals of programs to determine necessary skill sets and workforce competencies. Measures for recruitment and retention are applied to implement the human capital plan. In some sessions, participants create actual employee performance contracts.

Typical HRM Deliverables:

- HR Performance Measures
- SES/Executive Performance Plans
- Employee Performance Evaluation Plans
- Human Capital Plans
- Data Blueprint for Workforce Analysis

Information Technology/e-Government Measurement

Information technology is an important, but expensive tool used to deliver mission results. The IT/e-Gov Logic Model session begins with training on an IT Capital Planning and Measurement framework developed through agency surveys, GAO, OMB and CIO Council efforts. Then the session turns to a specific IT investment initiative or contract for the development of performance measures aligned to program results. In some sessions, participants work through an actual OMB Exhibit 300 or performance-based IT contract model.

Typical IT/e-Gov Deliverables:

- e-Gov Performance Measures
- IT Performance Standards
- IT Capital Plan
- Budget/OMB Exhibit 300 Justification

Benefits of Scheduling a Logic Model Session

1. **Customized:** Logic Model sessions are devised with specific agency needs in mind, to provide a tailored solution.
2. **Outcome-Oriented:** Hands down, the Logic Model is the best approach for starting with end outcomes and aligning back to program activities.
3. **Streamlined:** Sessions deliver results in one, two or at most three days' time.
4. **Capacity-Building:** Participants are trained in the methodology so they can apply it to other measurement challenges.
5. **Cost-Effective:** Sessions are billed under training agreements with agencies providing the most cost-effective vehicle.
6. **Scaleable:** The Logic Model session can be "tested" in one program area or management challenge.
7. **Simplified:** Performance measures are limited to the vital few that inform key management decision making.
8. **On-Target:** Institute approaches are cutting edge and in line with federal, state and local guidance on performance management.



Performance Measures Drawn from the Institute Research Base

Through its national conferences on government performance management and its extensive research program regarding the use of performance measures in government, the Institute can assist your agency's staff by harnessing our massive data base on performance measures. The Institute has convened performance summits, published research reports, or facilitated logic models in virtually every function and mission area of government, including:

- Social Services and Welfare
- Benefits and Service Administration
- Public Health
- Environment and Natural Resources
- Education
- Law Enforcement and Corrections
- Labor and Workforce Protection
- Commerce and Economic Development
- Job Training and Rehabilitation
- Transportation and Infrastructure
- Housing and Community Development
- Information Technology
- Customer Service
- Administrative Services
- Regulation
- Municipal Services
- Personnel Management

Rave Reviews

"One of the best in the area of outcomes and performance measures. Directly related to my job, using clear program examples."

–Kim Jennings,
U.S. Environmental Protection Agency

"Cutting-edge concepts and topics; tremendous potential impact 'back home;' highly relevant to current issues!"

–Lenny Young,
State of Washington

"Great simple models that we can use right away to develop measures with our program side – easy and quick and non threatening models to use for results."

-Rich Moraski,
U.S. Department of Agriculture

To Inquire About Scheduling a Logic Model Session for Your Agency, Contact:

Marsie Frost or Felipe Monroig
703-894-0481 Fax: 703-894-0482
frost@performanceweb.org
monroig@performanceweb.org

About the Performance Institute

Our Mission

The Performance Institute is a private think tank that serves as the nation's leading authority and repository on performance-based management practices for government agencies. Our mission is to identify, study and disseminate the leading management innovations pioneered by 'best-in-class' public-sector organizations.

Through national conferences on pressing issues, interactive executive training programs, best practice research and strategic consulting services, the Institute provides cutting-edge expertise in the design, implementation and evaluation of strategies to solve operational challenges, improve customer service and enhance organizational performance.

Contact information:

The Performance Institute
1515 North Courthouse Road, 6th Floor
Arlington, VA 22201
703-894-0481 Fax: 703-894-0482
www.performanceweb.org



Focusing on Outcomes

Identifying Breakthrough Strategies

Evaluating Program Effectiveness

Redesigning Program Structures

Aligning Resources to Results

Facilitating Stakeholder Dialogue

Managing Organizational Change

Enhancing Employee Performance

The Performance Institute

Transferring Knowledge to Transform Government