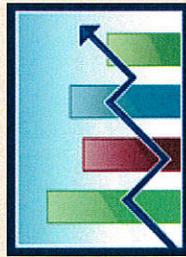# City & County of San Francisco, Citywide Performance Measurement Program
Guide to Good Measures Handout

Purpose:

"...to help you create and improve your department's performance measures."

Key Terms:

Performance Measure: a specific quantitative measure or qualitative assessment of an activity or outcome.

Performance Measurement: the regular measurement and analysis of the results, outcomes and efficiency of services or programs.

Performance Management: the use of performance measurement information to improve goal attainment.

Types of Measures:

Inputs: resources expended to produce services and products.

Outputs: products and services delivered.

Efficiency: ratio of cost to amount of output.

Outcomes: results, benefits, or effectiveness of an activity or program for the customers or public.

Benchmarks: measures that allow comparison to other agencies, counties, standards.

Uses of Performance Measurement:

- What gets measured gets done.
- If you measure results, you can tell success from failure.
- If you see success, you can reward it.
- If you recognize failure, you can correct it.
- If you demonstrate results, you can win public support.

Criteria to Set Good Measures:

- Emphasis on outcomes.
- Comprehensive of mission, core services & functions.
- Selective, Non-redundant.
- Cost effective.
- Practical (challenging but realistic).
- Aligned with management initiatives.
- Accurate, reliable & valid.
- Well-defined & easily understood.
- Timely.
- Complete & balanced among types of measures.

Uses of Performance Measures:

- Managing operations.
- Maintaining accountability & evaluating services.
- Monitoring progress towards goals.
- Evaluating and auditing programs.
- Making policy and budget decisions.
- Motivating employees & monitoring their performance.
- Performance-based contracting.
- Communicating priorities & expectations to stakeholders.

Performance Measurement Process:

1. Identify mission and programs through strategic planning.
2. Assessment of customer needs & priorities.
3. Set program goals.
4. Set performance measures for goals.
5. Collect and analyze data for performance measures.
6. Report results.
7. Use results to redesign programs and/or reallocate resources.
8. Refine measures, balancing the need for refinement with the need for constancy and comparability over time.
9. Audit performance data periodically.

Questions? Email: performance.con@sfgov.org Internet: www.sfgov.org/controller/performance Intranet: http://budget.sfgov.org