

Guidance On Developing Performance Measures

Guiding Principles for Measurement Development. Along with the vision, mission, and goals the following principles are often recommended to guide performance measurement development.

System-focused. Performance measures assess progress toward achieving goals and objectives for the workforce development system as a whole

- **state benchmarks, etc.**
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high level performance initiatives
- **Limited**
most important indicators of success and to avoid diluting the influence of individual measures
- **Understandable**
easy to understand as possible.
- **Avoid unintended consequences**
measures should be designed to avoid unintended consequences
- **Cost** . The value of the performance measures should justify the

 . To the extent possible, performance measures should be

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 . Performance measures should be reliable so that when the same

 . Performance measures should
what they are supposed to be measuring
- **Informative to program managers and decision makers**
provide timely guidance for the decisions that program managers are able to
ate past decisions and make

 . The measures should support and be

measures.

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Other Issues. Along with this guidance, other guidance may be useful. Policy groups often want to see measures that are simple and compelling and can be easily communicated to others. Care should be given to the reporting burden created by additional measures.

Some other considerations include:

The performance measures need to reflect all system-wide goals

While performance measures are usually established for each categorical program, measures for an integrated workforce development system should apply to the programs across the system where possible

The range and levels of service delivery systems has expanded in recent years. Service delivery options range from self-directed services through the Internet to intensive counseling, education, and skill training programs. These services vary in duration, intensity, costs and expected outcomes. The measures needed to take these factors into account.

The performance measures should generate useful information for a variety of stakeholders within the system including policy makers, planners, local managers, and those actually delivering services.

While performance measures should be appropriate for a wide range of programs and services, the data collection should be based on existing data sources and avoid unnecessary data collection.