Ohio Department of Alcohol and Drug Addiction Services

Outcome Framework - Performance Target Outline Guideline

January 2007

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INTRODUCTION

The content and tools needed to develop a Performance Target Outline (PTO) are contained in the guideline. The guideline has been extracted from the Outcome Framework Workbook used during Basic Training. The PTO is a management tool designed to facilitate quality improvement within a program by focusing on results. Through this process, morale and productivity are improved by the involvement of staff with target setting and using results to make course correction. The guideline is an adaptation from "The Rensselaerville Institute" publication.

A separate PTO must be completed for each different customer group even if the same program is serving the different customers. For example, an in-school program that serves 4th to 6th grade students, though some customers attend "regular" classes and some customers are in "special education." Two (2) PTOs would be needed since there is a significant difference in customers; therefore, the expected outcomes would differ. Another example is a program that serves both adults and adolescents.

Instructions:

1)   Use word processing software to develop the PTO outlined by the component headings in the order presented in the guideline.

2)   Follow the instructions in the boxed areas at the end of each component section, including formatting if applicable.

3)   Complete the "Cover Sheet."

4)   Submit the PTO to your Regional Coordinator and provide a copy to your ADAMHS/ADAS Board unless otherwise directed. Do not include the guideline or instructions with the PTO, i.e., only submit the requested PTO components along with the "Cover Sheet."

5)   Contact your Regional Coordinator with questions or for technical assistance.

PERFORMANCE TARGET OUTLINE
COVER SHEET

Name of Agency:

Name of Program:

Board:

Program Contact Name, Telephone Number and E-Mail Address:

ADAMHS/ADAS Board Contact Name, Telephone Number and E-Mail Address:

Other Information or Remarks, if applicable:

OUTCOME STATEMENT

An outcome statement is a global statement about the ultimate end result that the program would like all customers to achieve. Thinking about the program's customers, what would be the ultimate end result for all customers?

Examples:
•   All residents in the ABC neighborhood are drug free
•   All clients in the XYZ program will become gainfully employed
•   All students at High School will remain abstinent until graduation

Provide an outcome statement.

CUSTOMERS

The most critical step in constructing a PTO involves defining the program's customers. Customers are the people or entities who directly interact with the program and staff. Customers have a need or problem, or they are behaving in a way that an Investor wants the program to change. Behavior or condition changes form the core of the performance targets. Customers have a choice to benefit from the program. This aspect of choice is why the term "customers" is used. There are two parts to the "Customers" component: description and profile.

Customer Description
There needs to be clarity regarding who are the customers in terms of demographics, characteristics, behaviors, conditions, barriers to overcome and factors that make a difference in terms of customers' ability to reach results. For example, if 25 percent of customers speak Spanish as their primary language and services are only provided in English, there is a risk of diminishing the full capacity of customers to achieve results. The description is usually written in a bullet format using percentages or qualifiers such as all, almost, most, many and some.

Provide a customer description.

Customer Profile

A profile provides a summary of one (1) or two (2) <u>typical</u> customers in a narrative format based on the customer description. The focus is on a<u> typical</u> customer being directly served rather than the exceptions or extreme/worse cases. However, there is an understanding there could be some customers who do not fall within a common range.

Provide a customer profile for one or two <u>typical</u> customers.

PERFORMANCE TARGETS

Performance targets are the specific changes in customer behavior or condition the program is trying to influence. These changes are the desired end results for customers within a defined time period that can be verified. Without verification, there is no way of knowing whether customers have benefited from the program. These changes ought to be reasonable and realistic to achieve for a typical customer within the defined period of time. Most programs will have only one performance target. The total number of customers served is to be identified in the performance targets. Each performance target must contribute to at least one Investor Target.

Performance Target Qualities
1) Observable and verifiable change in customer behavior or condition
2) Bound in time
3) Use "hard" numbers not percent
4) "Doable with a stretch" (ambitious)
5) Answers the question, "What is success?"

Defining Performance Targets
1) Identify the areas of customer change to impact
2) Establish the degree of change to occur
3) Verify targets were met

Verification
Verification is evidence that the change in behavior or condition did occur. Possible methods or sources of verification are self report data, third-party observation, surveying, official records and laboratory findings. Customer satisfaction is not considered verification.

How to Create a Performance Target Statement
Performance targets can be written in variety of formats, though they ought to contain the five qualities as noted above. The following are three (3) writing styles examples for performance targets.

- <u>Single Focus</u>: Of the X Customers served during SFY 2008 in Y program, X will. . . .

- <u>Menu</u>: Of the X customers served during SFY 2008 in Y program, X will achieve one or more of the following: . . . .

- <u>Multiple Results</u>: Of the X customers serviced during SFY 2008 in Y program, X will . . . , x will . . . , and x will. . . .

> **Provide at least one performance target and respective verification and identify which Investor Target the Performance Targets contribute to.**

MILESTONES AND PRODUCT STEPS

Programs and their Investors need a way to track progress to ensure that the program is on course in achieving performance targets. Milestones focus on the number of customers completing critical, incremental changes in a behavior or condition necessary to reach the performance targets. Milestones also can show where course correction might be necessary. As like performance targets, each milestone must be verified.

Product steps are the activities and services provided by the program, which ought to lead to the critical, incremental changes in customer behavior or condition. By lining up the product steps with milestones, a clearer picture of the program emerges. There does not have to be a one-to-one correlation between product steps and milestones. Sometimes completing two (2) or more product steps is necessary to reach a milestone; however, there ought to be some sense of how customers will be impacted by the program.

The program as a whole will be discussed in greater depth, and there will be an opportunity to provide details about the program later. At this point, the focus is on the critical, incremental changes for the customers as they interact with the program.

> **Provide product steps, milestones and verification in the following format.**
> **Note:** Use as much space necessary to complete the tables. Do not base responses on the amount of space provided. Portrait or landscape page set-up can be used for tables.
> **Note:** There does not have to be a 1:1 correlation between product steps and milestones.

Product Steps	Milestones	Verification

Note: The milestones established in this section will be the milestones used in subsequence sections. A simple way to ensure milestones are stated the same throughout the PTO is to cut and paste the milestone statements from this section to other applicable sections of the PTO.

PROJECTIONS

The next step in developing a PTO is projecting the number of customers who will reach each milestone and when by total and quarterly. This process forms a "motion picture" of customers as they progress through the program toward the performance targets. There are five factors that can affect the degree and pace of customers' progression through the milestones. Keep these in mind when projecting how many customers will achieve what milestone and when.

1) Customer Variability:
> Not all customers will progress from one milestone to the next. And, if they do, there may be great difference in the ease and speed with which they do. Also, some customers may be lost or drop out of the program for a variety of reasons.

2) Program Intensity:
> Activities and services which focus narrow and deep on a few customers may result in fast milestone achievement whereas when spread wide and shallow, milestone achievement may be slower but with more customers.

3) Program Quality:
> Results will vary due to the experience and capability of staff or the degree to which a program approach is new or untested.

4) Dependence on Intermediaries:
> Programs may be planning on relying or depending upon other persons or agencies outside of their program to make certain contributions to getting customers to the performance targets. Intermediaries' schedules and agenda may affect your results.

5) Seasonal Fluctuations:

At different times of the year, the progress with customers may accelerate or wane. Sometimes the seasonal differences are customer related and other times they are service related.

Hypothetical 100 (optional)
This section is provided as a work tool to help complete the total and quarterly projection tables; it is optional to complete. The "Hypothetical 110" is a simple way to apply percentages of new customers served to your program based on having 100 customers. Milestones and the respective performance target are listed in a table format and how many new customers are projected to reach these milestones and performance target are noted. The average and cumulative time it would take a typical customer to go from one milestone to another and to reach the performance target are also calculated and entered into a table format. Based on 100 percent, the number of customers projected to reach the milestones and performance target in the program is calculated and noted in the table after the hypothetical 100 figure. Note: Numbers tend to get smaller as customers move towards the performance target, which is referred to as the "funneling effect."

Milestones	Hypothetical 100 (Program Numbers)	Average Time to Achieve Milestone	Cumulative Time to Achieve Milestone
Performance Target*			

* Ensure the stated performance target is the same one as in the Performance Targets section.

Provide the total number of customers who are projected to achieve each milestone in the following format.
Note: Use the Hypothetical 100 process as a tool to help project the number of customers that will reach each milestone. Add "currently in service" customers to the totals.
Note: Note that the numbers tend to get smaller as customers move toward the performance target, which is referred to as the "funneling effect."

Milestones	Total Projected Number of Customers
Performance Target*	

* Ensure the stated performance target is the same one as in the Performance Targets section.

Customer Projections by Quarters

Once the total number of customers to reach each milestone and the performance target within the defined time period has been established, the next step in projections is to determine when new customers are predicted to enter the program for each quarter. The average and cumulative time to move from one milestone to another must be known to complete this portion of the PTO. Answer the following questions to guide the projections per quarter and/or refer to the numbers established by using the hypothetical 100 exercise.

1) How many customers will achieve the first milestone and in what quarter?

2) Of these customers, how many will achieve the second milestone and in what quarter?

3) Of these customers, how many will achieve the third milestone, etc., and in what quarter?

Keep in mind that these figures are projections, and they may not be accurate for at least the first time. Projections may need adjusting in the future. It is more important to understand the meaning and rational of the number than that they are absolutely accurate. Also note the numbers tend to get smaller as customers move toward the performance target, which is referred to as the "funneling effect."

Currently in Service Customers
Following a similar logic as with new customers, the number of currently in service customers, if applicable, need to be considered in order to obtain the total number of customers who will achieve each milestone by quarter and the performance target. Count the currently in service customers at the milestone they have achieved. For example, ten (10) customers have begun to work toward achieving milestone #3, but have not achieved it. These customers would be counted at the second milestone.

Readjusting Performance Targets
Based on milestone projections, the total number of customers that was initially thought to reach a performance target may have changed during the milestone projection process. Readjust the projected number of customers who will reach the performance target as necessary. Be sure the numbers are the same in the projection table as well as in the performance target statements.

Provide the quarterly projections in the following format.

Milestones	Currently in Service	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
Performance Target*						

* Ensure the stated performance target is the same one as in the Performance Targets section.

KEY PEOPLE

Persons in the organization who are committed and contribute their skills, knowledge and abilities to getting customers to results are key people. These persons are in direct control of the organization as employees, volunteers or contractors. As previously indicated, the numbers of customers achieving milestones and performance targets can be impacted by the delivery of service and delivery of services can be impacted by key people. Such people are sometimes referred to as "sparkplugs" because they charge the environment in which they work. Key characteristics include the following:

• Energy:
　　"Sparkplugs" use stamina and staying power, enthusiasm and optimism and sense of humor to get started and finish well.

- <u>Bias to Act</u>:
  > "Sparkplugs" are doers. They want to solve problems by focusing on solutions, having a sense of urgency and being opportunity driven.

- <u>Results Orientation</u>:
  > "Sparkplugs" believe that the outcome, not the process, matters most. Networking and capacity building are the means, not the end. These persons have a need for achievement and clear and compelling vision of success and track and use milestones to keep on target.

- <u>Personal Responsibility</u>:
  > "Sparkplugs" take responsibility for their own behavior by acknowledging errors and mistakes, focusing on personal more than group accountability and taking responsibility before it is delegated.

- <u>Belief in Common Good:</u>
  > "Sparkplugs" look beyond what is good for their families and friends and see and feel impacts on others, build on diversity and activate shared values.

- <u>Incline to Teams:</u>
  > "Sparkplugs" form teams from differences, not the like-minded, share credit as well as information and seek creation, not agreement.

Provide the following about key people:
1) Indicate by name and function the persons who are considered "sparkplugs," i.e. those persons who contribute to getting the customer to the performance targets. If staff are not currently present, provide a description of the kinds of skills, talents and characteristics expected from a successful candidate.
2) For each person listed, indicate the skills, knowledge and abilities as well as experience that he or she brings to the program and links these feature to how they will be used to get customers to results.

INTERMEDIARIES

Persons, or organizations if individual persons are not known, outside or external to the program upon whom the program relies or is dependent upon to provide resources or influence to help customers reach milestones and performance targets. The contribution should fit within the overall design and implementation of the program.

Provide the following about intermediaries:
1) List each intermediary and provide a description how each one plans to contribute skills, talent, knowledge and/or experience to helping customers reach results.
2) Indicate how each intermediary has committed to the program's efforts.

CORE FEATURES

Core features delineate the particular aspects of the program that successfully move customers through milestones to the performance targets. Product steps can be used as a guide to identify the core features. The value of this perspective is to have clarity on how the program connects with the customer. Core features can provide a means to facilitate the marketing of the program. The four (4) core features are listed below. Note that each of these features may not apply to every program.

• <u>Intensity (frequency)/Duration:</u>
> How often does the customer interact with the program and for how long?

• <u>Comparative Advantages</u>:
> What sets the program apart from others trying to accomplish similar things? What is it about the program that is innovative over what others typically do or have done in the past?

• <u>Essential Elements:</u>
> What is it about the program that must always be present or is most crucial to its success with customers?

• <u>Delivery Strategy:</u>
> How are customers engaged? What aspects of the program motivate or encourage customers to do the work necessary to achieve the milestones and move toward the performance target?

Provide the program's core features.

PERFORMANCE TARGET OUTLINE FORMAT

This format is provided to give an overall view of the order of the PTO sections. Use as much space necessary to complete the tables. Do not base responses on the amount of space provided. Portrait or landscape page set-up can be used for tables.

Cover Sheet
(Complete the cover sheet as outlined. Staple or clip PTO together in the upper, left-hand corner. Do not use organizational tabs, dividers or separation sheets.)

Outcome Statement

Customer Description

Customer Profile

Investor Targets

Performance Targets

Performance Targets Verification

Product Steps, Milestones and Verification

Product Steps	Milestones	Verification

PERFORMANCE TARGET OUTLINE FORMAT cont.

Hypothetical 100 - (Optional)			
Milestones	**Hypothetical 100 (Program Numbers)**	**Average Time to Achieve Milestone**	**Cumulative Time to Achieve Milestone**
Performance Target*			

* Ensure the stated performance target is the same one as in the Performance Targets section.

Projections - Total

Milestones	Total Projected Number of Customers
Performance Target*	

* Ensure the stated performance target is the same one as in the Performance Targets section.

PERFORMANCE TARGET OUTLINE FORMAT cont.

Projections - Quarterly

Milestones	Currently in Service	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
Performance Target*						

* Ensure the stated performance target is the same one as in the Performance Targets section.

Key People

Intermediaries

Core Features

Intensity/Duration

Comparative Advantages

Essential Elements

Delivery Strategy