



Measuring What Matters

Performance Measures for the Pretrial Field



Session Objectives

- Define performance measures and performance measurement
- Explain the advantage to using them in the pretrial field
- Give examples of measures from other criminal justice disciplines
- Discuss developing and implementing pretrial measures



Definitions

Performance Measures: A quantitative or qualitative characterization of performance

Performance Measurement: Assessing progress toward achieving pre-determined goals, including information on the efficiency with which resources are transformed into goods and services (outputs), the quality of those outputs and outcomes, and the effectiveness of operations in terms of their specific contributions to program objectives

Why Performance Measures?



The goal of performance measurement is to “provide internal and external feedback at all organizational levels about the relationships between practices, objectives, and results. Additionally, (measures) reflect decisions about the business of community corrections: who the customers are, what they want, and how their needs will be determined and met.”

National Institute of Justice: *“Implementing Performance-Based Measures in Community Corrections”*

Performance Measures...



Clarify long term strategic goals and objectives:

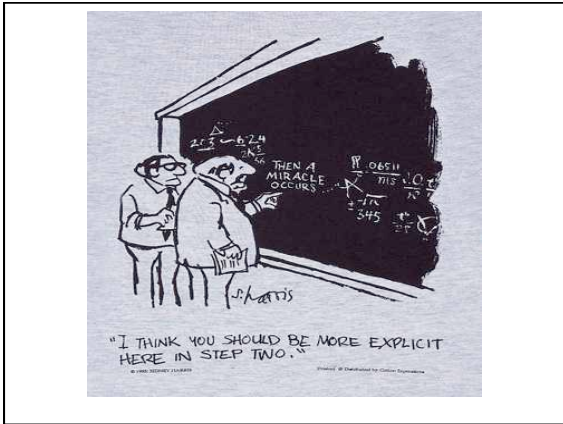
Performance measures allow an organization to set goals for desired results and identify ways to determine if results are achieved. Measure data can help determine program effectiveness, evaluate service delivery options, and chart long-term programs and fiscal plans. Comparing actual performance against expectations makes strategic planning more meaningful.

Performance Measures...




Improve internal accountability:

Measuring performance gives decision makers a significant tool to achieve accountability. Employees at all levels are accountable for their performance or that of their staffs. Upper level managers are accountable to executives. This relationship becomes much more clear when outcomes and outputs are measured by a commonly accepted standard.



Performance Measures ...



Encourage delegation:
Top-heavy management can obstruct effectiveness. Performance measures free senior executives for more strategic decision-making and selective intervention, while clarifying managers' responsibilities and authority.

"Remember, nothing that's good works by itself, just to please you. You've got to *make* the damn thing work."
--Thomas A. Edison, inventor

Performance Measures ...



Provide performance information to stakeholders.

Performance measures are the most effective communicators of program success and best way to determine if the program's definition of "success" is actually reasonable or desirable.

Types of Performance Measures



➤ **Inputs:** the resources used to produce goods or services, including human, financial, facility, or material resources. Example: staff costs, cost of a treatment or community service placement.


➤ **Outputs:** indicators that count an organization's services and goods. Example: the number of assessments for program placement in a fiscal year.

Types of Performance Measures



➤ **Efficiencies:** indicators of an organization's achieving an outcome or output target. Example: percent of defendants sanctioned for noncompliance.


➤ **Outcomes:** indicators of the actual impact of an organization's actions. An outcome measure is a means for quantified comparison between the actual result and the intended result. Example: Appearance, safety, success and recidivism.




Developing Performance Measures

Mission
Operational Goal
Objectives
Measures

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"Oh no, not someone else with a mission statement."



Developing Performance Measures

Tie measures to clear mission and value statements, goals and objectives: "Figure out what your value system is. Decide what your company stands for..."
(Peters and Waterman, *In Search of Excellence*)



Developing Performance Measures

Mission statements should not ask the agency to “do the impossible” and contain only activities that the agency has control, rather than seek the achievement of more distant ends. They should include only activities that the agency can reasonably and realistically fulfill, be fairly narrow and consistent in scope, and contain activities that are unique to the justice agency, rather than conflated with functions of other social institutions (schools, welfare agencies).

(DiIulio, No Escape: The Future of American Corrections.)



Developing Performance Measures

- o Identify methods designed to accomplish each identified goal.
- o Specify performance indicators for each method or activity.
- o Identify measurable performance indicators for each goal.



Examples of Performance Measures

- **Probation:** (Enforce court-ordered sanctions)
 - Number of arrests/technical violations
 - Percent of ordered payments collected
 - Number of hours/days performed community service
 - Number of favorable discharges

- **Drug Courts:** (Success rates)
 - Number of graduates/total number of participants
 - Percent of positive UA's before/during participation
 - Percent of graduates rearrested 6, 12 and 18 months after participation

Examples of Performance Measures



- **Courts:** (Case Processing)
 - Time from filing to disposition
 - Age of pending caseload
 - Percent of scheduled trials actually occurring (certainty of trial dates)
- **Corrections:** (Inmate safety)
 - Estimated rate of armed assaults involving inmates
 - Proportion of reported inmate assaults
 - Discipline reports that involved fighting or assault, number and rate per capita
 - Significant incidents involving inmate injury, number and rate per capita

Examples of Performance Measures



- Pretrial?:**
- Success and Recidivism rates (outcomes)
 - Percent of eligible persons assessed for release (efficiency)
 - Percent of eligible persons recommended for release (efficiency)
 - Percent of recommendations followed by the court (efficiency)
 - Percent of infractions addressed with appropriate administrative sanctions or requests for judicial action (efficiency)
 - Percent of treatment-needy defendants placed into services (efficiency)

Session Objectives



- ✓ Define performance measures and performance measurement
- ✓ Explain advantages to using them in the diversion field
- ✓ Give examples of performance measures from various fields
- ✓ Discuss developing and implementing measures
