Statewide Outcomes and Results Based Accountability Instructions

The biennial budget narrative documents are statutorily required to provide information on performance. As a resource for agencies, the following provides an overview of how Results Management and the Results Based Accountability (RBA) framework may be applied to the budget narrative documents. Use of this framework in biennial budget narratives and change items is not required. Instead, it is intended to serve as one way your agency could approach performance measurement that is easily accessible and understandable.

RBA Concept	Use in the Biennial Budget document

Population Accountability is about the well-being of whole populations. We understand population accountability through:
 	
  ➢ Outcomes - A condition of well-being for children, adults, families or communities
    Example: People in Minnesota are safe
 	
  ➢ Indicators – A measure which helps quantify the achievement of a result.
    Example: The juvenile crime rate
 	
The state's population accountability outcomes and indicators are found on the Statewide Dashboard (http://mn.gov/mmb/mn-dashboard/)
	Used in the **Agency Profile** in the **"Purpose"** section.
	
	Agencies incorporate their role in contributing to population accountability by describing which of the state's eight outcome areas they impact.

Performance Accountability is about the well-being of client populations. We understand performance accountability through a performance measure of how well a program, agency or service system is working.
Example: The percent of children exiting juvenile custody with no repeat offence after six months
 	
There are three types of measures:
  1. How much did we do?
  2. How well did we do it?
  3. Is anyone better off?
	Used in the **Agency Program, Budget Activity Narrative,** and **Small Agency Profile** in the **"Results"** section.
	
	Agencies should identify three to five performance measures for each program or budget activity.

"Turning the Curve." Doing a "turn the curve" exercise is intended to identify strategies to impact a population indicator or performance measure. For example:
  ➢ "Turning the curve," or increasing the percent of students that graduate (Population level)
  ➢ "Turning the curve," or increasing the percent of workforce program participants that retain a job (program-level)
	Used for **Change Items** where an agency seeks to impact a specific population indicator or a specific program-level performance measure. These population indicators or performance measures do not have to be linked to an indicator on the dashboard, or an existing performance measure for a program or budget activity.

Identifying Performance Measures in Budget Narratives: How do you know what you do is working?

The program/budget activity narrative and the small agency profile ask you to describe the key items of data you use to measure success or determine progress. You have two options to display performance measure data:

Option 1: The templates include a performance measure table to identify the measure, the most recent previous data point and the current data point, and the five- year trend (is it stable, improving, or worsening)?

Option 2: If your agency has produced its own charts and graphs that demonstrate trends, you may include them in the document in place of the performance measures table.

Choosing Performance Measures. For each program or budget activity, agencies should list three to five performance measures.
- Performance measures should be directly related to the program and/or activity goals and strategies with an emphasis on serving the program/activity's customers.
- Performance measures should incorporate significant aspects of program/activity operations.

The Results-based Accountability Framework Identifies Three Kinds of Performance Measures

Quantity: How much did we do?	Quality: How well did we do it?	Result: Is anyone better off?
Counts customers served and activities performed, and are generally associated with agency workload or effort.	Demonstrates how well the activities were performed, and usually measures efficiency, timeliness, accuracy, workload ratios, unit cost, staff turnover, etc.	Shows the extent to which your customers are better off than if they had not received your service. This usually has to do with improved skills, knowledge, attitude, behavior, customer satisfaction, or life situation.
Example: Number of children in foster care.	Example: Average number of changed foster care placements per child.	Example: Percentage of children in stable permanent placement after 6 months in care.
Example: Number of MFIP clients provided job training.	Example: Percentage of MFIP clients with child care and transportation needs met.	Example: Percentage of MFIP clients employed 6 months after completion.
Example: Number of job applicants processed.	Example: Average recruitment period.	Example: Non-promotion workforce turnover rate.

Using a "Turn the Curve" Exercise in the Change Item Process: What curve do you want to turn?

During this biennial budget process, agencies may choose to use a modified "turn the curve" exercise format from the Results-based Accountability framework to explain the rationale for the change item and describe the proposal. The "turn the curve" exercise provides a framework for illustrating the intended impact of a change item, by identifying a data trend which you like to change through the change you are requesting in the biennial budget.

Whereas in the budget narratives you will identify program performance measures for existing programs, the change item will ask you to identify the population indicator or program performance measure that the change item is intended to impact. For example:

- At the **population** level: A proposal that's intended to reduce the rate of teen pregnancy in the state
- At the **program** level: A proposal that's intended to increase the job retention rate of a workforce program

The use of the turn the curve exercise is not required. Proposals that do not identify a data trend or other baseline that a request is intended to impact, should include the following in the change item request:
- Why is this change item a priority for the agency?
- What will happen as a result of getting the change item enacted? What condition will improve?
- What are the consequences of not enacting the change item?

Selecting population indicators or performance measures for the change item narrative

If you choose to use a "turn the curve" exercise to explain a change item request, the first step will be identifying the population level indicator, or program level performance measure that you want to impact. The process for selecting a population indicator or performance measure for the change item narrative should follow a similar process as that you'll use to identify performance measures on the program or budget activity narrative.

For **population accountability efforts** that you're targeting through the change item, consider the following in identifying a corresponding population indicator:
- *Communication Power*. Does the indicator communicate to a broad range of audiences? Is it easy for a layperson to understand?
- *Proxy Power*. Does the indicator say something of central importance about the result you're trying to achieve?
- *Data Power*. Is there quality data available on a timely basis to help you understand the state of the indicator?

For **program performance accountability efforts** that you're targeting through the change item, consider the following questions to determine the appropriate performance measure (see page 2 of these instructions for more examples):
- *Quantity: How much did we do?* Counts customers served and activities performed, and are generally associated with agency workload or effort.
- *Quality: How well did we do it?* Demonstrates how well the activities were performed, and usually measures efficiency, timeliness, accuracy, workload ratios, unit cost, staff turnover, etc.
- *Results: Is anyone better off?* Shows the extent to which your customers are better off than if they had not received your service. This usually has to do with improved skills, knowledge, attitude, behavior, customer satisfaction, or life situation.

Population Indicator Examples	Performance Measure Examples
Incidents of child maltreatment per 1,000 children	Percent of children in stable permanent placement after 6 months in care
Juvenile crime rate	Percent of children exiting custody with no repeat offence after six months
Unemployment rate	Percent of program participants employed 6 months after program completion