

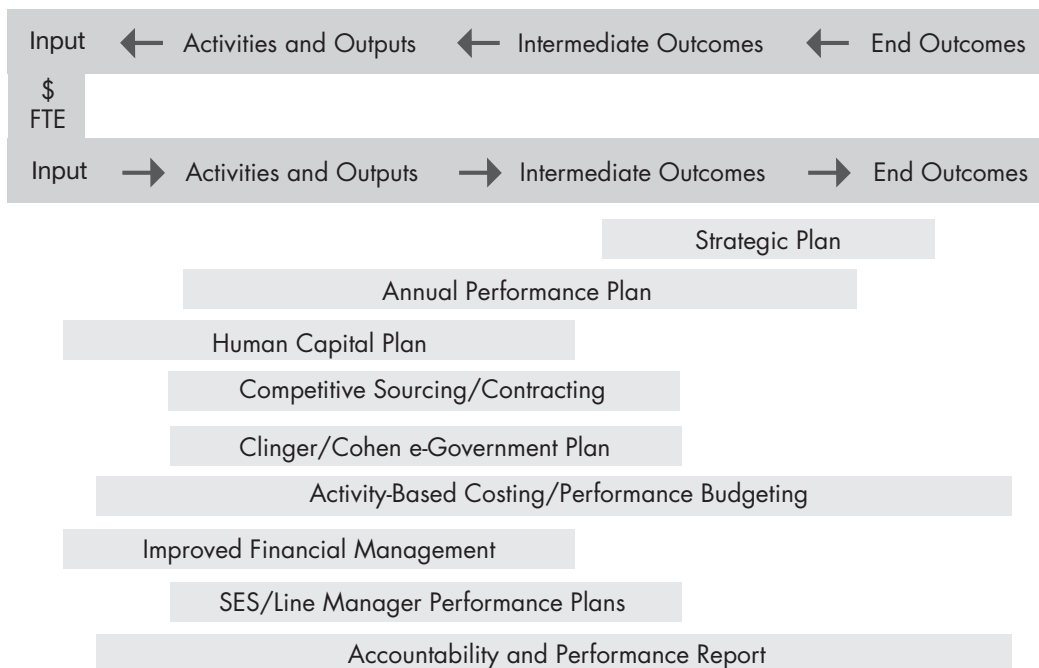
# The Logic Model™

A Comprehensive View of a Performance-Based Organization

# Performance Logic Model™

The schematic below offers a conceptual view of the main components of the Performance Logic Model. It depicts how strategy (top row) is performed using a “top down” approach. The bottom row of the schematic illustrates the implementation “flow” of the planned strategy. The Logic Model presents a comprehensive view of a performance-based organization.

## The Government Performance Logic Model



Source: Carl DeMaio,  
The Performance Institute

## Stakeholders and the Logic Model Continuum

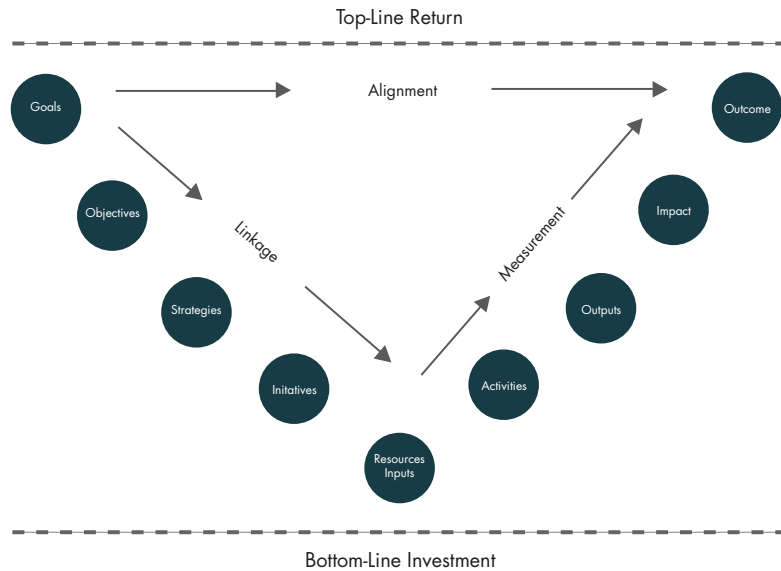
Different stakeholders focus in on different issues and priorities throughout the performance management cycle. Programs that experience difficulty in effectively linking program outputs to agency desired outcomes often are the result of gaps between HQ and program management and/or field personnel, or Federal grants, or State provided services. Without effective linkage, programs are unable to accurately prioritize their activities and processes. The statement from field personnel “they don’t know what we do down here,” is the common result because stakeholders reside in various levels of government and often of conflicting motivations.

Establishing valid output to outcome linkage; and effective prioritization of activities, processes, and outputs is part of the solution for closing the gap between HQ and program management or Federal grant or State provided services.

# Logic Model "V"

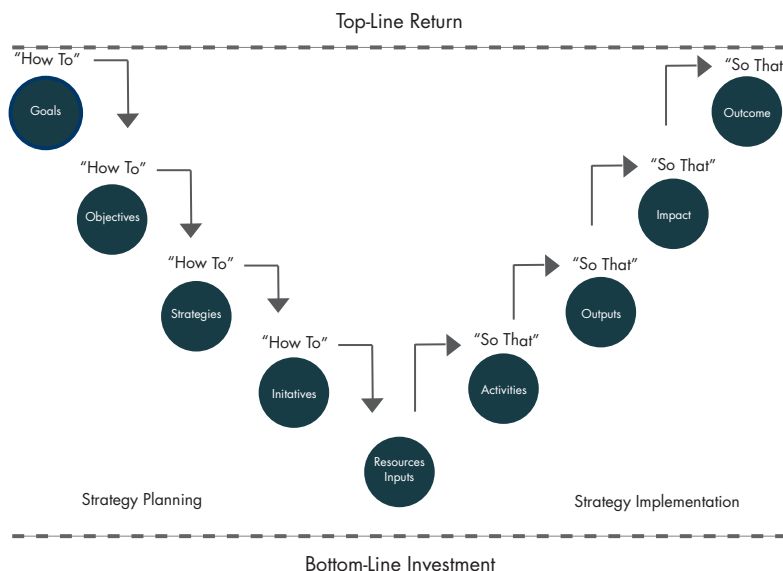
The Logic Model "V" is an additional framework to the traditional logic model. It is especially useful to policy driven organizations because it helps bridge the gap between HQ and program management by illustrating the linkage between program capabilities, resources, and outputs and agency goals. The Logic Model "V" helps define priorities that maximize the impact of program activities and processes on outputs and processes on outputs.

## Logic Model "V"



The strength of the traditional Logic Model is its ability to answer the question "So What?" The Logic Model "V" helps to answer "How To?" with "So That!"

## Logic Model "V"



# Logic Model "V"

## Performance Management Dimensions

### The SMART Performance Measurement Criteria: Measures that are Meaningful

Once the Government Performance Logic Model and Logic Model "V" are constructed, a more detailed and activity-oriented performance measurement system must be developed for day-to-day management purposes.

The SMART Criteria are used to determine the usefulness, validity and accuracy of the performance measures to be used by the program at all levels. For a performance measure to be effective, it must be:

#### 1. Specific

The performance measure has to indicate exactly what result is expected so that the performance can be judged accurately. The specificity of the measure is aided by clear definitions and standards for data collection, standardization and reporting across program lines and among program employees involved in use of the measurement.

#### 2. Measurable

The intended result has to be something that can be measured and reported in quantitative and/or clear qualitative terms. This characteristic is achieved when programs set numeric targets or employ an evaluative approach that can ascertain in a definitive manner whether performance expectations have been met.

#### 3. Accountable

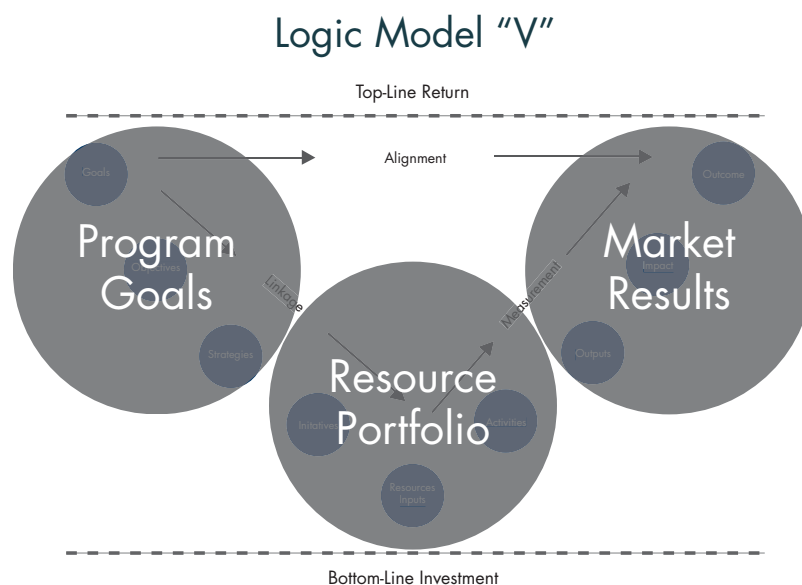
The performance measure has to be "owned" by a specific program line or employee base to the degree that produced. Accountability is more than clarifying who is charged with achieving the result; it requires that management has devised targets based on what reasonably can be produced by the program during a given period of time. Accountability cannot be achieved if targets are unreasonable from the start.

#### 4. Results-oriented

The performance measure must be aligned to the Logic Model and track an important value or benefit needed to advance the strategies and achieve the end results of the program. A performance measurement meets this test if it 1) measures an end or intermediate outcome or 2) links to another measure already existing within the program that measures an intermediate or end-outcome.

#### 5. Time-bound

The performance measure must set a specific time frame for the results to be produced as well as allow for the reporting of performance in a timely manner. In this case, the program must have measures to provide fresh enough data to be used by management for adjustments in the program and corrective action if necessary.



# Performance Measurement Criteria

Meaningful	Reports tangible and significant accomplishments against objectives
Clear	Easily understand by managers, partners stakeholders; tells clear story
Legitimate	Accepted or legitimated by those who must use data
Consistent	Clear definition and data collection methodology
Reliable	Captures what it purports to measure in an unbiased fashion
Granular	Able to detect performance movement
Responsible	Does not have unintended and undesirable consequences
Actionable	Indicates what is good or bad, driving desired behavior and the timing of action
Accountable	Related to direct action or influence of an accountable and attributable entity
Balanced	One of set of measures providing a clear picture of the full range of performance
Feasible	Reasonable cost and accessibility of data that is not already collected

