

Understanding Current Performance Measurement Capacity

Borrowing a definition from evaluation capacity building, PM capacity refers to: *“a context-dependent, intentional action system of guided processes and practices for bringing about and sustaining a state of affairs in which high-quality [performance measurement] and its appropriate uses are ordinary and ongoing practices within and/or between one or more organizations/ programs/sites.”*¹

The purpose of this assessment is to gain a better sense of the competencies, structures, tools and systems that are already in place in your organization that support performance measurement activities and identify potential areas that could be strengthened.

This self-assessment is meant to support you in identifying key priorities for strengthening your organization’s performance measurement capacity and it can also be used as a baseline measure to evaluate the impact of your capacity building strategy.

Please indicate to what extent each statement below **reflects the current state of performance measurement capacity in your organization**. Rate each statement on a scale of 1 to 4, where: 1 = “highly disagree” that the statement reflects the current state of your organization, 2 = “disagree”, 3 = “agree”, and 4 = “highly agree” that the statement reflects the current state of your organization. Select “N/A” if the statement does not apply to your organization.

Performance Measurement Competencies

	1	2	3	4	N/A
1. Performance measurement staff and managers have the required technical knowledge and competencies (e.g., statistical analysis, indicator development)					
2. Performance measurement staff and managers have the required interpersonal competencies to maintain good working relationships with their program counterparts					
3. Performance measurement staff and managers are provided with ongoing developmental opportunities (e.g., training, conferences, interim positions)					
4. Program managers understand performance measurement and its role in the organization					
5. New managers and staff who play a role in PM receive training on performance measurement as part of onboarding process					

Production/Implementation of Performance Measurement Activities

	1	2	3	4	N/A
6. A performance measurement strategy is developed/maintained for the organization to ensure that PM requirements are met consistently					

¹ Adapted from: Stockdill, Baizerman & Compton, 2002

	1	2	3	4	N/A
7. Performance measurement activities and plans adapt to ongoing organizational changes and priorities					
8. Program managers and/or staff are actively involved in performance measurement activities					
9. Performance measurement data is integrated into or used towards other organizational learning and accountability mechanisms (e.g., evaluation)					
10. Regular (e.g., annual) progress reports on performance measurement activities are prepared and disseminated to all relevant internal and external stakeholders					

Organizational Resources and Support

	1	2	3	4	N/A
11. The organization provides dedicated financial resources for performance measurement activities					
12. The organization has the necessary technological and data infrastructure to support performance measurement activities					
13. Guidelines, procedures, or tools are available across the organization to support performance measurement activities					
14. Other organizational resources are brought in when needed to support specific performance measurement activities or reporting (e.g., administrative support, human resources, tools)					
15. The performance measurement team has sufficient agency and flexibility to manage its workload					

Organizational Environment and Culture

	1	2	3	4	N/A
16. The organization's purpose is translated into clear, bold objectives that are specified by indicators and targets at the program/policy level					
17. Organizational leaders (i.e., senior executives) clearly communicate the value of performance measurement/results-based management					
18. Organizational leaders expect that all program managers and staff are involved to some extent in performance measurement					
19. Organizational leaders and/or program managers actively request performance measurement support or services					
20. The organization is required to report on performance measures to external partners or organizations (e.g., Treasury Board Secretariat, funders, or partners)					

Utilization of Performance Measurement Data

	1	2	3	4	N/A
21. Performance information is used for oversight and accountability purposes					
22. Performance information is used to improve program or policy effectiveness					
23. Performance information is used as part of budgetary reviews or reallocation exercises					
24. Performance information is used to highlight program impacts					
25. External organizations or individuals (e.g., Industry Canada, Treasury Board Secretariat, researchers, journalists) use performance information produced by the organization for various purposes (e.g., social media publications, portfolio or government-wide reporting, research)					