

# Guideline 16

Define expectations, measure performance, and determine effectiveness.

## Center Performance Measurement and Evaluation

### Justification

It is important to have a process that systematically reviews performance. Performance measurement review is critically important to the health of an organization. The review must accurately reflect existing performance and operate to initiate improvement. Reviewing an entity's objectives is required to ensure integrity of the measurement process and to justify continued investment in the organization or project. An effective and verifiable performance measurement-and-review process can address these concerns. The performance measures addressed under this standard refer to the center's performance, not those of an individual. Personnel issues are addressed under Guideline 11, Human Resources.

Due to the unique structure of fusion centers, traditional law enforcement performance measures may not adequately gauge center performance. Performance measures should be designed based on the center's core mission, goals, and objectives and should reflect services generated from all areas of the center. It is also important to note that performance measures and funding are often related. Management should consider this relationship when developing measures and reviewing/submitted funding requests. Performance measures offer quantitative validation for management and policymakers regarding the effectiveness of the fusion center. Furthermore, performance measures may demonstrate to law enforcement, public safety, and the private sector the effectiveness of housing a multidisciplinary intelligence function in one location, which may result in continued funding for the center.

Centers might also consider developing an evaluation process, which differs from performance measurement. Performance measures assess center services and accomplishment of its mission. Evaluation, on the other hand, reflects judgments regarding the adequacy, appropriateness, and success of a particular service or activity.<sup>59</sup> In other words, performance

<sup>59</sup> Charles R. McClure, *Performance Measures*, School of Information Studies, Syracuse University, 1996.

measures focus on the "what" while evaluation focuses on the "why."

### Issues for Consideration

When establishing performance measures and evaluating effectiveness, consider:

- Defining the expected performance.
- Developing outputs and outcomes that measure the expected performance.
- Coordinating the development and review of measures and performance with participating agencies.
- Developing meaningful relevant and quantifiable measures.
- Creating measures that are based on valid and reliable data.
  - ✓ Validity—ask the question: "Does the information actually represent what we believe it represents?"
  - ✓ Reliability—ask the question: "Is the source of the information consistent and dependable?"
- Creating both internal and external measures where internal measures pertain to administrative purposes.
- Establishing reasonable standards and targets.
- Leveraging which systems and databases statistically capture data.
- Utilizing automation to capture, store, and report performance.
- Reporting and reviewing on performance regularly (i.e., board or managers' meetings) and adjusting operations, as appropriate.
- Publicizing performance to the public, policymakers, and customers.
- Creating accountability and deterring the consequences for not meeting targets.
- Surveying customers.
- Integrating feedback and suggestions into fusion center operations.
- Developing a strategic plan to guide operations.

- Continually evaluating performance measures to extend beyond the criminal justice information sharing environment, to include public safety and the private sector.
- Liaising with the U.S. Department of Homeland Security (DHS), Office of State and Local Government Coordination and Preparedness, regarding the Target Capabilities List.

## Elements of Good Performance Measures

Generally accepted guidelines for developing performance measures include:

- Using standard terms and definitions.
- Gauging progress towards agency goals and benchmarks or other high-level outcomes.
- Focusing on key issues.
- Having reasonable targets.
- Basing on accurate and reliable data.
- Being easily understood and measuring performance in a single area.
- Being timely.
- Limiting subjectivity—being objective.

## Using Performance Measures

Once performance measures are developed, baseline data will need to be obtained during the first year of operation. Baseline data assists managers in determining the standards for future years. Measures should reflect center goals and be quantifiable. Standards should be challenging to achieve but also realistic. Management should review performance regularly and inform center personnel of progress. By keeping employees informed and involving them in the performance-measure process, they will be motivated to work collectively to reach targeted goals. Performance measures can be tied to funding and resource requests and have a significant impact on support and future endeavors.

## Available Resources on Fusion Center CD

- Office of Management and Budget, [www.omb.gov](http://www.omb.gov)
- Target Capabilities List, Version 1.1, [www.ojp.usdoj.gov/odp/docs/TCL1\\_1.pdf](http://www.ojp.usdoj.gov/odp/docs/TCL1_1.pdf)