PERFORMANCE MEASURES – TERMINOLOGY

Below are some examples of standard performance measure types used throughout the country.

Measure Type	Definition	Indicator Examples
Workload **(input/output)**	**"How much" or "how many"** products or services were handled or produced?	• # of applications processed • # of water meters repaired
Efficiency	**Cost per unit of output or level of service provided per employee or work period.** Reflects the relationship between work performed and the resources required for performing task.	• Cost per application processed • Cost per meter repaired • # of meters repaired per 8 hour work shift • # of utility meters read per meter reader
Effectiveness	Indicator of service quality or (outcome) progress toward objectives. Tells "how well" a task is being done. Also degree to which customers are satisfied with a service or how accurately or timely a service is provided.	• % of new hires/promotions completing probation & performing satisfactorily 6 months later • Average response time to high priority police calls • % of customers "very" or "somewhat" satisfied with Parks & Recreation programming
Productivity	Efficiency and Effectiveness combined into a single indicator.	• Cost per vacancy filled successfully • Cost per properly repaired meter

To ensure consistency across departments, please remember the following:

- For our purposes, do not define efficiency as how quickly a task is accomplished.
- Efficiency is the ratio of inputs to outputs, or how much output is derived from a unit of input.
- Timeliness (how quickly something is done) is a measure of effectiveness (service quality).

The Village of Howard collects performance data as part of a performance management strategy aimed at providing high quality and cost efficient services to citizens. To that end, effectiveness measures provide valuable insight as to how well an operation is performing, and, as such, are valuable tools in determining service improvements or resource allocations to achieve a desired outcome. Thus, departments should concentrate on designing efficiency and effectiveness measures along with workload measures. Below are some examples to keep in mind when designing performance objectives and measures.

"Workload" vs. "Effectiveness"

Workload:	# of Fleet Service work orders as processed
	Is not the same as…
Effectiveness:	% of Fleet Service work orders completed within 24 hrs.
Workload:	# of miles of electric right-of-way trimmed per year
	Is not the same as…
Effectiveness:	% of power outages caused by falling/rubbing vegetation
Workload:	# of code inspections performed
	Is not the same as…
Effectiveness:	% of code inspections completed within 24 hrs. of initial request
Workload:	# of fires responded to
	Is not the same as…
Effectiveness:	% of fires confined to room(s) involved on arrival