



## Strategies for Outcome Management

Developed and Designed  
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## Focus with Purpose

An outcome...

- reflects a positive change in behavior, condition, or status of people who are served.
- has a compelling aspect to it, i.e. Reflects substantial improvement, not incremental change.
- is not a statement of the absence of a problem or the delivery of services.

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## Overview of Major Outcome Models

- The Logic Model
- Balanced Scorecard
- Outcome/Funding/Management Framework
- Targeting Outcomes of Programs
- Managing for Results
- Getting to Outcomes
- Scales and Ladders
- Results Mapping
- Results-Based Accountability

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## Remember

- Not all models are the same
- All have certain specific strengths; some have definite weaknesses
- No one model is perfectly suited to all phases of a program or to all the challenges and needs your organization may face

▲ Excerpted from Center for Outcomes at the Pennsylvania State University

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## Key Outcome Terms

TERMS	DESCRIPTION	LITERACY EXAMPLE
Goal	What you do	Skill, behavior, fact, reason, opinion, feeling
Program	The products and services created from inputs and which add value	Local group instruction for adults preparing for their GED
Output	What comes out; what programs produce	1 certificate plus and timeline for taking the test, registering to take the test
Outcome	The direct intended beneficial effect on those being served	The number percent completing program who take the test, and pass the test
Impact	Long term or indirect effects of outcomes on communities or individuals	Increased employment opportunities, advancement to institutions of higher education, increased self-esteem, ability to assist children's and other family members' learning, improved quality of life

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## Managing for Results Model

This model is largely driven at the federal government level, adopted by state and local governments, and as national policy in Canada.

This model focuses on developing a shared framework, using performance measurement for:

- Setting goals and objectives
- Managing
- Allocating resources
- Evaluating organization's accomplishments

It is unique in that it tracks efficiency as well as effectiveness:

Best Uses of the Managing for Results Model

- Aligning resources to goals within governmental departments and public institutions

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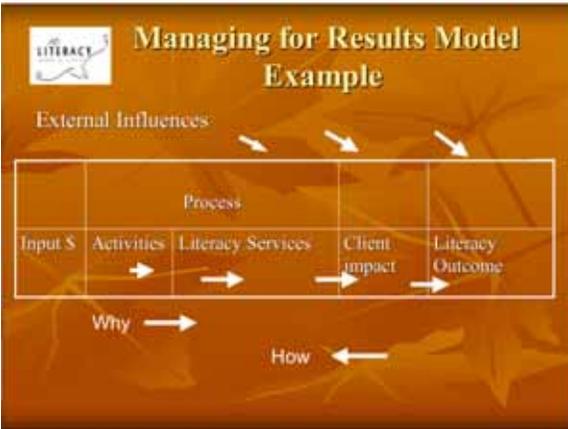
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**LITERACY Summary**

1. There are many outcome models and not all do the same thing.

2. Models can be used as:

- Program planning and description tools
- Program funding tools
- Program and organization management tools
- Program reporting tools
- Result tracking and evaluation tools
- Resource/objective alignment tools

3. Literacy Services can benefit from all of these and other models. The selection depends upon what the needs of the organization and/or program may be. Knowing what's available is the best approach!

- Recommended Reading: Outcome Frameworks, An Overview for Practitioners

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**LITERACY Strategy Planning for Results**

Strategic planning determines where an organization is going over the next year or more, how it's going to get there and how it will know whether or not it did. You could say that strategy is the answer to the question "How?"

Essentially, there are three different categories of strategies: organizational, programmatic, and functional. The difference among the categories is the focus of the strategy:

- Organizational strategy outlines the planned avenue for organizational development (e.g., collaborations, earned income, selection of businesses, mergers, etc.).
- Programmatic strategy addresses how to develop, manage and deliver programs (e.g., market a prenatal care service to disadvantaged expectant mothers by providing information and intake services in welfare offices).
- Functional strategies articulate how to manage administration and support needs that impact the organization's efficiency and effectiveness (e.g., develop a financial system that provides accurate information using a cash accrual method).

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## Benefits of Strategic Planning

*Strategic planning serves a variety of purposes in organization, including to:*

1. Clearly define the purpose of the organization and to establish realistic goals and objectives consistent with that mission in a defined time frame within the organization's capacity for implementation.
2. Communicate those goals and objectives to the organization's constituents.
3. Develop a sense of ownership of the plan.
4. Ensure the most effective use is made of the organization's resources by focusing the resources on the key priorities.
5. Provide a base from which progress can be measured and establish a mechanism for informed change when needed.
6. Bring together everyone's best and most reasoned efforts have important value in building a consensus about where an organization is going.

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## Other reasons include that strategic planning:

7. Provides clearer focus of organization, producing more efficiency and effectiveness
8. Bridges staff and board of directors (in the case of non-profits/corporations)
9. Builds strong team among the staff.
10. Provides the glue that keeps the team together.
11. Produces great satisfaction among planners around a common vision
12. Increases productivity from increased efficiency and effectiveness
13. Solves major problems

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## Goals and Objectives Should Be SMARTER

**SMARTER** is an acronym, that is, a word composed by joining letters from different words in a phrase or set of words. In this case, a **SMARTER** goal or objective is:

- **Specific:**  
For example, it's difficult to know what someone should be doing if they are to pursue the goal to "work harder" to build the "best" literacy program.
- **Measurable:**  
It's difficult to know what the scope of "the best literacy program" really is. It's easier to appreciate that effort if the goal is "to develop a GED program that graduates 50% of its 100 participants."
- **Acceptable:**  
If I'm to take responsibility for pursuit of a goal, the goal should be acceptable to me. For example, I'm not likely to follow the directions of someone telling me to develop a GED program if my needs analysis determines we need an ESL program. However, if you involve me in setting the goal so I can change my other commitments or modify the goal, I'm much more likely to accept pursuit of the goal as well.

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**\*Realistic:**  
Even if I do accept responsibility to pursue a goal that is specific and measurable, the goal won't be useful to me or others if, for example, the goal is to develop and implement in two months without any consideration given to hiring and training of staff and volunteers.

**\*Time frame:**  
It may mean more to others if I commit to a realistic goal that includes the various steps necessary to achieve the goal.

**\*Extending:**  
The goal should stretch the performer's capabilities.

**\*Rewarding:**  
I'm more inclined to buy into the goal, if it will contribute to an effort in such a way that I or others might be rewarded for my effort.

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### The Macmillian Matrix

This strategy grid, developed by Dr. Ian MacMillan, is specifically designed to assist nonprofit organizations to formulate organizational strategies. There are three assumptions underlying this approach:

- the need for resources is essentially competitive and all agencies wishing to survive must acknowledge this dilemma
- given that resources are scarce, there is no room for direct duplication of services to a single constituency -> this is wasteful and inefficient
- mediocre or low quality service to a large client population is less profitable in delivering higher quality services to a more focused population.

These assumptions have implications that are difficult and painful for many organizations and individuals. It might mean terminating some programs to improve core services and competencies, giving programs and clients to more efficient, effective agencies, or competing aggressively with those programs that are less effective or efficient.

MacMillan's matrix examines four program dimensions that guide placement on the strategy grid and indicate implied strategies.

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**Alignment with Mission Statement**  
Services or programs that are not in alignment with the organizational mission, unable to draw on existing organizational skills or knowledge, unable to share resources, and/or unable to coordinate activities across programs should be divested.

**Competitive Position**  
Competitive position addresses the degree to which the organization has a stronger capability and potential to fund the program and serve the client base than the competitive agencies.

**Program Attractiveness**  
Program attractiveness is the complexity associated with managing a program. Programs that have low client resistance, a growing client base, easy exit barriers, and stable financial resources are considered simple or "easy to administer." The level of program attractiveness also includes an economic perspective or a review of current and future resource investments.

**Alternative Coverage**  
Alternative coverage is the number of other organizations attempting to deliver or succeeding in delivering a similar program in the same region to similar constituents.

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 **Designing the Strategy**

- Developing the Workplan
- Mission and Vision – review, assess, revise (when necessary)
- Assessing the Situation
- Outlining strategic directions-general strategies, long-range goals, and specific objectives of its response to critical issues.
- Completing the Written Plan
- Celebrate!! 

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 **Summary**

- Focus with Purpose 
- Outcomes - what do we want to happen
- Strategies – how are we going to make this happen
- Execute 

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