COOK COUNTY
Guide to Performance Measures

September – 2016

STAR

SET TARGETS · ACHIEVE RESULTS

COOK COUNTY

Measure/Metric Types

There are three types of performance measures/metrics required to be reported by the ordinance – ***output, efficiency and outcome***

- **Output Metric:**
  a performance indicator specifying the number of items processed within a period of time.

- **Efficiency Metric:**
  a performance indicator and target measuring the relationship between work performed and resources required.

- **Outcome Metric:**
  a performance indicator and target measuring the results of an operation or program.

Output Measures

An **Output Measure** is basically a count of items processed within a period of time. A preferred output measure would be residents served:

- When we measure how many residents are being touched/served, we are counting:
    - the number of residents, (persons or businesses) that receive or interface with that service

Examples Include:
- Number of work orders completed (Facilities Management)
- Number of appeals heard (Zoning Board of Appeals)
- # of Shared Fleet registered users (Chief Administrative Officer)

Efficiency Measures

An **Efficiency Measure** is the average time or cost it takes to complete a process, or the level of work per staff. The preferred efficiency measure is average cycle time or average cost to accomplish a program's primary tasks.

- When you are measuring the average time or cost it takes to get stuff done, you are showing the relationship between work performed and resources required in terms of cost and/or time.

- Efficiency measures are more meaningful than output measures because they connect outputs to inputs; such as monetary costs, labor hours, or number of employees. They are often reported in a _____ per _____ format or as average time to complete.

Examples Include:
- Cases disposed per attorney (Public Defender)
- Average days from request to approval to hire (Human Resources)
- Average time to process refunds (days) (Revenue)

An **Outcome Measure,** measures the percentage of success in accomplishing a program's primary task.

- When you are measuring percentage of success, you are measuring the results of an operation or program, such as percentage of work done accurately, percentage of response rates meeting target, and/or percentage of completion. These measures are a type of outcome measure and are the most meaningful to external audiences.

Examples Include:
  - Percentage of payments made electronically (Comptroller)
  - % compliance prior to 1st Administrative Hearing court date (Building and Zoning)
  - Satisfaction level with library's services based on patron survey (Law Library)

Administrative Program Measures

- Most Departments/Bureaus will have an "Administration" program consisting of the executive office and administrative functions.

- This program generally oversees all operations. Therefore the measures for this "program" can be department wide measures such as HR metrics or Finance metrics or other metrics related to the administration of the entire organization

Examples include:
- # of Employees on Duty Disability (Output)
- # of Discipline, Tardy and No-Show Hours (Output)
- Average Monthly Sick Hours per Employee (Efficiency)
- % of Budgeted Positions Filled (Outcome)

Performance Management Office

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