

THE CORPORATION'S PERFORMANCE MANAGEMENT SYSTEM

The Corporation works to “operationalize” its Strategic Plan at all levels of the organization. The illustration below shows how the Corporation plans, measures, manages, and reports on its performance.

As the federal leader in promoting national and community service and a culture of civic engagement, the Corporation relies on a number of interventions and actions to influence results, including:

- » Direct operations that provide service opportunities;
- » Grants to states, communities, faith-based organizations, Tribes, territories, and schools;

- » Organizational capacity-building within communities, schools, and nonprofit organizations;
- » Evaluation of national volunteer trends and program impacts;
- » Education and outreach, including websites, best practices, starter kits, and journals; and
- » Partnerships with other federal agencies and national organizations to connect efforts.
- » The use of these actions varies depending on the specific strategic initiative.

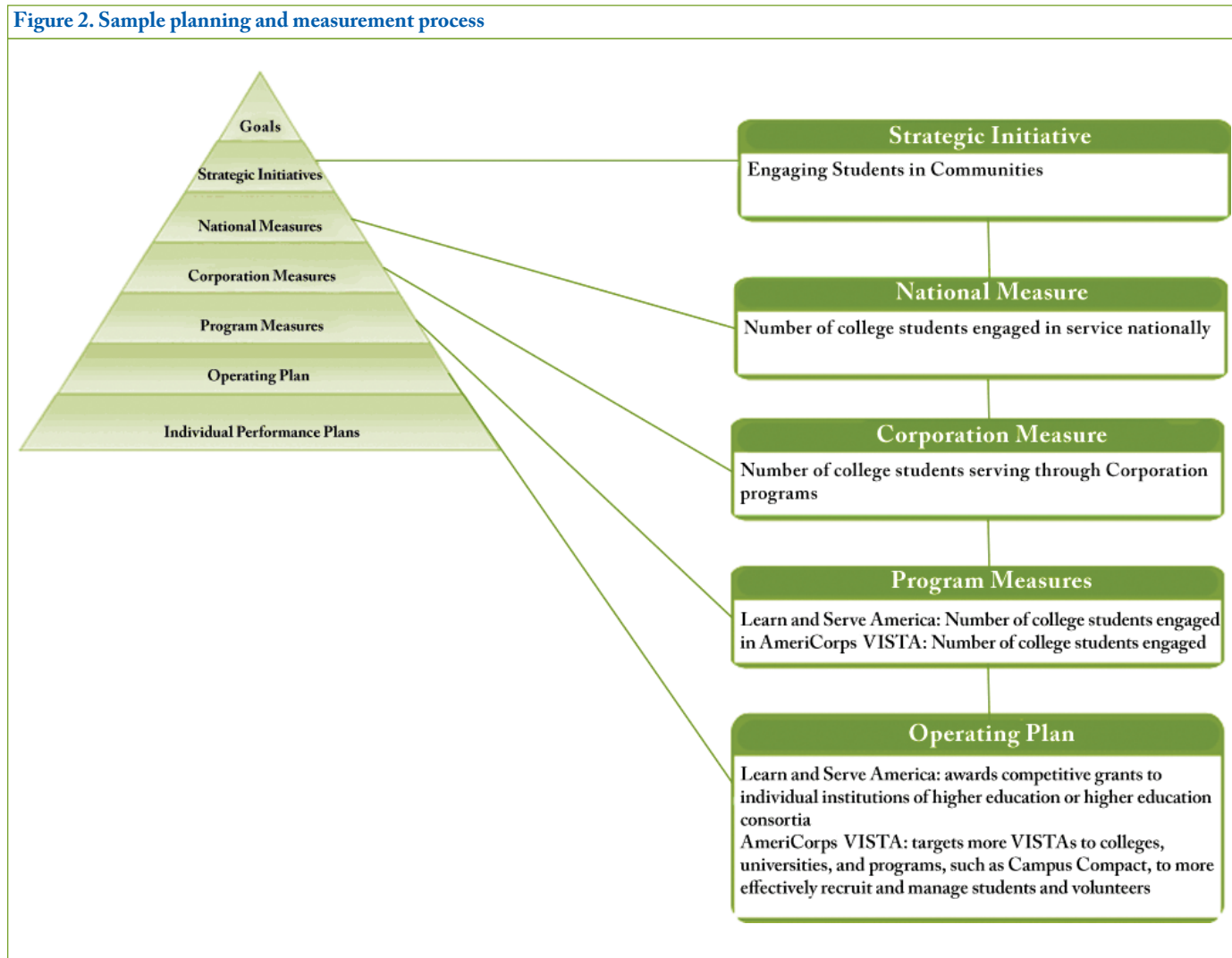
Figure 1. Pyramid illustrating the Corporation's performance planning, measurement, management, and reporting



The following diagram helps demonstrate the use of this approach to managing performance in a specific instance, the

strategic initiative, “Engage Students in Communities.”

Figure 2. Sample planning and measurement process



As the above figure shows, the Corporation’s Strategic Plan initiative, “Engage Students in Communities,” is intended to increase volunteer and service-learning opportunities for youth of all ages. The Corporation has set a national target (Strategic Initiative) of engaging five million college students in service (National Measure). Achieving this national target requires a combination of the Corporation’s actions and the efforts by the Corporation’s partners and various outside organizations. The Corporation engages these outside organizations in a number of ways. For example, Learn and Serve America’s National Service Learning Clearinghouse, President’s Higher Education Community Service Honor Roll, and *Service to Learning* campaign help to provide the foundation for other organizations to engage college students.

The Corporation’s contribution to the national target is reflected in the Corporation’s targets (Corporation Measure).

In this example, the Corporation tracks the total number of college students engaged in its programs. Other Corporation measures also track different aspects of these efforts.

The Corporation’s Board of Directors approves the measures and targets established at the Corporation and National performance levels. In FY 2008, the Corporation and its Board will review its targets and may adjust these targets to reflect recent data.

Once the Corporation target is established, each program develops one or more program measures (Program Measures) to account for its contribution to the overall Corporation impact. In this case, both Learn and Serve America and VISTA track the number of college students their programs engage. Each program’s contribution to the Corporation measure varies across the strategic initiatives. This allows the

Corporation to utilize the strengths of the programs and focuses the programs on the Corporation measures they are best designed to impact.

To successfully meet the established program measures, each program develops an operating plan that includes strategies to engage college students (Operating Plan). For example, Learn and Serve America awards grants to institutions of higher education that include guidance to engage more students. VISTA places members on college campuses as volunteer mobilizers. The result of this planning and measurement process is a focused effort by the Corporation to meet its established goals.

Performance in a given fiscal year is influenced by a mix of current and prior-year resources and activities. This impact relationship varies across the Corporation's programs. For example, VISTA and NCCC operate direct programs with a small lead time from when funds are appropriated and when activity occurs. Senior Corps, State and National, and Learn and Serve America are grant programs that experience a larger lag time from the time funds are appropriated to when grants are awarded and used to support service activity.