COURSE SYLLABUS

# Grant Performance, Outcomes, and Results Management Course

A two-day, hands-on course that equips federal grant professionals to manage and document post-award performance. Participants learn to align objectives, measures, data, reporting, and oversight, distinguish outputs from outcomes, and address performance risk and underperformance to withstand scrutiny from leadership, auditors, OIG, OMB, and Congress.

> Group classes (Live Online) and onsite training are available for this course. For more information, email onsite@graduateschool.edu or visit: https://www.graduateschool.edu/courses/grant-performance-outcomes-and-results-management-course




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## Course Outline

### Module 1: Purpose and Role of Grant Performance and Results Management

- Explain the role of performance management in the grants lifecycle.
- Distinguish performance accountability from compliance monitoring.
- Describe how results management supports stewardship and public trust.

### Module 2: From Program Goals to Measurable Outcomes

- Translate statutory and program goals into measurable outcomes.
- Identify misalignment between activities and intended results.
- Recognize common outcome design failures.

### Module 3: Outputs, Outcomes, and Impact

- Differentiate outputs, outcomes, and long-term impact.
- Identify when programs over-rely on activity metrics.
- Assess which measures are material to program success.

### Module 4: Designing Effective Performance Measures

- Develop clear, specific, and measurable performance indicators.
- Avoid vague or non-actionable measures.
- Align measures with data availability and program capacity.

### Module 5: Data Collection, Quality, and Limitations

- Identify common data quality risks in grant programs.
- Evaluate the reliability and usefulness of performance data.
- Document assumptions and data limitations defensibly.

### Module 6: Analyzing Performance and Identifying Material Risk

- Assess performance trends and patterns.
- Distinguish material underperformance from normal variation.
- Identify when performance issues require intervention.

### Module 7: Responding to Underperformance

- Select appropriate responses to performance shortfalls.
- Use technical assistance, corrective action, or escalation appropriately.
- Avoid overreaction and inconsistent enforcement.

### Module 8: Linking Performance to Oversight and Monitoring

- Design monitoring approaches based on performance risk.
- Adjust oversight intensity using performance data.
- Prevent over-monitoring and under-monitoring.

### Module 9: Performance Reporting and Oversight Expectations

- Prepare performance reports that are decision-useful.
- Anticipate oversight questions related to outcomes and results.
- Avoid common reporting and documentation failures.

### Module 10: Capstone – Defensible Performance and Results Management

- Apply course concepts to a realistic performance scenario.
- Diagnose performance design and implementation issues.
- Develop and document a defensible results management approach.