This article presents findings from a collaborative initiative and qualitative study that examined the experiences of four nonprofit human service organizations engaging in performance measurement processes to satisfy accountability requirements and increase organizational and program effectiveness.

Nonprofit organizations are increasingly required to respond to performance measurement mandates issuing from multiple sources. The critical findings of this study offer strategies for nonprofit human service organizations towards supporting greater engagement in performance measurement.

Three central recommendations emerged from interviews, focus groups, and review of archival data:

1. **Identify methods for measuring change that are appropriate for a diverse array of clients, and account for the time needed to develop trust between staff and clients.**
   - Incorporate aggregated quantitative data and case-specific data.
   - Develop systematic processes for defining outcomes.
   - Incorporate funder-mandated measures and staff conceptualizations of client progress.

2. **Assess the critical roles played by people and processes in the effective functioning of automated data systems.**
   - Staff skills and expertise play a critical role in effective utilization of data systems.
   - Attention to system integration can prevent development of “work-around” systems.

3. **Implement organizational strategies to support performance measurement.**
   - Incorporate user voices and experiences into system design processes.
   - Provide adequate staff access to the data.
   - Support and train staff in using and entering data.
   - Reassess staff roles and needs in relationship to emerging uses of supportive technology.

Performance measurement challenges can be addressed by having an aligned program evaluation, using organizational development consultation to incorporate the perspectives of stakeholders, supporting the database coordinator, and collaborating with funders to standardize requirements, and assess or adjust the costs and supports associated with performance measurement and reporting.