



Identifying metrics for your delivery goals

INTRODUCTION

Data analysis is a key part of the delivery framework. In order to make sure you are planning your work in the way that will have the most impact, you must first understand performance in your system. That being said, it is very easy to get lost in a giant pool of numbers and analysis with no idea of the direction to head. Choosing 3 to 5 metrics for each of your goals will help narrow the analysis into a manageable and actionable piece of work. In addition to those goal metrics, you might also decide to track some progress metrics and perverse metrics. All metrics should be relatively easy to access and collected regularly.

While there will still be other data you track as part of your day-to-day work, these metrics will be the ones that everyone on the goal team and Delivery Unit know about and can bring to mind immediately when asked about progress on the goal.

Metric	Definition	Why it's helpful	Example
Goal metric	Measurement of achievement of the goals defined in your aspiration	Used as a go-to for tracking and showing progress on your goal – a number that everyone on the team and Delivery Unit can point to	Graduation rates in higher education
Progress metric	Mathematical component of the goal metric and/or correlated in some way to the future performance of the goal metric	Used to understand or predict performance on goal metrics	1 st to 2 nd year retention rates in higher education
Perverse metric	Measurement of possible negative unintended consequences of work on a goal	Used to monitor potential risks and also to communicate to stakeholders that these risks are being checked	Checking performance of all students to ensure that achievement gaps are not closing because overall performance is declining

As a Delivery Unit, you will work with the goal teams to each go through the worksheet that begins on page 3 in order to decide on metrics. You might want to then further refine and narrow those metrics as a Delivery Unit, and then present the final product to the goal teams for their approval.

OBJECTIVES

- Understand the use of metrics (goal, progress and perverse) in delivery data analysis
- Identify metrics for your goals

MATERIALS NEEDED

- Worksheet on page 3
- If you have a data system or dashboard you can easily access, it would be good to have that available during metrics conversations to show what data is or isn't readily available



ROLES

- **Delivery Unit:** Your role in this is not just to guide the goal teams in identifying metrics, but also to really help them understand their own data in a way that relates to your system's main aspiration. Before you go into the meeting with the goal team, think on your own as Unit about what the metrics might be for that goal. You also want to push the team to narrow their list of goal as much as they can. It's tempting to list data for every possible group touched by that goal, but having that many metrics makes the work of tracking and monitoring them a major feat. Try to get the goal team to narrow in on one metric that can represent all of the others – what is the one metric you can rally around? For more information on a Delivery Unit, check out [Element 1C](#) on our website.
- **Goal team:** A goal team is made up of the people connected to the programs and outcomes associated with a goal. These people are not doing all of the work for all related initiatives, but they can drive the work forward and are committed to its success. The team should be large enough to drive the work but small enough to be flexible and respond quickly to challenges. The goal team will have the best knowledge of what their data are and what they currently say. They should use that knowledge to think about what data really show success on the goal, and how often that information is collected. It is ok to have 4 goal metrics that are only updated once a year, but then the goal team must decide on progress metrics to track their work in the interim.

**WORKSHEET: IDENTIFYING METRICS FOR YOUR DELIVERY GOALS**

Goal:	
Goal metric 1: How will you track progress on this goal?	Progress metrics: Are there any indicators you should track in the interim before new data on your goal metric is available?
Goal metric 2: How will you track progress on this goal?	Progress metrics: Are there any indicators you should track in the interim before new data on your goal metric is available?
Goal metric 3: How will you track progress on this goal?	Progress metrics: Are there any indicators you should track in the interim before new data on your goal metric is available?
Perverse metrics: What do you need to track in order to ensure your tracking of the above goals does not lead to unintended negative consequences?	