

A complex network diagram with various sized nodes (black, blue, grey) connected by thin grey lines. Some nodes are highlighted with larger circles. The background is white with faint grey circles.

IF YOU BUILD IT, WILL THEY COME?

Developing Meaningful Performance Metrics that Drive Performance

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SO WHY AM I THE ONE TALKING ABOUT THIS?

- Training and certifications
- Experience at the City of Guelph
 - Led Performance Framework
 - The Count
 - The Lessons
- Dashboard = Buzzword of the day



ROSE BY ANY OTHER NAME...

Metric, Key Performance Indicator, target, measurement

In this presentation I will use the term metric

AGENDA

- A. How to start – conceptualization
- B. Defining – *Yawn* but so important
- C. Data Gathering – The heavy lifting
- D. Display – Look it's shiny

CONCEPTUALIZATION

Why do I want to measure things

- To understand internal performance?
- To be able to measure against a standard or benchmark?
- To obtain funding?
- Because I was told to???

DEFINITION

Defining a metric is the chance to clarify what it is your measuring and why

Elements to consider

- Objective
- Owner
- Data Source
- Description
- Rules
- Frequency



DATA GATHERING

Source

Accuracy

Repeatability

frequency

DISPLAY

Internal/external – who has access

Mobile friendly

Trending

AODA compliant

Machine readable

Shamless plug - <https://github.com/guelphite/Performance-Dashboard>

COMPARISON

Good Metrics

Measuring action driven events

Consistent

Leading indicators

Bad Metrics

Up for interpretation

Too specific

Lagging indicators

GOODHART'S LAW

When a measure becomes a target, it ceases to be a good measure – Marilyn Strathern

- Nail Factory example

- measure by number – get a bunch of small
- measure by weight get a few really larger ones

- Bug free code writing –

- Payment based on # of bugs found to developers

HOW TO TACKLE THAT LAW

- Think about what it is you want to measure and why it matters
- Periodically reassess metrics
- Rely on human discretion
- Remember that no 1 metric can tell the story of performance

KEY TAKE AWAY

Know your Why

- Why are you measuring this?
- Why would someone else care?
- Why are you displaying it in that format?

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QUESTIONS? COMMENTS? CRITICS? COMPLIMENTS?

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