Developing Measures and Performance Targets
for Administrative Units

Establishing Measures for Expected Outcomes:

Once expected outcomes are established, the next step is to identify measures to evaluate the unit's effectiveness. Measures come in a wide variety of forms and from a wide variety of sources. Occasionally, measures require the development and implementation of new tools, but often measures rely on secondary analysis of data that are already collected by the unit, division, or College. Each expected outcome should be assessed by multiple measures, with a minimum of two measures per outcome.

Direct/Indirect Measures. Units are encouraged to utilize at least one direct measure to assess the extent to which an objective has been achieved.

A **direct measure** requires individual or team to demonstrate achievement while using work products to indicate the level of achievement. It provides objective, self-explanatory evidence of what has or has not been accomplished.

- Examples: audit reports, productivity reports, financial reports, institutional data, tracking logs, error rates, processing time

An **indirect measure** asks individual(s) to reflect on experience rather than demonstrate achievement. It captures perceptions and or levels of satisfaction with service, functions, processes etc. Indirect measures provide anecdotal evidence of what has occurred or been achieved.

- Examples: surveys, interviews, focus groups, anecdotal data such as the number of training sessions, participants, applications, users, complaints, etc.

Example. Consider the expected outcomes developed for your unit. What sources of data (either direct or indirect) should you analyze in order to determine what the outcome has been achieved?

Expected Outcome: Provide timely and effective technical support to students, faculty, and staff. (Information Technology Office)

Potential Measures: Customer service surveys, response timeframe, resolution logs

Establishing Performance Targets for Measures

Targets are the specific values for each measure that the unit would like to reach and should be realistically ambitious: What is the minimum result / value that will represent success at achieving this outcome?

Return to our IT example. What would be an acceptable performance target for response timeframes? How would you determine this target? The IT department should critically analyze current response rates against other sources of information.

- What industry specific standards and best practices exist?
- How do we stand-up against our peers?
- To what extent are stakeholders satisfied with current turnaround times?

An example is provided below:

Outcome:	Provide timely and effective technical support to students, faculty, and staff.
Measure:	Help-desk ticket resolution timeframe rate (timely)
Performance Target:	Average 1.5-day resolution for all helpdesk tickets for the 2022-2023 academic year.

*Note: This guide was created utilizing resources developed by the Office of Institutional Effectiveness and Planning at George Mason University.