# Task 6: Develop accountability methods and metrics to measure achievement of objectives

## Key Terms and Examples: Measure, Metrics, Target, and Benchmark

Once you have developed your vision, mission, and goals and tasks have been selected; an implementation/monitoring plan or process needs to be established. You will be developing metrics (success measures) for each of your objectives.

Measure.Measures are quantifiable performance statements, and they must follow certain guidelines. Measures should be SMART:

* **S**pecific. Metrics are clear and unambiguous. They answer, Who? What? Where? When? Which? Why?
* **M**easurable. There are concrete criteria for measuring progress: How much? How Many? How will I know when the measure is accomplished?
* **A**ttainable. Measures are not extreme and can be met by the team with a reasonable amount of effort.
* **R**elevant. Measures are directly linked to the goals and objectives.
* **T**imely. Measures are grounded within a time frame, having starting and ending points and a fixed duration.

Note.You should also identify the person who is accountable for the goal (see the RACI Charting document for guidance).

**Indicators/Metrics.** Indicators are the key measures that will have the most impact in moving your organization forward. They are a **subset** of a larger group of measures that are critical in defining success. They are collected, displayed (like in a dashboard or scorecard), and used to make informed decisions. Indicators can be both quantitative and qualitative. They should follow certain criteria and be

* **Understandable:** Can the performance measure be easily and clearly communicated?
* **Controllable:** Can the results be controlled or significantly influenced under a designated plan? Is the measure time bound?
* **Actionable:** Can action be taken to improve performance?
* **Credible:** Is the measure resistant to manipulation?
* **Measurable:** Can the measure be quantified?
* **Cost effective to access:** Can the data support the measure in a cost-effective way?
* **Aligned:** Is the measure aligned with a goal?
* **Integrated:** Can the measure be linked both down and across departments?
* **Relevant:** Is the measure reliable, realistic, and achievable

Target.Targets define the point at which the indicator reaches or surpasses a threshold of performance. The target delineates between success (“this level of measurement or higher”) and lack of success (“lower than this level of measurement”). Target measures are the specific numbers that need to be reached to achieve your goal and can be expressed in weekly, monthly, or annual goals (by the end of the goal).

**Benchmark.** A benchmark is a standard against which other things are measured. Sometimes, if you are starting a new initiative, you might collect benchmark measures to assess the improvements your initiative produces (in which case the benchmark sets the “floor”). In other cases, you might collect benchmark information on comparable products in a field (e.g., leadership development programs) that can be used to set the “target.”

### Example: Diversity at University of Massachusetts Medical School (UMMS)

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| **Strategic Goal** | **Prioritized Objectives** |
| *List your prioritized goals from Task 4.* | *List, in order of priority, two to four objectives per goal.* |
| **Strategic Goal 3.** Design an Ideal Learning Environment | **3.1** Develop a strong infrastructure of mentoring circles for underrepresented groups and professional women (mentoring circles for students established, professional women in progress). |
| **3.2** Increase funding for scholarships for students from underrepresented groups, and increase funding for Faculty Diversity Scholarship Program. |
| **Rationale:** Prepare faculty and students to relate to a diverse health care environment*.***Goal Sponsor:** Senior leader/stakeholder responsible for this goal | **Task 3.1.1** Design and execute evaluation and metrics for Mentoring Circles Program.* **Metric:** Pre- and post-measures of Cross Cultural Adaptability Inventory (CCAI) and program assessment

**Task 3.1.2** Pursue external funding to build a $\_\_ endowment to expand Faculty Diversity Scholarship Program.* **Metric:** Implementation strategy to achieve $\_\_ endowment milestones
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| **Tasks/Action Steps** (Implementation team will develop action steps.) | **Responsible Persons** | **Dates** | **Status** | **Comments** |
| **Start** | **End** |
| * + 1. Design and execute evaluation and metrics for Mentoring Circles Program.

a. Action Step 1b. Action Step 2 |  |  |  |  |  |
| * + 1. Pursue external funding for a $\_\_endowment to expand Faculty Diversity Scholarship Program.

a. Action Step 1b. Action Step 2 |  |  |  |  |  |

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