

# **Metrics Action Learning Team**

## **UCAR 2006 Leadership Academy**

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June 8, 2006

# Overview

- Action Learning Team Process
  - Challenges
  - Lessons
- Metrics Implementation Plan
  - Introduction
  - Considerations
  - Content
  - Process
- Summary
- Questions
- More detail in Metrics ALT Report

# Action Learning Team Process

- Challenges
  - Struggled to define and focus topic
  - Strength Deployment Inventory makeup of group
  - Rotating roles
  - Diverse backgrounds in team

# Action Learning Team Process

- Lessons
  - Diverse backgrounds in team
  - Team process needs to be tailored for each situation (topic, group makeup, etc)
  - Importance of keeping an eye on the process
  - Team collaboration tool (e.g. SWIKI)
  - The “clunk” of consensus

# **Towards a Metrics Implementation Plan Based on the UCAR Strategic Plan**

**Metrics Action Learning Team  
UCAR 2006 Leadership Academy**

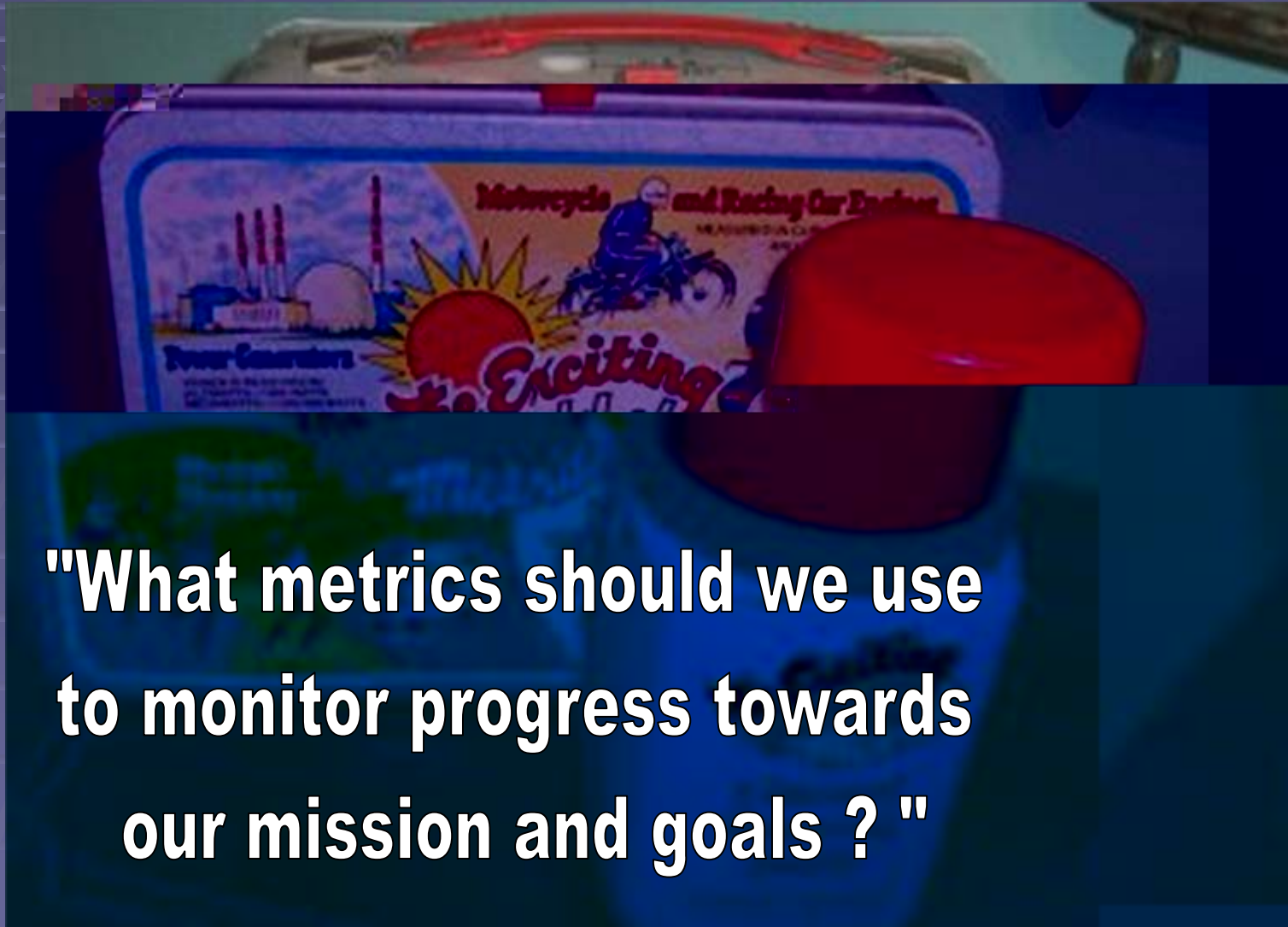
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# A Prototype Metrics Implementation Plan



# A Prototype Metrics Implementation Plan



**"What metrics should we use  
to monitor progress towards  
our mission and goals ? "**



# Metrics Implementation Considerations

- Pluses and minuses
  - (+) Basis for sound decisions, accountability
  - (-) Added bureaucracy, diminished creativity
- Human factors
  - Management communication of value
  - Avoid direct impact on performance appraisals
  - Outreach and Education

# Metrics Content

- NRC report: Five types of metrics
  - Output, Outcome and Impact
  - Process, Input
- UCAR Strategic Plan's Seven Goals:
  - Research, facilities, IT, organizational excellence, E&O, build and sustain community and technology transfer
- UCAR Metrics Committee Report:
  - Provides metrics for characterizing productivity, efficiency and quality of UCAR programs

# Metrics Content (cont.)

- Mapping the 10 UCAR metrics functional areas to the 7 UCAR strategic plan goals : an example

Strategic Goal	Primary Metric Category	Actual Metrics						
		Item	Unit	Types of Metrics				
				Output	Outcome	Impact	Input	Process
Observing	Observing Facilities							
Facilitates and Systems	(two areas): i) deployment ii) development	i) Number of field projects supported	# / period	X				
		ii) Number of patents	# / period		X			
		iii) Number of non-NSF and joint developments	# / period			X		
		iv) Number of papers, conferences, and citations based on deployments or developments	# / period		X	X		
		v) User (PI) assessments	evaluation		X	X		

# Implementation Plan Process

- Suggested process has 3 main phases
  - Startup
  - The Heavy Lifting
  - Rollout and Review
- Also included in report
  - Rough estimate of resources required
  - Strawman schedule

*Startup*

Commitment by UCAR/NCAR/UOP Management

Form Metrics Implementation Committee (MIC)

Creation of Metrics Development Teams (MDT's)

Workshop on UCAR Metrics

MDT's Create Metrics Implementation Plan (MIP)

MIP Internal Review

Adoption of MIP by MIC

MIP External Review

Revision and Completion of MIP

Implementation of MIP

Review of Results and Metrics

Outreach & Education

Outreach & Education

Outreach & Education

*Heavy Lifting*

*Rollout and Review*

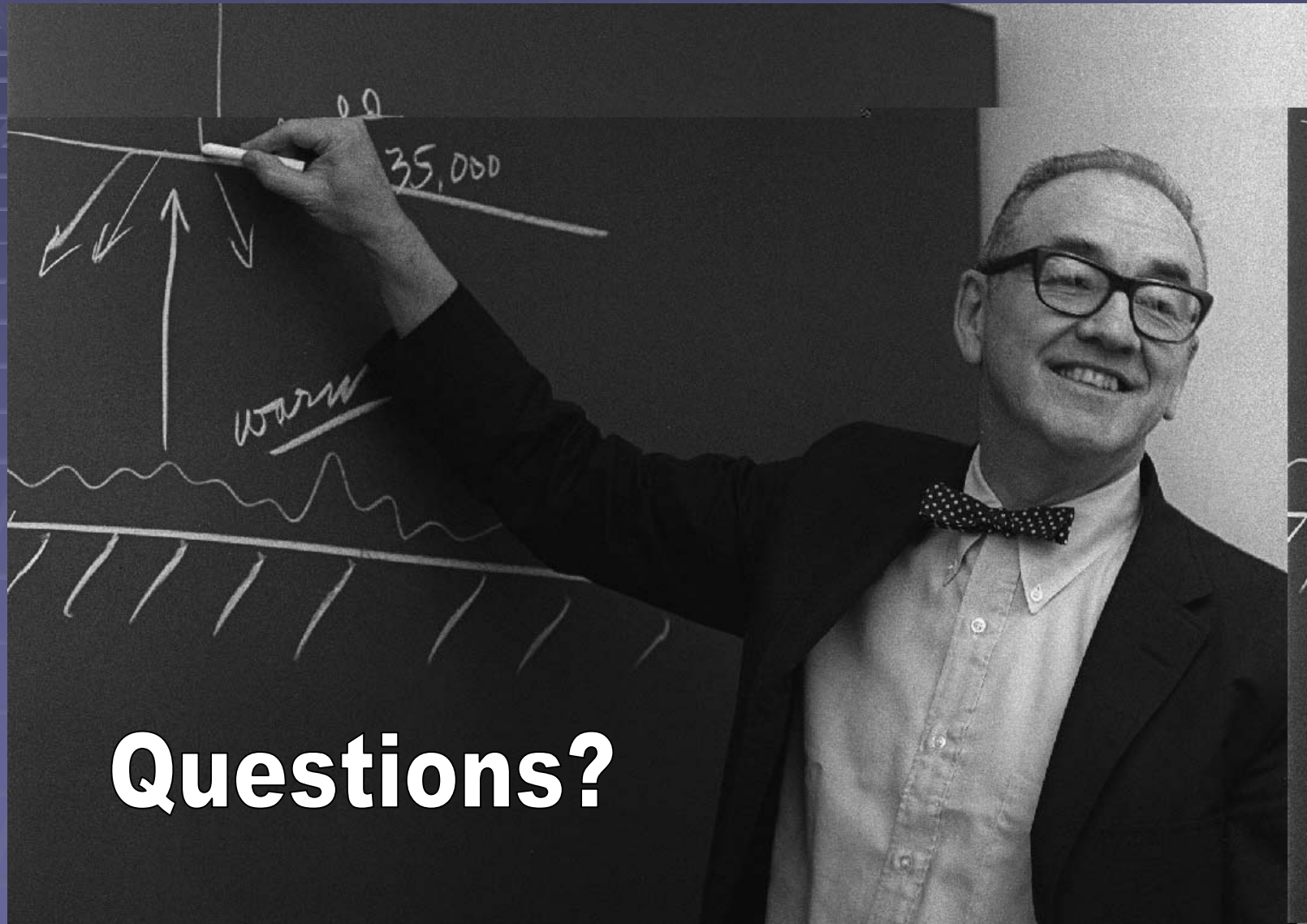
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# Towards a Metrics Implementation Plan Based on the UCAR Strategic Plan



**Questions?**