



Defining Measures

Measures gauge process performance on objectives. Four types of measures should be defined:

(1) Service Measures

- Timeliness, accuracy, reliability
- Assess output quality

(2) Cost Measures

- Productivity, budget goals
- Track process efficiency

(3) User Satisfaction

- Surveys, NPS
- Measure experience

(4) Compliance Measures

- Safety, regulatory, legal
- Ensure adherence

Characteristics of Good Measures:

- Connected to objectives
- Limited in number - avoid metric overload
- Balance leading and lagging indicators
- Include targets based on benchmarks
- Owned by process owners

Usage Guidelines:

- Track formally via dashboards and reviews
- Leverage analytically to guide improvements
- Update periodically as needs evolve
- Drive accountability but not rigidly

Measures enable fact-based tracking, analysis and improvement of processes. A balanced set provides a holistic view of operational health.