

Master class for newcomers

ULiège, June 12-14, 2019

About indicators
isabelle.halleux@uliege.be

- The purpose of indicators is to provide the foundation needed to evaluate and review work in progress; in this case, the implementation of actions.

Well-designed KPIs (Key performance indicators) provide the vital navigation instruments that give us a clear understanding of current levels of implementation



Metrics vs KPIs – A comparison

Metrics provide information that can be digested	KPIs offer comparative insights that guide future actions
Metrics are extracted and organized by activity and process	KPIs are initiated by high-level decisions makers
Metrics can be viewed, but do not identify future action	KPIs incorporate goals and objectives
Metrics are static, and once extracted do not change	KPIs are evaluated and reset over time using SMART methodology

KPIs are to be...

Specific

- Clear and focused towards performance targets

Measurable

- Quantitative or Qualitative. For reaching the objectives, the level of achievement has to be measurable

Attainable

- Reasonable and achievable, ambitious enough

Realistic

- Directly pertinent to the work being done and for the stakeholders

Time-based

- Measured in a given time period : deadlines and milestones

Recommendations for Identifying Successful KPIs

DO	DON'T
Identify the objectives/actions before developing KPIs.	Start with a consideration of metrics that are easy to track, but which may have no correlation to the overall objectives.
Identify who will benefit from the results and how they will be communicated (“target”)	Focus only on catching deviations, but rather look for information that will help to plan and avoid bad issues
Be proactive in planning how the KPIs will be used to fulfil the objectives. This will ensure that the metrics are validated for effectiveness well before the institution collects and monitors more of the same.	Monitor each and every metric, as it can create a lot of “noise” and become resource intensive; instead, focus on a select few that tie to the overall objectives.

Different types of KPIs

- **Lagging KPI** – is a type of indicator that reflect the success or failure after an event has been consumed (output of past activity)
- **Outcome KPI** – Reflects overall results or impact of the activity in terms of generates benefits as a quantification of performance
- **Output KPI** – Measures the results of activities
- **Qualitative KPI** – A descriptive characteristic, an opinion
 - Example : satisfaction through survey which gives a qualitative report
- **Quantitative KPI** – A measurable characteristic, resulted by counting, adding, overaging.

An evolving process

