

Measuring a Project

There are three primary types of metrics to consider when setting up and implementing an improvement project: short-term (process) measures, long-term (outcome) measures, and balancing measures.

Measure Type	Purpose	Associated Questions
Process	Short-term measures that track success of project implementation	Are action steps being implemented as planned?
Outcome	Long-term measures that reflect whether or not an intervention had an impact.	Did scores improve?
Balance	Measure the potential side effects of an intervention.	Are we improving one area at the cost of another?

Process measures: These metrics show if action steps and interventions are being implemented and carried out as intended. They help leaders track progress, quality, and consistency of a project. Process measures often improve before an expected outcome measure changes.

Examples:

- Attendance at a department meeting or event
- % of team using vacation time
- % of team reporting regular 1:1s with their manager
- Number of recognition moments per month

Outcome measures: These metrics reflect the actual impact or improvement desired from a project.

Examples:

- Retention rates
- Sick leave and absenteeism rates
- Internal transfer or promotion rates
- Better U results (e.g., burnout, belonging)

Balancing measures: These metrics are used to ensure that an improvement project does not create unintended negative consequences elsewhere.

For instance, some balancing measure to consider during a new initiative:

- Perception of fairness
- Workload
- Teamwork and collaboration
- Team productivity
- Quality indicators
- Stress levels

Below outlines a simple, step-by-step way you and your team can use these three measures throughout your team improvement project:

Step	Action	Example
1. Identify baseline data	Review current survey results and internal metrics	Belonging = 69% favorable
2. Define improvement targets	Set measurable goals	Belonging = increase to at or above U of U average
3. Select process measures	Pick 2-3 to monitor project implementation	# of belonging check-ins per month
4. Select outcome measures	Pick 1-2 key outcomes to track	% favorable on belonging

5. Add 1 balance measure	Select a metric to ensure the team is not negatively impacted by project	Average vacation time used per FTE
6. Review regularly	Use dashboards or team discussions	Adjust based on feedback
7. Reflect upon project completion or after specific time-period	Compare final outcomes to baselines	Report improvement and lessons learned

The table below provides more details of each type of measure using the above example.

Measure Type	Metric	Data Source	Target
Process	% of staff meetings with belonging check-in	Agenda	90% by June
Outcome	% favorable on "I feel I belong at this organization."	Better U survey	80% favorable
Balancing	Staff report stable workload levels	Spring pulse survey	>70% favorable