**PART 1: What should I measure?**

Measurement selection template with examples. The steps below can be used to guide your thought process for answering the question, “What should I measure?”

| **STEP 1:** What problem, operation or outcome do you want to know more about? | a. The Office of Volunteer Coordination has been operational for 1 year; is the investment paying off?  
b. To what degree are our customers satisfied with the services we provide?  
c. How do our unit costs for a particular service compare to other jurisdictions?  
d. Why is our voluntary turnover rate so high? |
| --- | --- |
| **STEP 2:** What is the data collection objective? | a. Evaluate the effectiveness of the Office of Volunteer Coordination.  
b. Know what to improve that would result in higher levels of customer satisfaction.  
c. Know where we are in the playing field compared to others providing like services.  
d. Understand who is leaving and why they are leaving. |
| **STEP 3:** How will you use the data? | a. Communicate results to stakeholders and increase accountability for stated outcomes.  
b. Target specific processes for improvement that our customers care most about.  
c. Reduce the unit cost for providing the service; there is a possibility that it could be outsourced.  
d. Improve the retention rate for high performers. |
| **STEP 4:** What do you already know? | ASK: What data/information are we already collecting?  
ASK: What is the available data/information telling us about the problem, operation or outcome we want to know more about? |
| **STEP 5:** What else do you need to know? | ASK: What are the gaps in the story?  
ASK: Can we get the additional information needed? Who has it? How difficult is it to obtain?  
ASK: If we had this information, could we make good decisions, based on our stated objective? |
# PART 1: What should I measure?

Measurement selection template. The steps below can be used to guide your thought process for answering the question, “What should I measure?”

**STEP 1: What problem, operation or outcome do you want to know more about?**

**STEP 2: What is the data collection objective?**

**STEP 3: How will you use the data?**

**STEP 4: What do you already know?**

**STEP 5: What else do you need to know?**
## PART 2: Collecting & reporting data

### Data collection and reporting template with definitions

| Measure | A meaningful indicator  
| • Often the measure reflects compiled data that can be tracked over time, i.e. net gain in businesses operating in jurisdiction; voter turnout; average costs per pot hole repair. |

| Description | A clear explanation of the measure  
| • The explanation will ensure shared understanding.  
| • Avoid industry jargon. |

| Why it matters | A short narrative to explain what’s important about the data associated with this measure?  
| • Helps explain why you are going to the trouble of collecting and reporting this information, i.e. some elementary and secondary measures are early indicators for high school graduation. |

| Collection and calculation method | Details about how the data is collected, how often the data is reported, and any calculations required  
| • Provides others with understanding of what is included and what is not.  
| • Provides consistency over time, ensuring the integrity of the data. |

| Accountable individual / position | Person or position accountable for the measured results, not necessarily the person(s) collecting the data.  
| • Who would I call to discuss the results? |

| Data collection lead | The person or position responsible for compiling and reporting the data. The person you would call if data is missing or if you had questions about how data is collected and reported. |

| Data collection point(s) of contact (if needed) | If the data collection lead gets information from multiple sources/people, the requirements and sources  
| • Example: Branch managers post library circulation data on the last Friday of each month into X system. |

| Target | A numerical representation of the desired results  
| • Targets can reflect industry standards or can be set based on data collected. |
### PART 2: Collecting & reporting data

#### SIMPLE EXAMPLE: Data collection and reporting template

<table>
<thead>
<tr>
<th>Measure</th>
<th>Volunteer hours – reported monthly.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Description</td>
<td>The measure reflects volunteer hours associated with the 9 city recreational centers, the <em>Clean City</em> initiative and 7 library branches.</td>
</tr>
<tr>
<td>Why it matters</td>
<td>The city relies on the generosity of a great number of volunteers. Certain city programs experience 15-22% increases in service levels due to a robust volunteer recruitment and retention effort. The data collected will allow the city to communicate the value of our volunteer efforts and evaluate the investment in the <em>Office of Volunteer Coordination</em>.</td>
</tr>
</tbody>
</table>
| Collection and calculation method | Volunteer = Person who has signed a volunteer agreement and is performing work. 1 hour = 60 minutes; 0.5 = 30 minutes; > 30 but < 60 = 1 hour  
  - Data is entered daily, reported monthly.  
  - Information is entered into Excel spreadsheet specifically designed for capturing volunteer data and is available on the shared drive.  
  - Monthly data submission deadline is COB of first workday of the month following the data collection month. |
| Accountable individual / position | Director of Office of Volunteer Coordination |
| Data collection lead         | Administrative Officer – Office of Volunteer Coordination |
| Data collection point(s) of contact (if needed) | 9 city recreational center supervisors  
  - *Clean City Initiative* Volunteer Coordinator  
  - 7 library branch Community Outreach Coordinators |
| Target                      | 3200 volunteer hours per month |
### PART 2: Collecting & reporting data

<table>
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<td></td>
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</table>
PART 3: Translating data and information into insight

Regularly review data and information that is collected and reported.

- Schedule reviews based on the data – monthly, quarterly, annually, etc.
- Remember that less is more. Too many measures result in frustration, not insight.

Look for data and information that cause you to say things like...

- Huh?
- That’s odd.
- I wonder....
- That’s interesting.
- That’s unexpected.

Be inquisitive with the right people at the table.

- Do we know why participation at Parks increased so dramatically last quarter?
- I see that our printed book circulation is down; has our e-book circulation changed?
- Code violations administered by Department X have increased significantly in the northern part of the city, could that be at all related to Department Y’s Clean City Initiative that was implemented recently?
- I wonder if similar jurisdictions are achieving similar results?

Know when to make changes, when to get additional information, and when to let it ride.

- Some fluctuations are normal, and no change is needed.
- Some things can’t be explained.
- Data can be very steady over time but still reflect substandard performance.
- Multiple factors/functions/departments can contribute to a change in results.
- Learn from information, and implement changes when needed to enhance performance.
- Continue to review data after changes to see if performance is improving.