THE MATRIX OF METRICS APPROACH TO STRATEGIC PERFORMANCE DECISION-MAKING

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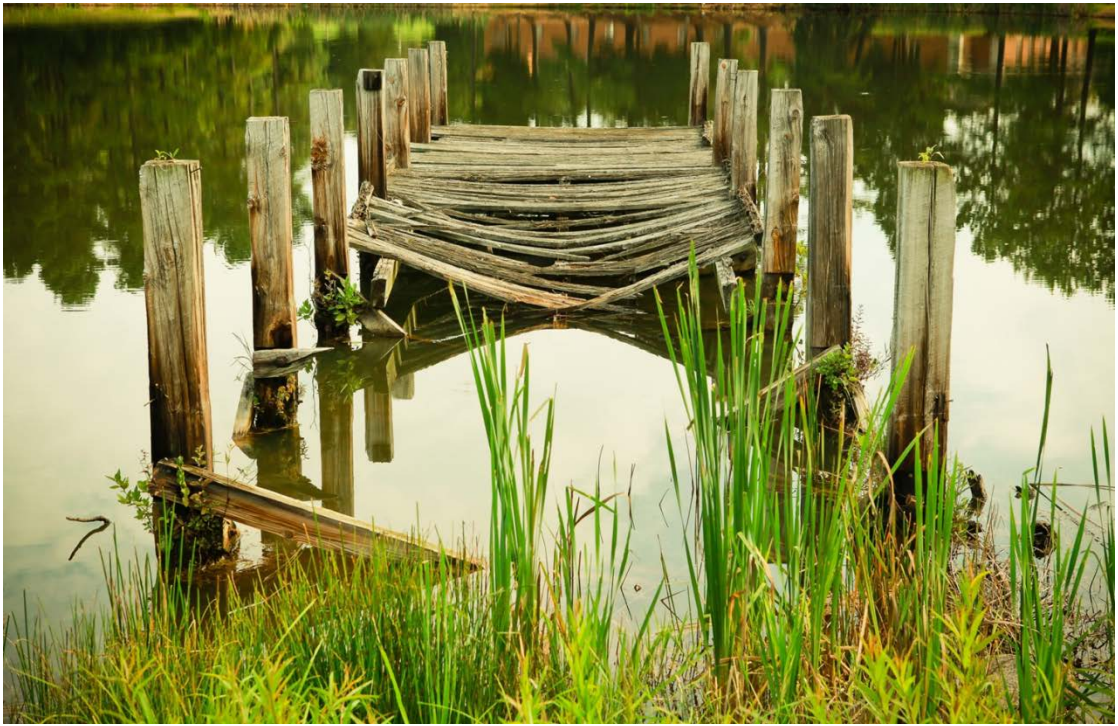
We are lucky at DMU

It’s not quite all joining up



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We wondered why?

- Non continuation
- Service desk SLAs
- Good honours
- Page hits
- Market share
- Teaching on my course
- Contribution
- Average module mark
- Learning resources
- Citations
- Salary as % of income
- And on and on

- Full time
- Overseas
- Home
- First degree
- Research
- Mature
- First in family
- BAME
- HEFCE T
- Partner college
- Domicile
- And on and on

- Faculty
- Subject
- Cost centre
- Department
- Benchmark group
- Unit of assessment
- Sector
- School
- Module
- Programme
- Research group
- And on and on

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What were our main challenges

- Too many metrics
- Internally focused
- Lack of metric hierarchy
- Data literacy not at required level
- Complex inaccessible data provision

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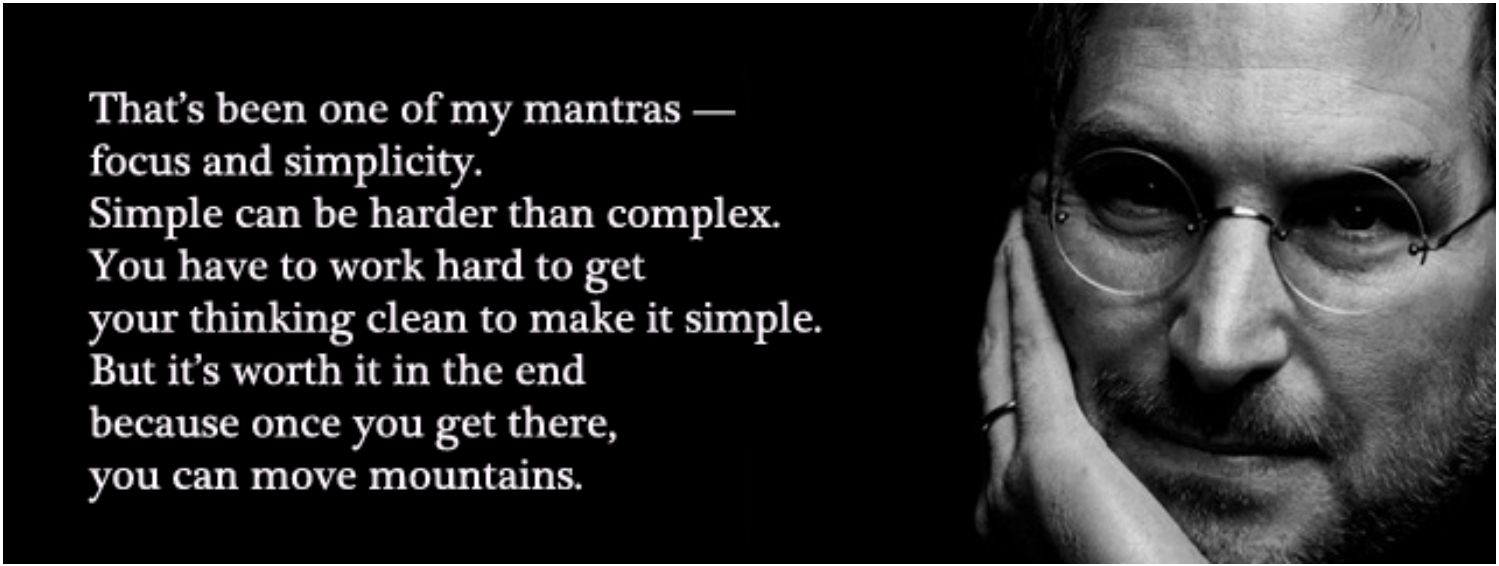
Start simple



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So what did we do?

- Proposed a governance framework
- Focused on key metrics that can be compared externally and cascaded internally
- Empowered discussions with clear and accessible MI

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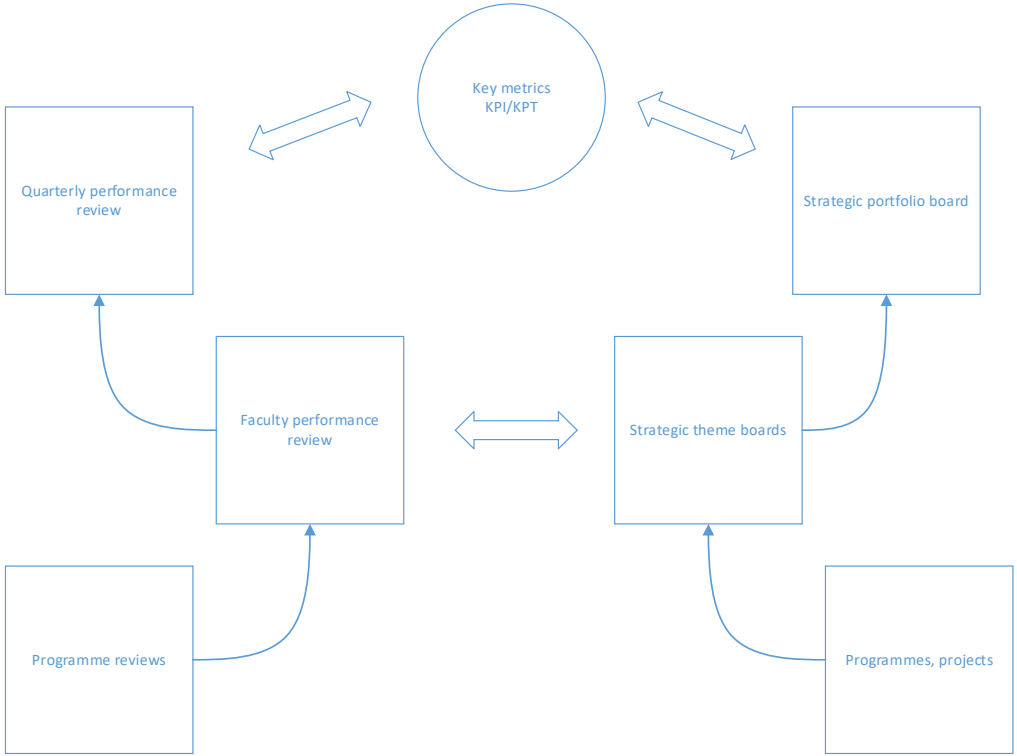
Where to start - governance



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Where to start - metrics

- Easily identifiable and understandable metrics
- A strategic priority
- Sustainable and relevant
- Usable in different contexts

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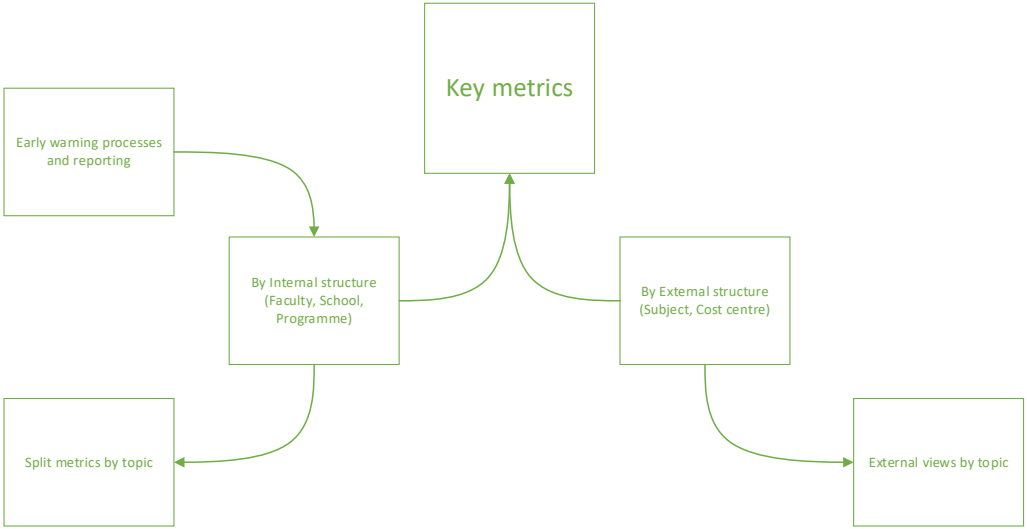
Where to start – metric framework



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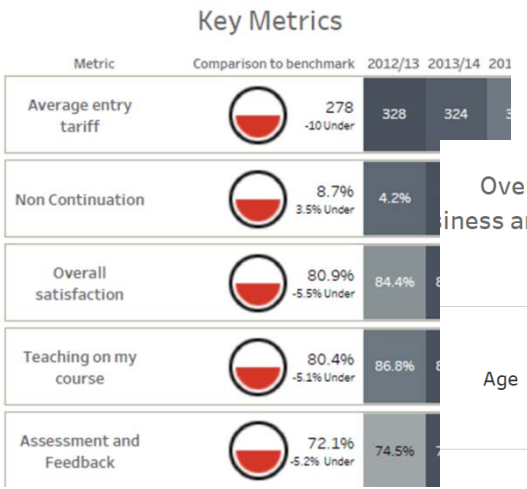
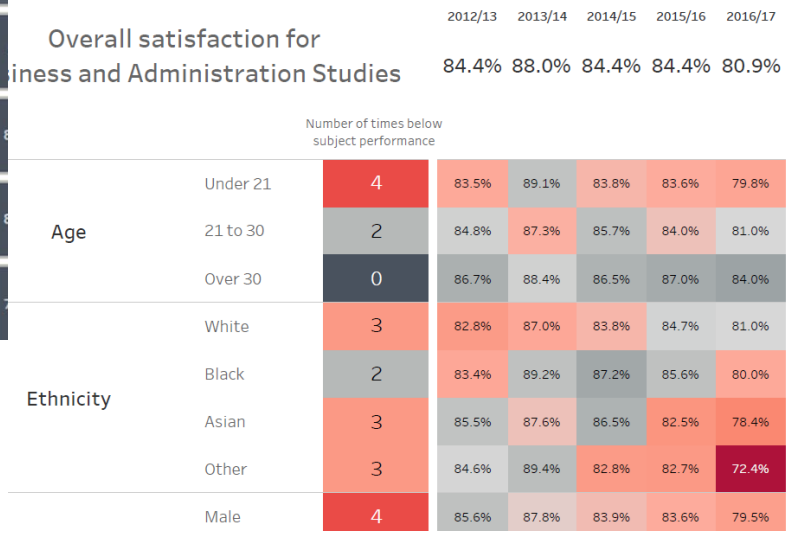
Where to start – reporting





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Where are we now?

- Successful first round of performance reviews
  - Supporting performance management
- Igniting a cultural shift across the institution
  - Senior management buy-in
- Linking performance management with external environment
  - Contextual performance

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What next?

- Build out so people can review and interrogate the performance in their area
- Link performance to monitoring
- Link initiatives and their intended benefits to performance
- Theme board and cross-institution engagement
- Integrate into the planning round and embed financial targets
- Use this to build an evaluation culture
- Enhance data literacy and take people with us

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Thank you – any questions?