

Using Metrics to Manage

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Why Metrics?

- Objective
- Realistic
- Measurable
- Easily Accessible

Metrics Impact on Organization

- Used to achieve goals
 - 95% of negotiations completed in one month
- Provide an institutional benchmark
 - Demonstrates growth or demand for services
- Justification of additional support
 - Define a benchmark level of parity and then seek additional support if workload escalates to an agreed upon threshold
- Used for employee performance evaluation

Examples of Metrics

- Average cost per proposal submission
- Average cost per award negotiation
- No. of Proposals submitted per Pre-Award FTE
- No. of Awards managed per Post-Award FTE
- Days to Execution
- Proposals per FTE
- Awards per FTE

Workload Analysis

- Weighted by type of negotiation
 - Grant vs Contract
- Weighted by type of sponsor
 - Federal vs industrial
- Reviewed periodically
 - Biannual
- Manage toward the target
 - Use benchmark statistics to reach desired goals

Negotiator Status Report

- Days to Execution
 - 1-14, 15-28, 29+
 - Itemized by type of sponsor
- Reviewed weekly by management
- Used to access negotiations and negotiators
- Can temporarily shift work in time of need
- Effective at reminding negotiators of goals

Processor Status Report

- Workload Analysis
- Short-term management of workloads
- Long-term management of workloads
- Shifting assignments during heavy workload and times of absences

Impact of Metrics on Institution

- Customers are aware that we track and remain cognizant of pending negotiations
- Staff know that management is reviewing workload and will provide assistance if workload merits it
- Management is held accountable for knowingly allowing negotiations to linger without a justifiable explanation

Precautions

- Do let everyone know why you are initiating the use of metrics and how they will be used
- Avoid the tendency to manage only by the numbers instead of by instinct
- Avoid the false belief that work is being completed with the highest level of quality for this remains best measured by review and audits of work performed

Step 2: Calculate equitable workload per employee

Team 1	FTE	Docs*	Explanation of FTE Estimates
Negotiator 1	0.75	212	Team Leader
Negotiator 2	0.50	141	
Negotiator 3	0.85	240	
Negotiator 4	0.75	212	
Negotiator 5	0.30	85	
Negotiator 6	1.00	283	
SUBTOTAL	4.15	1,173	35%

Team 2			
Negotiator 1	0.75	212	Team Leader
Negotiator 2	0.75	212	
Negotiator 3	0.75	212	
Negotiator 4	1.00	283	
Negotiator 5	1.00	283	
SUBTOTAL	4.25	1,202	35%

Team 3			
Negotiator 1	0.75	212	Team Leader
Negotiator 2	0.85	240	
Negotiator 3	1.00	283	
Negotiator 4	1.00	283	
SUBTOTAL	3.60	1,018	30%

TOTAL	12.00	3,393	283 = docs per FTE
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*This is the number of docs each negotiator should be processing a year based on their FTE devoted to negotiation. Industrial docs > \$10K are double-counted to give negotiators "extra credit" for processing industrials.

Step 3: Make specific assignments in accordance with equitable workload calculations

Workload estimates based on awards processed between 3/1/07 and 2/29/08

		Awards	JA/NSF/NIH	Net Awards	Subs	TOTAL	Weighted > \$10K Total	Designated Backup
TEAM 1								
Negotiator 1 (.75 FTE)								
EN	<i>Mechanical and Nuclear Engineering</i>	147	9	138	58	196	62	258
		147	9	138	58	196	62	258
Negotiator 2 (.5 FTE)								
AG	<i>Agricultural & Extension Education</i>	12	0	12	4	16	1	17
AG	<i>Crop & Soil Sciences</i>	126	95	31	13	44	13	57
AG	<i>Veterinary and Biomedical Sciences</i>	56	26	30	8	38	5	43
EN	<i>Industrial & Manufacturing Engineering</i>	16	0	16	1	17	11	28
		210	121	89	26	115	30	145
Negotiator 3 (.85 FTE)								
	<i>Communications</i>	17	0	17	12	29	4	33
AG	<i>Cooperative Fish and Wildlife Research (</i>	3	1	2	0	2	0	2
AG	<i>Fruit Research & Extension Center</i>	55	48	7	0	7	12	19
AG	<i>International Agricultural Programs</i>	11	0	11	6	17	0	17
AG	<i>Poultry Science</i>	10	3	7	0	7	1	8
AG	<i>Resident Education</i>	1	0	1	0	1	0	1
AG	<i>School of Forest Resources</i>	35	4	31	5	36	0	36
EN	<i>Chemical Engineering</i>	22	13	9	2	11	3	14
EN	<i>Electrical Engineering</i>	65	15	50	1	51	21	72
HHD	<i>Kinesiology</i>	31	21	10	3	13	4	17
HHD	<i>Nursing</i>	13	6	7	2	9	0	9
HHD	<i>Recreation Parks & Tourism Managemen</i>	9	1	8	0	8	1	9
		272	112	160	31	191	46	237
Negotiator 4 (.75 FTE)								
EN	<i>Center for Nanotechnology Ed</i>	3	1	2	0	2	0	2
EN	<i>Continuing Education at Engineering</i>	0	0	0	0	0	0	0
EN	<i>Engineering Science & Mechanics</i>	50	7	43	10	53	20	73
EN	<i>Facilities Engineering Institute</i>	5	0	5	0	5	1	6
EN	<i>Radiation Sciences and Engineering</i>	4	0	4	0	4	0	4
HHD	<i>Biobehavioral Health Program</i>	14	2	12	1	13	5	18
HHD	<i>Communication Disorders</i>	6	3	3	2	5	0	5
HHD	<i>Health Policy and Administration</i>	5	2	3	0	3	0	3
HHD	<i>Human Development & Family Studies</i>	19	10	9	11	20	2	22
HHD	<i>Nutritional Sciences</i>	33	5	28	33	61	5	66
		139	30	109	57	166	33	199
Negotiator 5 (.3 FTE)								
	<i>Arts & Architecture</i>	12	0	12	0	12	0	12
	<i>Capital College</i>	51	0	51	0	51	13	64
		63	0	63	0	63	13	76
Negotiator 6 (1.0 FTE)								
	<i>Education</i>	58	3	55	37	87	4	91
	<i>Law School</i>	5	0	5	0	5	1	6
EN	<i>Dean's Office in Engineering</i>	3	1	2	0	2	0	2
EN	<i>Engineering - Computer Science</i>	48	24	24	6	30	9	39
HHD	<i>Dean's Office in HHD</i>	2	1	1	0	1	0	1
HHD	<i>HHD Centers</i>	79	29	50	21	71	4	75
HHD	<i>School of Hospitality Management</i>	18	0	18	0	18	9	27
SVPR	<i>Social Sciences Research Institute</i>	39	16	23	16	39	4	43
		252	74	178	80	253	31	284
TEAM TOTALS (4.15 FTE)		1083	346	737	252	984	215	1199
TEAM TOTALS PER FTE		261	83	178	61	237	52	289

Negotiator Status Report

Negotiator Name	Federal: 0-14	State: 0-14	Industry: 0-14	Other: 0-14	Federal: 15-28	State: 15-28	Industry: 15-28	Other: 15-28	Federal: 29+	State: 29+	Industry: 29+	Other: 29+	Total	FY YTD Total
XXXXXXXXXX	-	-	-	-	-	-	-	-	-	-	-	-	-	123
XXXXXXXXXX	3	-	2	1	-	-	2	-	6	-	4	1	19	35
XXXXXXXXXX	-	-	3	2	-	-	2	1	2	-	4	-	14	45
XXXXXXXXXX	-	3	2	1	3	-	3	1	2	-	1	4	20	48
XXXXXXXXXX	3	-	-	-	1	-	-	-	-	-	3	7	14	86
XXXXXXXXXX	5	1	-	6	1	-	2	2	5	-	4	3	29	50
XXXXXXXXXX	-	-	-	-	-	-	-	-	1	1	-	-	2	2
XXXXXXXXXX	1	-	-	11	-	-	-	-	3	-	1	1	17	46
XXXXXXXXXX	2	-	4	3	-	-	1	4	-	-	4	4	22	76
XXXXXXXXXX	-	-	2	3	1	2	-	-	-	-	6	1	15	28
XXXXXXXXXX	4	-	3	4	-	-	2	1	-	-	1	2	17	57
XXXXXXXXXX	1	2	-	-	-	1	1	-	-	-	-	3	8	18
XXXXXXXXXX	3	-	-	-	1	1	-	-	-	-	-	-	5	50
XXXXXXXXXX	-	-	-	6	2	-	1	1	3	1	3	2	19	51
XXXXXXXXXX	-	-	-	-	-	-	-	-	-	-	-	-	-	-
XXXXXXXXXX	2	2	-	1	3	2	-	1	14	-	-	-	25	43
XXXXXXXXXX	1	1	-	-	-	-	2	1	-	-	-	-	5	37
XXXXXXXXXX	1	-	2	-	-	-	-	-	4	-	2	2	11	56
XXXXXXXXXX	4	-	-	7	1	-	-	5	-	-	-	3	20	59
XXXXXXXXXX	-	-	1	6	-	-	1	-	1	1	3	1	14	67
XXXXXXXXXX	2	1	1	7	-	-	-	6	-	-	1	3	21	59