Measurement Information Specification
Level of Involvement

Information Need Description	
Information Need	Do we have adequate involvement of management at all levels of the organization?
Information Category	Process Improvement Readiness

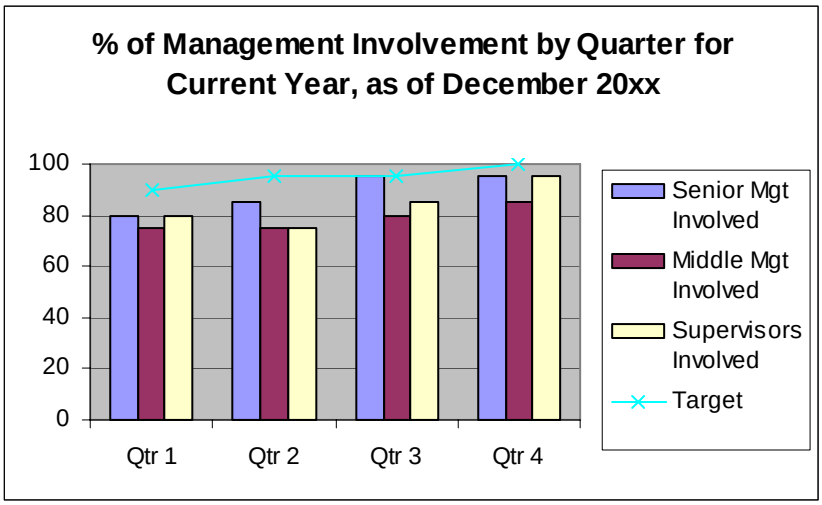
Measurable Concept	
Measurable Concept	Alignment and Commitment

Entities and Attributes	
Relevant Entities	1. managers 2. meetings 3. action items
Attributes	1. level of management 2. attributes of meetings vary, but might be one or more of • types of meetings involving management (e.g. steering committee, status, issue escalation) • # of attendees by level of management • frequency of meeting (annual, monthly, etc.) • # actions taken • # decisions reached • % of standard meetings in which process improvement is discussed 3. planned and actual completion dates for an action item

Base Measure Specification	
Base Measures	1. number of managers at a given level 2. count of meetings with a given attribute 3. date of completion
Measurement Methods	Collect planned data for involvement from management team, then monitor actual involvement during meetings and for action items assigned, as they occur
Type of Method	Objective
Scale	1. Count of individuals 2. count of meetings 3. date
Type of Scale	1. ratio 2. ratio 3. interval
Unit of Measurement	1. individual items 2. individual items 3. days

Derived Measure Specification	
Derived Measure	% of Management Involvement by Level
Measurement Function	For each level of management, over a given time period, compute the percentage of those involved by tracking which managers participate in the meeting attributes being tracked, dividing actual numbers by planned numbers.

Derived Measure Specification	
Derived Measure	Management Action Item Responsiveness
Measurement Function	Over all managers, for a given time period, compute the responsiveness by comparing the date of completion of action items to the planned date of completion. Determine the percent that are early, on time, and late

Indicator Specification	
Indicator Description and Sample	
Analysis Model	A goal for the improvement program is to have each level of management involved in the effort, participating 100% of the time. For levels of management where this is not the case, details below this summary need to be reviewed, to see where help is needed to get that involvement.
Decision Criteria	The goals are set by organization, generally requiring action when the number not participating is large enough to hinder deployment of the changes. A small percentage not participating may be a problem, if business value requires that all organizations deploy the changes at the same time. A larger value might be tolerated if staged implementation is viable.
Indicator Interpretation	In this example, with the exception of second quarter, when other pressures may have prevailed, the organization appears to be gradually getting effective management involvement in their improvement program.

Data Collection Procedure (for each Base Measure) *Complete this section for each base measure listed on the previous page.*	
Frequency of Data Collection	At each scheduled meeting For each assigned action item
Responsible Individual	Process group member
Phase or Activity in which Collected	Not applicable; collected by meeting and action item throughout the year
Tools Used in Data Collection	Simple spreadsheet
Verification and Validation	Meeting minutes provide lists of invitees and participants, as well as status of assigned action items
Repository for Collected Data	Process Group measurement database

Data Analysis Procedure (for each Indicator)	
Frequency of Data Reporting	Monthly
Responsible Individual	Process group member
Phase or Activity in which Analyzed	Throughout the improvement project, all phases
Source of Data for Analysis	Meeting minutes
Tools Used in Analysis	Excel or other measurement tools
Review, Report, or User	Process Group Management Teams Executive Leadership

Additional Information	
Additional Analysis Guidance	This measure is likely to be needed on a sub-organization, as well as over the total organization, to be able to address those areas where management support is marginal.
Implementation Considerations	Getting appropriate levels of involvement generally requires that the managers have some active role in the improvement effort. Thus, to sustain the involvement in meetings and monitoring, each manager should have some role in the development and/or deployment of the improvements underway.