Gemini on System 3 metrics

Here are common metrics for a research team like yours, focusing on the value of complex, cross-agency work rather than simple reporting. These are grouped into categories that reflect a holistic view of team performance.

**Impact and Relevance**

These metrics measure whether your work is influential and focused on the right problems.

* **Stakeholder Action Rate**
  + **How to Measure:** After delivering a project, follow up with the primary stakeholders (e.g., via a simple survey) and ask, "Did this research directly inform a specific decision, change a process, or lead to a new action?" Track the percentage of "Yes" responses.
  + **Why It Matters:** This is the ultimate measure of impact. It moves beyond whether someone *read* your report to whether they *used* it to do something differently.
* **Cross-Agency Portfolio Balance**
  + **How to Measure:** Categorize your team's projects by the number of agencies involved (e.g., single-agency, two-agency, three or more). Track the percentage of team effort or project count dedicated to multi-agency work.
  + **Why It Matters:** This directly measures whether the team is fulfilling its core mandate to break down silos and conduct cross-agency research. It keeps the team strategically aligned.
* **Citation Rate**
  + **How to Measure:** Track how often your team's published work (reports, briefs, evaluations) is cited or mentioned in legislative testimony, agency budget proposals, strategic plans, or news media.
  + **Why It Matters:** This serves as a strong proxy for your team's influence and authority. It shows your work is entering the official policy conversation.

**Quality and Rigor**

These metrics assess whether your work is methodologically sound, trustworthy, and well-executed.

* **Reproducibility Score**
  + **How to Measure:** Once a quarter, have a team member randomly select a completed project by another colleague and attempt to reproduce the final results using only the archived code and documentation. Score the ease of reproduction on a simple 1-5 scale.
  + **Why It Matters:** This is the gold standard for analytical rigor. A high score indicates excellent documentation and sound methodology, which builds long-term credibility and prevents knowledge silos.
* **Rework Rate**
  + **How to Measure:** Track the percentage of projects that require significant, unplanned rework after a final review (either internal or external). "Significant" might be defined as requiring more than a day of changes.
  + **Why It Matters:** This is a powerful indicator of internal process health. A high rework rate can signal problems with initial project scoping, quality control checkpoints, or unclear stakeholder expectations.

**Efficiency and Throughput**

These metrics track the team's ability to get high-value work done effectively.

* **Average Project Cycle Time**
  + **How to Measure:** Measure the average number of days from a project's official start (e.g., a signed charter) to the delivery of the final product.
  + **Why It Matters:** An increasing cycle time is a critical early warning sign of bottlenecks, team overload, or process friction. It helps you know when to investigate *why* work is slowing down.
* **Value-Added Time Ratio**
  + **How to Measure:** For a sample of projects, estimate the hours spent on core "value-add" tasks (e.g., statistical modeling, writing insights, data visualization) versus "non-value-add" tasks (e.g., waiting for data access, administrative overhead, excessive meetings, rework).
  + **Why It Matters:** This metric highlights systemic inefficiencies. A low ratio means your highly skilled team is spending too much time on friction and not enough on the deep work they were hired to do.

**Team Health and Capacity**

These metrics focus on the sustainability and growth of the team itself.

* **Capacity Allocation**
  + **How to Measure:** Track the percentage of team hours spent across different categories: Core Project Work, Professional Development & Training, and Internal Tool Building (your System 2/4 work).
  + **Why It Matters:** This ensures the team is not just burning out on today's projects but is also actively investing in its future skills and efficiency.
* **Skill Resiliency**
  + **How to Measure:** Maintain a simple skills matrix for the team. For each critical skill (e.g., advanced regression, qualitative analysis, specific software), count how many team members are proficient.
  + **Why It Matters:** This helps identify single points of failure where critical knowledge is held by only one person. It guides cross-training efforts and makes the team more resilient to staff changes.

# More based on our desired product qualities

Yes, absolutely. Turning those excellent, qualitative values into measurable signals is a key function of a System 3. Here are some potential metrics you could use for each of your stated values.

**Ethical**

This value is often about process and diligence. The metrics should measure adherence to ethical procedures.

* **Metric:** **Ethics & Bias Review Rate**
  + **How to Measure:** For every project involving sensitive data about individuals, track whether it passed through a formal ethics and bias review before its conclusion. The metric is the percentage of applicable projects that completed this review.
  + **Why It Matters:** This operationalizes your commitment to ethics. It transforms an abstract value into a mandatory, non-negotiable step in your process, ensuring fairness and privacy are always considered.
* **Metric:** **Data Minimization Audit**
  + **How to Measure:** On a quarterly basis, randomly select a completed project and audit the data used. Did the analysis use the minimum amount of data necessary to answer the research question? You can create a simple "Pass/Fail" score.
  + **Why It Matters:** This measures adherence to the core ethical principle of using the least amount of data necessary, demonstrating respect for privacy and reducing risk.

**Understandable, Accessible, Usable & Approachable**

These metrics focus on the "user experience" of your research products.

* **Metric:** **Comprehension Score**
  + **How to Measure:** For a key report, show the executive summary to 3-5 people from the target audience who were not involved in the project. Ask them, "In your own words, what is the single main takeaway here?" The metric is the percentage who can accurately articulate the core message.
  + **Why It Matters:** This is a direct test of clarity. It measures whether your intended message was actually *received*, which is the true goal of communication.
* **Metric:** **"Zero-Click" Question Rate**
  + **How to Measure:** After publishing a report, track the nature of follow-up questions from stakeholders. The goal is to decrease the number of simple clarifying questions (e.g., "Where can I find the data? What does this axis mean?") because the report was so usable and well-documented on its own.
  + **Why It Matters:** This measures how effectively your products anticipate and answer your audience's needs, a key component of usability and accessibility.

**Rigorous & Trustworthy**

These metrics measure the methodological soundness and transparency of your work.

* **Metric:** **Reproducibility Score**
  + **How to Measure:** Once a quarter, have a team member attempt to reproduce a randomly selected project's final results using only the archived code and documentation. Score the ease of reproduction on a 1-5 scale.
  + **Why It Matters:** This is the gold standard for rigor. It proves the work is transparent, well-documented, and not reliant on one person's "secret knowledge," which is the foundation of long-term trust.
* **Metric:** **Methods Justification Rate**
  + **How to Measure:** Review a sample of your final reports. The metric is the percentage of them that contain a clear, plain-language justification for *why* the chosen analytical method was appropriate and a transparent discussion of its limitations.
  + **Why It Matters:** Trust comes from transparency. This metric ensures you are not just presenting findings, but also openly explaining the strengths and weaknesses of your approach.

**Innovative**

These metrics track whether the team is actively trying new things and generating new ideas.

* **Metric:** **New Methods Adoption Rate**
  + **How to Measure:** At the start of the year, identify 2-3 new analytical methods, data sources, or visualization techniques the team wants to try. The metric is the number of projects that successfully incorporate one of these new methods by the end of the year.
  + **Why It Matters:** This turns the abstract goal of "being innovative" into a concrete, measurable activity, encouraging the team to move beyond its standard toolset.
* **Metric:** **"Proactive Project" Ratio**
  + **How to Measure:** Categorize projects as either **Reactive** (in response to a direct stakeholder request) or **Proactive** (initiated by the team based on its own environmental scanning). Measure the ratio of time spent on each.
  + **Why It Matters:** A key part of innovation is identifying new questions, not just answering old ones. This metric tracks whether the team is successfully generating its own research agenda.

**Relevant & Impactful**

These metrics measure whether your work connects to real-world problems and leads to change.

* **Metric:** **Stakeholder Action Rate**
  + **How to Measure:** After delivering a project, survey the primary stakeholders: "Did this research directly inform a specific decision, change a process, or lead to a new action?" Track the percentage of "Yes" responses.
  + **Why It Matters:** This is the ultimate test of impact. It directly measures the conversion of your research into real-world change.
* **Metric:** **"Shelf-Life" Score**
  + **How to Measure:** Six months after a project is delivered, check in with the primary stakeholder. Is the work still being referenced or used? Score it on a simple 1-3 scale (1=Forgotten, 2=Referenced occasionally, 3=Still in active use).
  + **Why It Matters:** This measures the durability and lasting relevance of your work, distinguishing between projects that make a brief splash and those that have a lasting impact.

# More based on our desired process qualities

**Collaborative**

This value is about ensuring the team works *together* effectively, rather than as a collection of individuals.

* **Metric:** **Cross-Unit Contribution Rate**
  + **How to Measure:** For a sample of projects primarily owned by one "unit," count the number of meaningful contributions (e.g., a code review, a methods consultation, a chart design) from members of *other* units.
  + **Why It Matters:** This measures whether your work units are acting as supportive partners rather than rigid silos. A high rate indicates that knowledge and skills are flowing freely across the team.
* **Metric:** **Partner Satisfaction Score**
  + **How to Measure:** At the conclusion of a project with an external agency partner, send a very short (2-3 question) survey asking them to rate the collaborative experience (e.g., "How easy was it to work with our team on this project?").
  + **Why It Matters:** This provides direct, external feedback on how your collaboration is perceived by the very partners you aim to serve.

**Constructive**

This value focuses on the quality of internal feedback and debate.

* **Metric:** **"Peer Feedback" Utility Score**
  + **How to Measure:** After an internal peer review session for a project, the person *receiving* the feedback privately rates its usefulness on a simple 3-point scale (e.g., 1=Not helpful, 2=Somewhat helpful, 3=Very helpful and actionable). Track the average score over time.
  + **Why It Matters:** This encourages and measures the team's ability to provide feedback that is kind, specific, and actionable. It helps build a culture of constructive critique, not just criticism.

**Communicative**

This value is about the effective and timely flow of information.

* **Metric:** **"No Surprises" Rate**
  + **How to Measure:** In the retrospective at the end of a project, ask the core team and the primary stakeholder a simple "Yes/No" question: "In the final quarter of the project, were there any major, unexpected surprises regarding the project's timeline, direction, or findings?" Track the percentage of projects with a "No" answer.
  + **Why It Matters:** This is a powerful proxy for effective, continuous communication. A "boring" final stage with no surprises is a sign that information has been flowing well all along.

**Managing Expectations**

This value is about reliability, predictability, and clear communication about scope and timelines.

* **Metric:** **Scope Adherence**
  + **How to Measure:** At the end of a project, compare the final deliverables to the initial project charter. Tally the number of major features or analyses that were added after the scope was initially agreed upon.
  + **Why It Matters:** This directly measures the team's ability to prevent "scope creep." It reflects how well the team defines the work upfront and communicates with stakeholders when new requests emerge.
* **Metric:** **On-Time Delivery Rate**
  + **How to Measure:** Use the target delivery date established in the project charter as the baseline. The metric is the percentage of projects that meet this initial, agreed-upon date.
  + **Why It Matters:** This is a classic metric that reflects not just work speed, but the team's ability to estimate realistically and manage expectations from the very beginning.

**Playing Well with Others**

This is about being a good citizen within the team and the broader organization.

* **Metric:** **Internal "Helpfulness" Index**
  + **How to Measure:** On a quarterly basis, have team members privately and anonymously nominate one colleague who was particularly helpful to them on a task *outside* of that person's direct project responsibilities.
  + **Why It Matters:** This recognizes and encourages the crucial "glue work" that makes a team function smoothly. It celebrates the people who offer help, share knowledge, and support their colleagues without being asked.

**Professional & Conscientious**

This value is about diligence, reliability, and respecting team processes and colleagues' time.

* **Metric:** **Process Adherence Rate**
  + **How to Measure:** Once your team has designed its new System 2 processes (e.g., using a project intake form, completing a peer review checklist), periodically audit a sample of projects. The metric is the percentage of projects that correctly followed the agreed-upon processes.
  + **Why It Matters:** This measures the team's discipline and commitment to operating in the new, more structured way they designed for themselves. It shows respect for the team's own rules.