

Panel 7 Performance Measures (PMs): Margaret Davidson

Key Questions: Why we want to do PMs? Why do we want to be evaluated?

2 Reasons:

- OMB required
- Improve management of programs

NOAA needs to develop processes, needs to understand processes, and address outcomes.

- Long-term measures, evaluation, and metrics. How much progress?
 - Evaluation part is important. Evaluating performance more affectively.
- Distinction between monitoring and evaluation.
 - Monitoring is what data is measuring.
 - Evaluation is analysis of data

External Panelists

1. Tom Wilbanks, Oak Ridge National Lab

Indicators:

- Sustainability
- Vulnerability
- Resilience(e.g. Time series data rather than just values) (cf. NRC, 1999; CENS, current)
- Much of interests on indicators focus on contextual conditions
- Most indicators are static, while most processes are dynamic
- No one set of indicators is appropriate for all purposes – red flags
- How to comply with GPRA?
- Process outcomes are more important than product outcomes
- Quantitative outcomes (e.g. values) are easier than qualitative outcomes
- Using metric to motivate desired program manager behaviors not just to provide a scorecard.

2. Eric Barron, Science Advisory Board (SAB)

Key metrics

- Process metrics. Many programs are not scaled.
- Input metrics. (e.g. there is a sufficient commitment of resources; Competing ideas).
- Output metrics. (Provide data in a coherent fashion. Physically impossible for NOAA to scale up; stakeholder-based assessments; results and products are communicated to stakeholders).
- Outcome metrics. (e.g. has promoted new avenues of research and discovery; has provide new knowledge)
- Impact metrics. (e.g. the public understanding of climate/climate impacts has improved). End-to-end analysis is necessary

3. Susanne Moser, Susanne Moser Research & Consulting

- Think about our own remaining career paths? What would be a successful work life? How to describe success? (e.g. the number of manuscripts etc?)
- What would make NOAA the best climate services provider it could possibly be?
- How do we go from the old business as usual?
- Change system.
- What keeps people in place doing what they do? Take those items and apply them to climate services.
- NOAA climate service. Let's not create user monsters. Passive consumer of NOAA climate services
- A paper Quinn (2004). Other-focused; externally-open; internally-directed; purpose-centered. Those can enable to cross the bridge.
- NOAA climate services bridge to information users
- Allow mistakes to encourage learning and reward learning
- Be open to encourage leadership from any level/position
- Encourage and reward self-reflection, movement toward meaningful and satisfying work

Discussion

Jean Brennan, Review Team: Metrics. Issues of using expert opinions has no bound. Increasing areas relied upon to move forward. How can we give guidance?

Eric Barron: Fed's greatest concerns: require best available information. NOAA can take lead on it. Authoritatively. NOAA has capability/capacity

Tom Wilbanks: Emerging science that enable us figure out that right

Jake Rice, Review Team: Observations: lots of work exists outside the US. UN agencies, EU etc. no interactive equal., and few coordinations.

Eric Barron: We are living in age of accountability (e.g. stimulus fund). Single metric cost damage. Climate metrics narrows uncertainties and add values. Options to guiding sensibly.

Comment: peer-reviewed: reliable, excellent way/opinions. Stakeholder consultation processes different from peer-reviewed. Risks of allowing the expert opinion to come are well-documented.

Eric Barron: Climate Service: information delivery and stakeholder connections: much closer. Stakeholder reports are much more stringent than consultations

Margaret Davidson: efforts are still in transition (i.e. output to outcomes). How experts are to evaluate the process. How do we move ourselves in terms of processes. We need to move to an intellectual basis. How to get feedback stakeholders

Comment: Indicators are helpful. But what distributions are we looking for or focused? Any concentrated areas?

Comment: Dual challenges: Trying to establish metrics and measures of success that are motivating. Number of publications is not motivating people. Metrics help organization.

Margaret Davidson: In near terms, we should spend time for outreach. We have to have common understanding of terms of reference. Capacity building and education are not pink-color stuff until recently. NASA is trying to spend more money for education. National strategic framework vs. regional strategic framework (e.g. adaptation, regional downscaling). How to influence people in the regions who inform decision? (why NGOs are so effective to local communities compared to feds?).

Jeanine Jones, Review Team: Metrics: NOAA should consider external perspectives compared to NOAA internal research perspectives.

John Dutton, Review Team: Metrics such as reduce uncertainties. No sense. NOAA should start thinking in more quantitative way. Think about predicted probability distribution.

Molly MaCauley, Review Team: Today is when we need to start. How would you satisfy people by working with regional groups? What they need to know on climate service and what NOAA can deliver to them. Where do we need to start? Other organizations framework. Quantify benchmark: What we've done before and where we are now, and where we want to go.

Jean Brennan, Review Team: New paradigm. Building bridges on NCS lead to quick sand? Need further consideration. Narrow uncertainties: Increase capacity building. Skills necessary to perform NCS well (e.g. conflict resolutions). How to measure effectiveness? Science metrics are not sufficient. Need other metrics for NCS success. (e.g. what constituents think about NCS etc.)

Comment: What challenges can NOAA face? What NOAA can meet and can't?

Susanne Moser, Panelist: How we in the world understand scientific literacy? There is not single notion on scientific literacy. Need to consider social-science literacy as well as scientific literacy (e.g. how people behave/react to NCS)

Ray Ban, Review Team: Customer driven quality. Sustained efforts education/literacy turn into aircraft carriers? It is hard to speak climate objectively. People get emotional. Educational customers are best customers. There are delicate areas on how we take nation where we now to how we want it to be.

Comment: Challenges is how to set NCS up. How NCS to be inspirational?

Margaret Davidson: bureaucracy (we will be punished if we fail). Need to develop aspirational, affective metrics.