# Performance Indicators

This week's article will focus on the foundation of all analysis-Performance indicators. Many coaches use these by setting targets for players/ teams to achieve in a performance, an example of which would be a coach asking for 1 hook and block from each player. Within this article I will discuss the process I have used to select performance indicators with teams I have worked with. Firstly a key performance indicator (KPI) is a quantifiable measure used to evaluate the success of a team. In my opinion it is hugely important that the KPIs monitored reflect the ethos of the team and the coach. If the KPIs reflect the team and manager I feel that all parties interact more with and gain knowledge from the process.

# Selecting KPIs

There are many ways to decide what KPIs are monitored. In some cases the coach will have KPIs which they believe are important to the way their teams play, whereas in other cases, KPIs will be developed as a coach or manager might not be familiar to the analysis process. The latter is the process we are going to discuss today. I am going to go through what I do when I meet a management team who are new to the process of performance analysis and setting KPIs.

### Step 1

The first step I take is to shadow the management team and listen to what they're saying to each other and the players. From these interactions you will usually find a couple of things which always are repeated so I take them as the principles of the management and team and start to work on developing KPIs from there. Asking questions during this period is hugely beneficial as you can really gauge what is important to management and you can really learn to give more depth to your analysis.

### Step 2

Step 2 consists of drawing up operational definitions. After getting an idea of what's important to management I would then draw up operational definitions and give them to the management so I can see if my definition of an action is the same as their definition, for example is my definition of a block the same as the management's definition of a block. Operational definitions are the definitions you use for your KPIs. An example of an operational definition is as follows:

| Shot | Any strike that ends with a point, goal, wide, short to keeper, hit the post or is saved |
|------|------|

Rob Carroll, Denise Martin, Colm Clear and Johnny Bradley have wrote operational definitions for hurling and football which can be used to guide people when defining their own operational definitions.

### Step 3

Step 3 involves working with the players themselves and getting the players take on the performance indicators.

# Players involvement

If players are involved in the process of creating there KPIs it can give them the opportunity to take ownership of the performance.  It also can help players understand the game plan the management want to implement with them.

There are many advantages of players taking ownership of the performance indicators especially that it can allow a team to evaluate their performance based on facts. Coaches I have been involved with have based team debriefs around the players performance indicators which creates great dialogue and discussion between players and management. In the past I have created simple charts in Microsoft excel with teams KPIs from games and used them in debriefs. Players can see where they can directly improve or where they have improved.

During the debriefs, video footage can really emphasis the KPIs and can aid the players development, for an example if a team has chance conversion rate as a KPI and they are have a relatively low chance conversion rate after a performance the video can help to see if their striking let them or was if it was shot selection that let them. It can be really useful to mix both the performance indicators and video together to help the players develop.

# Key Performance Indicators in Camogie

Since I started conducting analyses in Camogie I have used both simple and complex performance indicators. The simple indicators I would have used are:

- Chance Conversion Rate (amounts scores/ amount of shots)
- Puck outs won and lost
- Foul counts
- Possession

The more complex indicators would usually be specific to each team so in a case where usage of the ball is important a team might look at:

- The areas where the ball was lost
- Pass sequences (which pass was turned over)
- The retention % from frees inside a team owns half
- Direction of the pass

# Conclusion

As I said earlier it is important to have each teams own performance indicators. There is very little to gain from using the example above of analysing pass sequences if the team in question is looking to get quick ball into forwards. Each team is unique and I believe that each team should set their KPIs based on their system of play and ethos and not use a KPI because another team are using it. Use KPIs specific to your team.  What we are trying to get from KPIs is a way of measuring what is specific to the team we are involved with. If anyone has any questions on how to measure any aspect of performance let it be shooting or puck outs etc. drop me an email and we can bounce ideas off each other on how it might be done. Hope you enjoyed reading this. tomasmount@hotmail.com