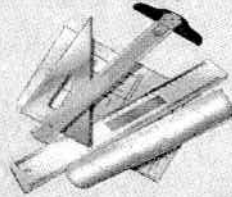
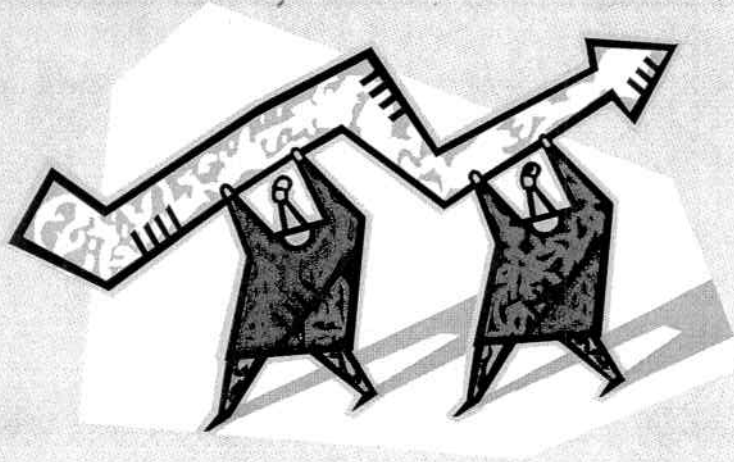


Metrics for Labor-Management Forums



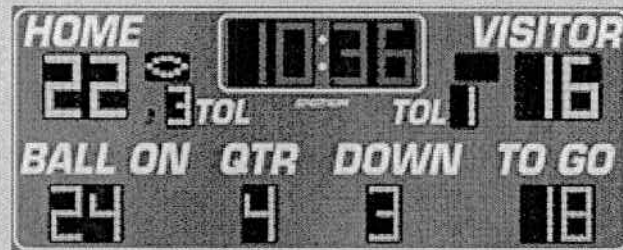
Presentation to the
National Council on Federal Labor-Management Relations
Washington, DC, September 20, 2010

Performance Metrics: Theory and Application



I. Theory

*Shared Understanding and Shared Commitment
Improves Results*



II. Practical Application

A. Issue(s)

B. Goals

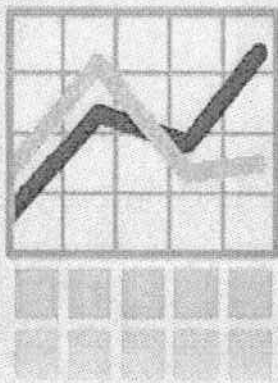
C. Metrics

D. Timeline



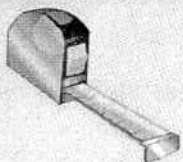
- December 31, 2010 baseline
- March 31, 2011 initial report to Council
- September 30, 2011 six month report to Council
- March 31, 2012 annual report to Council

Areas of Focus for Labor-Management Forums



- I. Mission and Service Delivery
- II. Employee Satisfaction and Engagement
- III. Labor-Management Relationship

Metric I: Mission and Service Delivery



At least 3 of the following:

- General Outcomes
- Process/Cycle Time
- Error Rate/Quality
- Public Responsiveness/Problem Resolution/Customer Satisfaction
- Internal Resource Management
- Cost Savings/Return on Investment
- Revenue Collected
- Agility
- Other

Examples of Mission/Service Metrics

General Outcomes

- *Private sector investments in distressed areas due to EDA*

Process/Cycle Time

- *Reducing days to complete background investigations*

Error Rate/Quality

- *Reducing improper payments*

Public Responsiveness

- *Percentage of beneficiaries satisfied with military healthcare v civilian health*

Internal Resource Management

- *Percentage of employees satisfied/very satisfied with effectiveness of communication*

Cost Savings/ROI

- *Cost per participant in trustee plans*

Revenue Collected

- *Percentage of debts where payment has been made*

Agility

- *The frequency with which needed operational changes can be successfully implemented*

Metric II: Employee Satisfaction and Engagement

Employee Viewpoint Survey (at least 1)

- Historical Baseline
- Focus Improvement

Other Sources

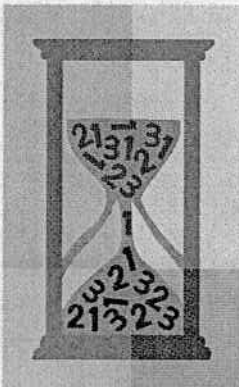
- Retention Rates
- Trends in Employee Complaints
- Work-Life Program Usage



Metric III:
Labor-Management Relationship

Quantitative Assessments (at least 1)

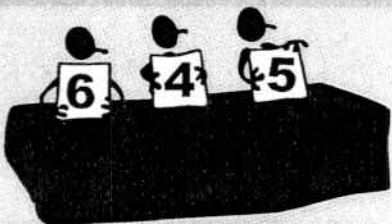
- Pre-decisional Involvement
- Issue Resolution
- Negotiations
- Dispute Resolution



Metric III:
Labor-Management Relationship

Qualitative Assessments (at least 2)

- Pre-decisional involvement
- Productivity of the relationship
- Information sharing
- Organizational support for LMR
- Effectiveness of bargaining



Bargaining Metric: 7106(b)(1) Pilot Programs

- Mission and Service Delivery
- Employee Satisfaction and Engagement
- Labor-Management Relationship
- Dispute Resolution
 - number and type
 - resolution procedure(s) used
 - number and type resolved/outcomes described
 - number and type unresolved/reasons non-resolved



Measurement is more than numbers. It is about understanding and insight. If properly brought into agencies through labor-management forums, it can have a transformational effect.

Dean R. Spitzer, Ph.D., *Transforming Performance Measurement: Rethinking the Way We Measure and Drive Organizational Success*, AMACOM, 2007.

Please send comments and suggests on the proposed guidelines to: [Emily M. Kornegay@omb.eop.gov](mailto:Emily_M_Kornegay@omb.eop.gov)