

***Developing and Monitoring
Forum Metrics at the
Department of Veterans Affairs***

(Executive Order 13522)



Purpose and Objectives

- **Purpose:**
 - Preliminary progress report on LM collaboration at VA
- **VA context:**
 - History of LM collaboration
 - Prevailing Performance Management System
- **Implementation of EO 13522**
 - Use of metrics
- **Report on early success**



History

- Active National Partnership Council (NPC)
 - five unions
 - ten years
- Established Award Program
 - Recognizes outstanding and innovative LM relationships
- Focus on improving
 - Cost
 - Productivity
 - Service
 - Working conditions



LM collaboration part of overall VA strategic management process

- Include Labor in Strategic Management Process
- Plan activities and set performance targets
- Resource
- Execute
- Track and analyze performance data
- Inform future decisions





Reaching agreement on implementation and Metrics

- SME analyzes LMC guidance for measurement “themes” applicable to VA
- VA Administrations recommend areas of interest and associated metrics to NPC
- NPC studies, reviews and selects areas of opportunity and associated metrics for Deputy Secretary approval
- Administrations directed to work with their labor partners in the LM forums to identify projects aligned with the approved areas of opportunity and associated metrics
- Measure performance:
 - Culture: NPC monitors progress of forums through recurring surveys
 - Results: Administrations report progress on metrics in Monthly Performance Reviews



Case #1 – Appeals Management

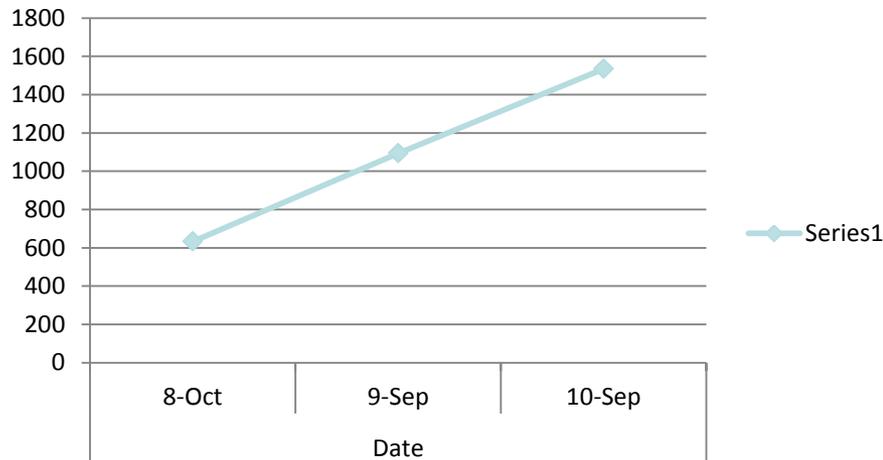
Veterans Benefits Administration	Appeals Management Center
Labor Partner	AFGE Local 25
Achievement	Created a functioning management–labor relationship to find creative ways to increase production
Metric	Mission Accomplishment (Appeals Management Center Application Production)
Outcome	FY 2010 <ul style="list-style-type: none">• 268% increase from 2008• Sustained increase in productivity output



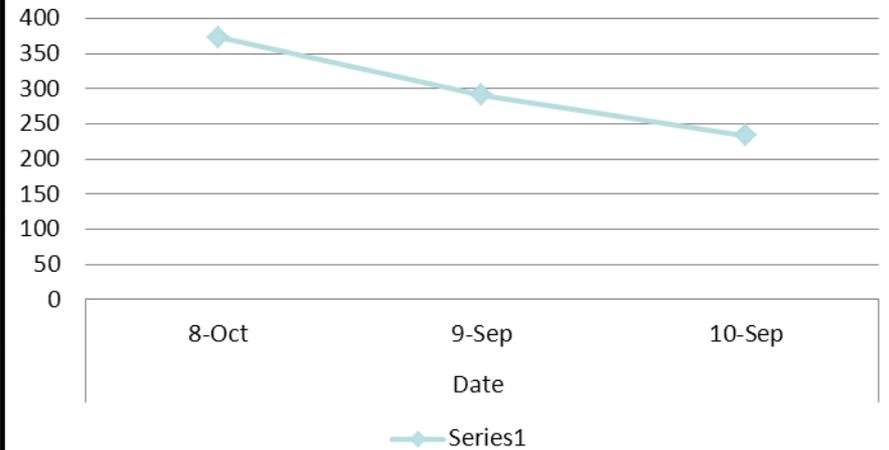
Appeals Management

**Metric: Mission Accomplishment
Improving Services to Veterans**

AMC Production



AMC Avg Days Pending





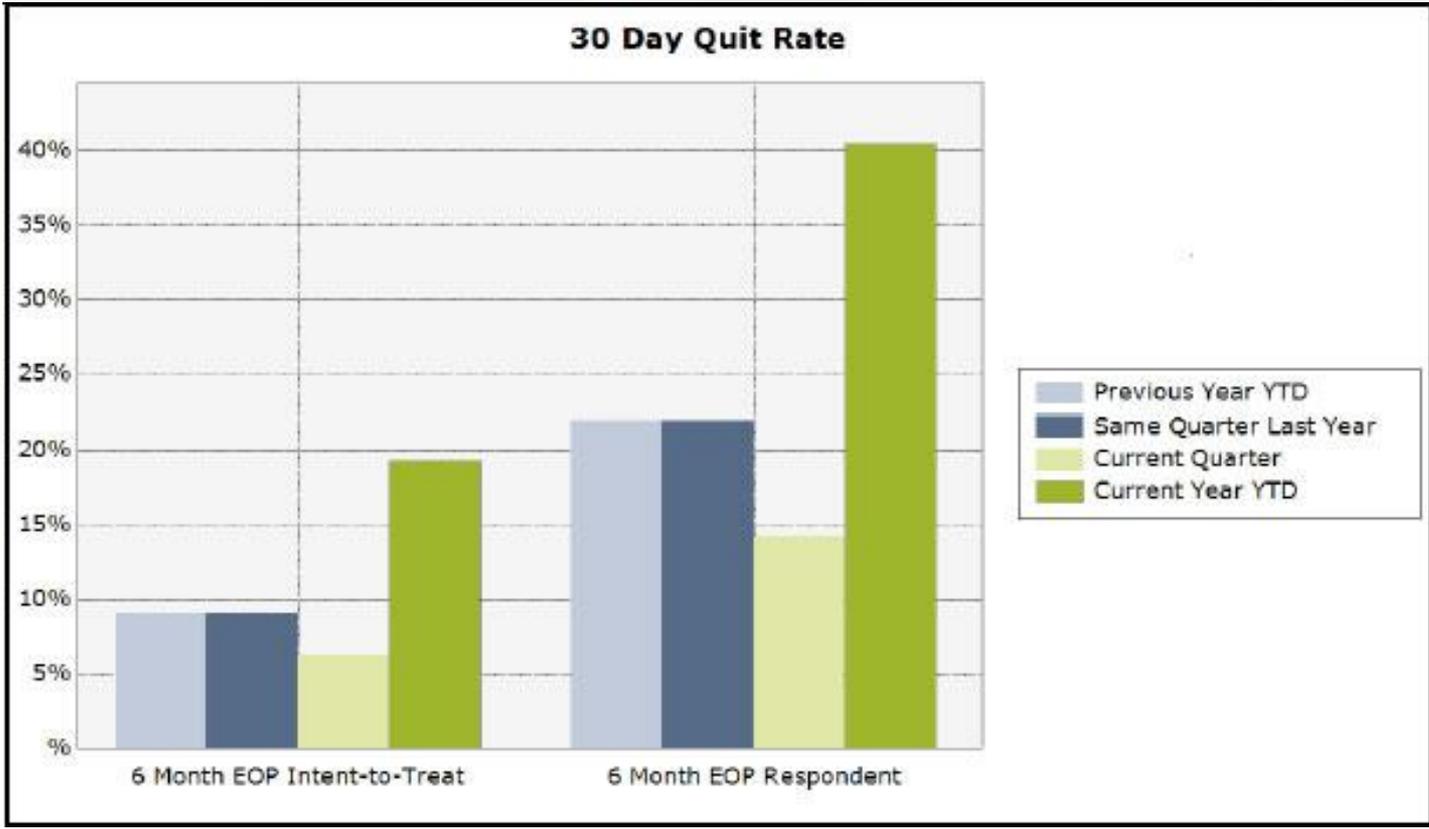
Case #2 – Tobacco Cessation in a Healthcare Network

Veterans Health Administration	VISN 4
Labor Partner	AFGE, NAGE, LIUNA, SEIU
Achievement	Through the forums agreed to offer the Tobacco Cessation Program to all VISN 4 Employees and Veteran patients.
Metric	Improvement in the quality of employee work life
Outcome	FY 2010 <ul style="list-style-type: none">• 25% increased participation• 40% smoking cessation rate



Tobacco Cessation in a Healthcare Network

Metric: Improvement in the Quality of Employee Work Life Tobacco Cessation Program





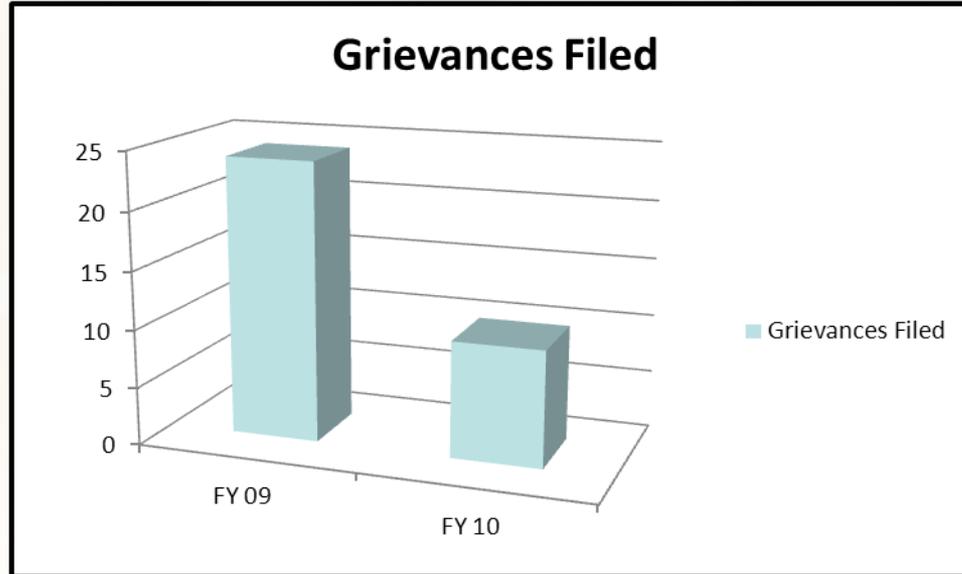
Case #3 – Improving LM Relations

Administration	Bay Pines VAMC
Labor Partner	AFGE Local 548
Achievement	Building a strong LM relationship by using partnerships and pre-decisional involvement to address and resolve issues at the lowest level.
Metric	Improve the labor-management relations climate
Outcome	FY 2010 <ul style="list-style-type: none">• 50% decrease in grievances• 30% increase in use of ADR• No ULPs have been filed in the last three years



Improving LM Relations

Metric: Labor-Management Relations Grievances Filed





- History of strong labor-management relations
- Established program on performance metrics
- Lessons learned
 - Leverage existing Strategic/Performance Management cycle
 - Dialog around strategic objectives: mission, employees, LM relations
 - Provide leadership direction, support and training
- Frontline collaboration adds to the bottom line



For More Information

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