

Agency Metrics: Summary of Submissions Received

The National Council received submissions of planned metrics from 31 agencies representing the members of hundreds of forums. For many of these groups, the submissions marked the first time that these parties have come together to measure their progress toward agreed upon goals.

Progress made in charting a new course: We were encouraged by many of the reports, noting that from the submissions it is clear that agencies and unions are looking at the work they do together in a new way. It is a shift or realignment in the way they examine/measure their work together – it is a new way of doing business – and it is clear that they are trying to figure the most effective way to capture the work and the outcomes.

Challenges remain on generating mission-focused metrics: We saw a lot of metrics focusing on the labor-management relationship piece – this is to be expected given that for many there are significant changes happening with their relationship as a result of the EO. These improvements must be leveraged to bring about real mission and service delivery outcomes. We are confident that they will – we just need to ensure that the connections are being made by pressing the forums and pilots to identify and measure those missions outcomes as well.

The metrics group was particularly encouraged by metrics that were:

- ***Mission Focused*** – metrics that focused on how the forum could help the agency accomplish its mission goals
- ***Specific*** – metrics that were clearly identifiable and could be easily understood by all participants, often those using specific numbers and quantities
- ***Integrated*** – mission accomplishment and service quality, employee satisfaction and engagement, and labor-management relations – not silos, but recognizing that any particular issue that is measured should ideally impact all three areas
- ***Cost savings*** – metrics that could help an organization cut or realign resources while maintaining service levels

The metrics group hopes to encourage forums and pilots to continue to look at their metrics, with a real focus on mission-related measurements – identifying improvements or cost savings outcomes and how to measure them.

Strong Mission Focused Metrics Examples

Several of the reports submitted provided good examples of promising practices that other forums could look to for guidance. For overall strong examples of mission focused metrics the group was pleased with the submissions from the following agencies:

- **DHS** – CBP, FEMA and FLETC had particularly strong examples of mission focused metrics, which focused the forums on outcomes such as funding for technology, consistent uniform policies, and fitness policies.
[\(DHS Example\)](#)
- **EEOC** – developed metrics on improved customer service and improvements in process and cycle time, in addition to various employee satisfaction and labor-management relations metrics.
[\(EEOC Example\)](#)
- **VA** – included metrics on the timeliness of primary care access, quality of grounds in VA cemeteries, claims processing times, and ordering to receipt time for processes.
[\(VA Example\)](#)
- **Treasury** – metrics included increase in debt and revenue collected as well as call center customer service feedback percentages.
[\(Treasury Example\)](#)
- **NTSB** - agreed to metrics related to a labor-cost accounting system, and more targeted training.
[\(NTSB Example\)](#)

Clear and readable formats for reporting

The following agencies submitted reports in formats that were easy to understand both for forum participants and outside observers: VA, OPIC, NTSB, PBGC and SEC.

The working group noted these examples because they:

- followed the format in the template provided at the end of the guidance,
- did not contain unnecessary information or detail; but
- included key priorities and information specified in the guidance.

Strong metrics in (b)(1) Pilot submissions

The National Council received eleven pilot submissions from forums who have agreed to work on (b)(1) issues. The pilots were at various stages of development, from agreeing to the scope of the issue on the

table to implementing an agreed-upon solution. The following are examples of (b)(1) pilot metrics submissions that provided strong mission-focused metrics:

- **USDA** – implementing an “electronic office” to improve efficiency, employee satisfaction and work-life issues. The pilot will measure performance and efficiency, as well as the impact of new technology on employees.
[\(USDA Example\)](#)
- **DOL** – developing revised operating policies and procedures as well as an employee training program to comply with recent changes in Federal court rules for preserving electronic evidence. The pilot measures the time to develop and implement the revised operating policies, procedures and manual, and the compliance with discover standards as well as quality and accuracy of cases referred to DOL and the Department of Justice for prosecution and civil court litigation. The pilot also measure employee satisfaction and labor-management relations issues.
[\(DOL \(OSHA\) Example\)](#)

[DOL \(OLMS\) Example\)](#)

- **NCUA** – working together on a technology refresh and selecting software and equipment that best accomplishes the agency’s goals while improving the efficiency and ease of the workforce. The pilot is measuring a variety of mission focused, employee satisfaction and labor-management relations metrics.
[\(NCUA Example\)](#)
- **Treasury** – negotiating in connection with the re-purposing of a specific agency location -- transitioning it from a payment management center to a debt management/collections center -- over the number and grades of employees as well as the technology used to perform work in that office. The pilot will measure a number of mission related items such as revenue collection, process time, and return on investment, as well as employee satisfaction and labor-management relations issues.

[Treasury \(FMS\) Example\)](#)

Next Steps

The metrics group would like to provide this general feedback to forums and also suggests a broader educational opportunity such as a webinar that includes positive examples of metrics submissions.

Strong Mission Focused Metrics Examples

DHS Example

Issue/Date Initiated by Forum	Type and Category of Metric(s)	Metric(s)	Targets
FEMA: Reduce Agency Funding for Equipment (Technology)	Cost savings/ ROI Metric 1.6	Eliminate excess equipment/inventory	Funding spent on technology equipment (FY 2011) Decrease spending by 30%
FLETC: Create a consistent uniform policy across FLETC	Mission – cost savings/return on investment Metric 1.6	Difference in the annual cost of granting a uniform stipend vs. purchasing uniforms for issue	Establish a cost savings within 3 years after new policy established
CBP: Pilot Fitness Program	Mission and Service Delivery Metric 1.5	Internal Resource Management	Decrease in cost and/or lost time Worker’s Comp claims filed. Local forums will monitor workplace injuries and explore ways to reduce targeted injuries

EEOC Example

Issue	Baseline	Goal	Data Collection Procedure/Sources
Improved customer satisfaction (The general public and our employees)	a) Private sector backlog charges as of FY 2010: 86,338. b) Federal sector appeals backlog as of FY 2010: 3,671. c) Federal sector hearings backlog as of FY 2010: 7,494.	Reduce private sector backlog of charges by 2% or more by 2012 Agency will reduce Federal sector appeals backlog by 2% or more by 2012 Agency will reduce Federal sector hearings backlog by	FY 2011 Congressional Budget Justification to Congress, EEOC Office of Field Program Data EEOC Congressional Budget Justification EEOC Congressional Budget Justification

	<p>d) Public rates its confidence in EEOC enforcement of Federal equal employment laws at 61%.</p> <p>e) The employee's response to Q. 11 of the FY 2010 Employee Viewpoint Survey (EVS) on how well their talents were being used was 55%</p> <p>f) Employee's response to Q. #18, FY 2010 EVS, on if their training needs were being assessed was 39%</p> <p>g) Employee's response to Q. #63, FY 2010 EVS, on how satisfied are you with your involvement of decision that affect your work was 47%</p>	<p>2% or more by 2012</p> <p>BY FY 2012, the public rates its confidence in EEOC's enforcement of equal employment laws at 63% or higher</p> <p>Goal for FY 2012 is 61%</p> <p>Goal for FY 2012 is at least 45%</p> <p>Goal for FY 2012 is at least 51%</p>	<p>The mediation survey, federal sector training, and outreach surveys</p> <p>Employee Viewpoint Survey</p> <p>Employee Viewpoint Survey</p> <p>Employee Viewpoint Survey</p>
Improvements in process and cycle time	<p>a) In FY 2021, percentage of private sector charges completes within 180 days was 38.3%</p> <p>b) The percentage of federal sector appeals resolved within 180 days or fewer: 66%</p> <p>c) The percentage of federal sector hearings resolved within 180 days or fewer: 37.4%</p>	<p>In FY 2012, increase private sector charges completed within 180 days or fewer by 2% or more</p> <p>In FY 2012, increase the percentage of federal sector appeals resolved within 180 days or fewer by 2%</p> <p>In FY 2012, increase the percentage of federal sector hearings resolved within 180 days or fewer by 2%</p>	<p>The FY 2012 Congressional Budget Justification to Congress & EEOC's Office of Federal Operations Data</p> <p>The FY 2012 Congressional Budget Justification to Congress & EEOC's Office of Federal Operations Data</p> <p>The FY 2012 Congressional Budget Justification to Congress & EEOC's Office of Federal Operations Data</p>

VA Example

Issue/Date Initiated by Forum	Action/Date of Agreement by Forum	Type and Category of Metric(s)	Metric(s)	Targets
Completion of Health Risk Assessment (HRA) For the "Wellness Is Now" (WIN)	March 9, 2011	Employee Responsiveness (Mission Accomplishment)	% of employees completing the HRA	50% by September 2011 (Currently at 6%)
Appearance of Grounds	Pending	Customer Satisfaction (Improved Customer Service)	--Gravesite Appearance --Common Area Appearance	% increase during annual customer survey
Headstone Ordering /Setting Timeliness --NCA cemeteries --private cemeteries	Pending	Process/Cycle Time (Mission Accomplishment and Service Quality)	--Ordering time frame to receipt --Setting time frame from receipt	Reduce days to complete both processes compared with previous year
Safety of grounds maintenance/interment work processes	Pending	Internal Resource Management (Higher Productivity Mission Accomplishment and Service Quality)	--Lost time due to injury --Filing of CA-1	Reduce staff hours lost and reduce # of CA-1's filed.
Claims Processing	Pending	Timeliness (Mission Accomplishment)	Percent of claims processed greater than 125 days	0%

		and Service Quality)		
Claims Quality	Pending	Quality (Mission Accomplishment and Service Quality)	Accuracy of claims	98% accurate
Access data for New and Established patients in Primary Care Last date of update: 12/10	Pending	Timeliness/ Access to Primary Care (Mission Accomplishment and Service Quality)	Percent of unique patients waiting on the Access list more than 14 days from desired date does not exceed 1% for Primary Care	<1% Current Performance: .83% 10/1/11 (date of data collection)

Treasury Example

Issue/Date Initiated by Forum	Action/Date of Agreement by Forum	Type and Category of Metric(s)	Metric(s)	Targets
Improve Business Applications for the TTB	Transfer AutoAudit business application from an Oracle to a Microsoft SQL platform; Monitor and address connection and processing issues spent dealing with the help desk related to AutoAudit Deploy Permits Online (PONL) electronic application system, ensuring proper training of employees who use the system to improve internal	Mission Accomplishment: Error Rate/Quality Mission Accomplishment: Process/Cycle Time Mission Accomplishment:	Number of trouble Ticket calls to Helpdesk related to AutoAudit Average number of days to process an original permit application (quarterly measure) NRC Customer	Reduce AutoAudit trouble ticket calls to the Help Desk Reduce the time to process original permit applications Maintain a customer satisfaction score of 85% for original permit application

	business management and service to industry	Customer Satisfaction	Service Survey (annual measure)	processing
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NTSB Example

Issue/Date Initiated by Forum	Action/ Date of Agreement by Forum	Type and Category of Metrics	Metrics	Targets
Improving NTSB mission training Sept 2010	Pilot to acquire and implement software to allow more systematic tracking and planning of mission training Determine whether policy changes are necessary to provide more systematic, better-targeted training; implement necessary changes.	Employee Satisfaction	(EVS Q 68) How satisfied are you with the training you receive for your present job? (EVS Q 18) My training needs are assessed.	Increase positive response rate by 5 percentage points. Increase positive response rate by 5 percentage points.
Labor Cost Accounting Initiative Sept 2010	Implement labor cost accounting system.	System operational	NTSB Strategic Plan 2010 – 2015, Strategic Goal 3	Assess demonstrated improvement in ability to manage workload and determine operational costs.

Strong metrics in (b)(1) Pilot submissions

USDA Example

A. Issue Identification, Negotiations, Agreement

In the box below, specify the topic or issue that was the subject of bargaining.
Technology, methods and means of performing work, establishment of centralized OGC-wide case tracking system and electronic document database, move toward an electronic office.
Length of negotiations, from date of notification to agreement: Initial session took place on March 17, 2011

Number of hours spent on negotiations: 2 hours (as of March 30, 2011)
In the box below, describe the desired outcome of the bargaining/agreement:
<ul style="list-style-type: none"> ▪ The desired outcome is increased collaboration between the Agency and the Union with an emphasis on pre-decisional involvement ▪ Increased organizational performance by implementing an electronic office that will allow the agency to more efficiently track work and manage files electronically. An electronic office will also promote collaboration between agency offices, increase workplace flexibility, assist in sharing and retaining institutional knowledge and assist in providing consistent legal advice across all of OGC. ▪ Increased employee satisfaction by affording the employees an opportunity to shape the features of an electronic office. Additionally, an electronic office will increase workplace flexibility, which may also contribute to an increase in employee satisfaction.
In the box below, describe the nature and impact of the ultimate agreement:
An agreement that incorporates the input of the agency and the union, so that all parties have a vested interest in success of this project. Such an agreement would have a positive impact on the agency, in that an electronic office would allow the agency to more efficiently track work and manage files electronically. An electronic office would also promote collaboration between geographically dispersed agency offices and increase workplace flexibility.
In the box below, describe generally the costs and benefits of the terms of the agreement:
<p>The initial and primary medium to move OGC to an electronic office is SharePoint and the other associated Microsoft Office applications (Word, Power Point, Access, Excel, etc.). In order for the benefits of an electronic office to be achieved, everyone must use the systems and thus could be a difficult proposition. People have become accustomed to doing their jobs a certain way and an electronic office would require that they change their methods, which can be a difficult endeavor. As with any new system, SharePoint may initially have some issues that need to be resolved and everyone needs to be committed to seeing SharePoint succeed. Thus, the primary cost of this agreement is a short term decrease in the employee satisfaction and possibly a decrease in organizational performance while SharePoint is initially implemented.</p> <p>The benefits of this agreement would be the ability to efficiently track work and manage files electronically in a single system. Also, agency offices across the nation would be able to readily share information, which would increase organizational performance and promote collaboration. Moreover, the ability to manage files electronically would increase workplace flexibility. Under this agreement, SharePoint would be implemented with very little customization and this would result in a significant monetary savings over the prior SharePoint implementation proposal.</p>

B. Mission and Service Delivery Metrics, Related to Issue(s) Identified Above

Category Selected <i>(four required)</i>	Metrics <i>(at least one per category)</i>
1. Internal Resource Management	<ul style="list-style-type: none"> • Survey of all OGC personnel to assess whether implementation of the electronic office initiative has improved internal agency resource management and will facilitate achieving the objective of an electronic office
2. Cost Savings/ROI	<ul style="list-style-type: none"> • Compare the cost of implementing an out-of-the-box software package versus a highly customized version of SharePoint which was attempted before • Amount of cost savings to the Agency

3. Agility	<ul style="list-style-type: none"> • Survey of all OGC personnel to assess whether implementation of the electronic office initiative has increased the level of workplace flexibility, shared knowledge, document portability, etc. • Survey of all OGC personnel to assess whether the electronic office enhancements sufficiently provide timely case and project activity information
4. Other	<ul style="list-style-type: none"> • Survey of all OGC personnel to assess whether the electronic office initiative achieved its stated goals (efficiently track work, manage case files electronically, increase collaboration, increase workplace flexibility) • Level of increased office morale and general acceptance of an electronic office environment.

DOL (OSHA) Example

A. Issue Identification, Negotiations, Agreement

In the box below, specify the topic or issue that was the subject of bargaining.
The parties agreed to mutually discuss all aspects of the development of the National SHMS Manual – the tenets of which are “Management Commitment, Leadership, Employee Participation, Worksite Analysis, Hazard Prevention and Control and Safety and Health Training.”
Length of negotiations, from date of notification to agreement: The parties formal discussions commenced on 9/10 November 2010 and they are still ongoing. The parties anticipate final agreement by May or June, 2011.
Number of hours spent on negotiations: The parties have spent a total of 41 hours.
In the box below, describe the desired outcome of the bargaining/agreement:
The parties had built upon their mutual trust and concern for OSHA employees, who are enforcing occupational safety and health standards throughout America by implementing the SHMS Manual within OSHA.
In the box below, describe the nature and impact of the ultimate agreement:
Upon implementation, the SHMS Manual will promote a safer and more productive work environment for OSHA employees through consistent application and coordination of various OSHA safety and health programs.
In the box below, describe generally the costs and benefits of the terms of the agreement:
Some costs of implementing the SHMS Manual include: time to create the content, necessary training for OSHA employees, and time for compliance. Some benefits of implementing the SHMS Manual include: credibility in application of OSHA standards to OSHA employees, increased awareness of safety standards in the OSHA workplace, and a decrease of OSHA workplace injuries.

B. Mission and Service Delivery Metrics, Related to Issue(s) Identified Above

Category Selected <i>(four required)</i>	Metrics <i>(at least one per category)</i>
1. Specific Outcome	Number of OSHA employees trained on the SHMS Manual
2. Agility	Number of days from SHMS formal agreement to implementation

	for each OSHA region.
3. Cost Savings / ROI	Decrease in number of job injuries reported in OSHA
4. Internal Resource Management	Number of contributions to OSHA internal Wiki on SHMS Manual

DOL (OLMS) Example

A. Issue Identification, Negotiations, Agreement

In the box below, specify the topic or issue that was the subject of bargaining.
Recent changes in Federal court rules for preserving electronic evidence required OLMS management to review its internal policies and procedures for document retention in investigations. After notifying NULI of its intent to revise internal policies and procedures, OLMS management decided to launch a (b)(1) pilot project by adding NULI members to the working-group membership.
Length of negotiations, from date of notification to agreement: The parties were able to jointly revise the operating policies and procedures and the operations manual in less than 12 months.
Number of hours spent on negotiations: The parties have spent approximately 20 hours in negotiations.
In the box below, describe the desired outcome of the bargaining/agreement:
The parties desired to expedite the rewrite of the operating policies and procedures and the operations manual for its implementation in a way that meets the requirements of the Federal court rules while minimizing the impact to the investigators productivity.
In the box below, describe the nature and impact of the ultimate agreement:
Upon implementation, the revised operating policies and procedures and operations manual will meet the standards for adversarial discovery imposed upon investigators and prosecutors. By instituting a swift operational change, OLMS can increase the quality and evidentiary foundation of their investigations referred by DOL to the Department of Justice for prosecution and civil court action.
In the box below, describe generally the costs and benefits of the terms of the agreement:
Some costs of implementing the revised operating policies and procedures and operations manual include: time to rewrite the content, necessary training for OLMS employees, and time to save and store electronic files. Some benefits of implementing the revised operations manual include: compliance with Federal discovery rules and stronger, better-documented cases referred by DOL to DOJ for prosecution and civil court action.

B. Mission and Service Delivery Metrics, Related to Issue(s) Identified Above

Category Selected <i>(four required)</i>	Metrics <i>(at least one per category)</i>
1. Specific Outcome	Number of cases returned to OLMS from Solicitor's Office (SOL) or Department of Justice (DOJ) due to failure to comply with new discovery procedures.
2. Error Rate / Quality	Number of district offices rated unsatisfactory (red or yellow) in the area of case file maintenance in district office inspections.
3. Internal Resource Management	Percent of employees that are satisfied or very satisfied with the training received in the implementation of the revised operating policies and procedures.

4. Other	Percent of cases for which an electronic case file is properly maintained on the agency network share drive.
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NCUA Example

A. Issue Identification, Negotiations, Agreement

<p>In the box below, specify the topic or issue that was the subject of bargaining.</p> <p>Refresh IT hardware, i.e., notebook computers, printers, wireless cards, back-up hard drives, encrypted thumb drives and cases, for all bargaining unit employees</p>
<p>Length of negotiations, from date of notification to agreement:</p> <p>Met in pre-decisional discussions on 1/21/11 with a FMCS facilitator. Will resume pre-decisional discussions on 4/19/11 with the FMCS facilitator. One of the 3 subgroups met on 2/3/11.</p>
<p>Number of hours spent on negotiations:</p> <p>To date, from 9 to 3 (5 hours) on 1/21/11 & 2 to 2:30 (½ hour) on 2/3/11.</p>
<p>In the box below, describe the desired outcome of the bargaining/agreement:</p> <p>To provide employees with state of the art technology by the 1st quarter of 2012 to maximize the agency's effectiveness & efficiency.</p>
<p>In the box below, describe the nature and impact of the ultimate agreement:</p> <p>See metrics</p>
<p>In the box below, describe generally the costs and benefits of the terms of the agreement:</p> <p>See metrics</p>

B. Mission and Service Delivery Metrics, Related to Issue(s) Identified Above

Category Selected (four required)	Metrics (at least one per category)
1. Process/Cycle Time	<ul style="list-style-type: none"> Total length of conversion – reduce the total length of conversion by 30 days
2. Error Rate/Quality	<ul style="list-style-type: none"> Amount of hard drive failures – reduce amount of hard drive failures by 10% by changing over to solid state drives
3. Internal Resource Management	<ul style="list-style-type: none"> IT Customer Satisfaction Survey – maintain current score +/- 5% to stay in the top 20%
4. Cost Savings/ROI	<ul style="list-style-type: none"> Reduction in training costs by 20%

Treasury (FMS) Example

Metrics	Issues	Elements	Baselines/ Measures	Goals
Mission and Service Delivery	<p>1. All of BUE’s currently performing functions related to payment management must be refocused to perform functions focused on debt management service.</p> <p>2. Processing time for incoming calls to the Treasury Offset Programs (TOP) and Cross-Servicing Call Centers needs to be minimized.</p>	<p>Return on Investment</p>	<p>1. As of beginning of negotiations, \$0 in delinquent debt are collected for every dollar spent at DMSOC-West.</p> <p>2. As of the beginning of negotiations, \$0 in collections and fees are generated through debt collection services relative to costs associated with DMSOC.</p> <p>3. As of beginning of negotiations, \$0 are collected through cross-servicing.</p> <p>4. As of the beginning of negotiations, \$0 are collected through all offset programs.</p> <p>5. As of the beginning of negotiations, \$0 of the agent calls to the TOP and Cross-Servicing Call Centers are answered within 180 seconds.</p> <p>6. As of the beginning of negotiations, none of the Call Center employees have received training on the new Call Center technology and SOPs.</p>	<p>1. Increase amount delinquent debt collected or resolved for every \$1 spent.</p> <p>2. Increase collections and fees generated through debt collection services at DMSOC- West relative to costs associated with DMSOC.</p> <p>3. Increase the revenue collected through all offset programs</p> <p>4. Increase the revenue collected through cross-servicing.</p> <p>5. Increase the percentage of incoming agent calls to the TOP and Cross-Servicing Call Centers answered within 180</p>
		<p>Revenue Collected</p> <p>Process Time</p>		

		Quality/Customer Satisfaction	<p>7. As of the beginning of negotiations, the telephone system supporting the TOP and Cross Servicing Call Centers is not operational at DMSOC-West.</p>	<p>seconds.</p> <p>6. Train every Call Center employee on new Call Center technology and SOPs.</p> <p>7. Increase the percentage of time that the telephone system supporting the TOP and Cross Servicing Call Center is operational.</p>
Employee Satisfaction and Engagement	<p>1. Employees need additional technology to enable them to apply new Call Center functions.</p> <p>2. Employees would like additional opportunities for promotion career growth upon completion of the repurposing of the Austin Financial Center.</p>	<p>Technology</p> <p>Career Building</p>	<p>An AFC- specific survey will be developed and conducted amongst all AFC employees to measure employees' views on career growth opportunities and impact of technology changes.</p> <p>Impact that additional technology has on employees' ability to do their work.</p> <p>Impact that career opportunities have on the work unit's level of job satisfaction.</p>	<p>1. Provide up-to-date technology to all employees working on the DMSOC-West Call Centers to improve their ability to do their work.</p> <p>2. Improve employee job satisfaction through creating a set number of career ladder positions to provide additional opportunities for promotion.</p>

Template for Metrics Submission from Forum

Date of Report	
Agency	
Bureau/Division Name (if applicable)	
Address	
City	
State	
Zip Code	
Union	
Forum Recognition Level (local, regional, other)	
Name(s) of lead agency representative (and contact info)	
Name(s) of lead union representative (and contact info)	
Comments	

Issue/Date Initiated by Forum	Action/Date of Agreement by Forum	Type and Category of Metric(s)	Metric(s)	Targets

Template for Measuring and Reporting (b)(1) Pilots

A. Issue Identification, Negotiations, Agreement

In the box below, specify the topic or issue that was the subject of bargaining.
Length of negotiations, from date of notification to agreement:
Number of hours spent on negotiations:
In the box below, describe the desired outcome of the bargaining/agreement:
In the box below, describe the nature and impact of the ultimate agreement:
In the box below, describe generally the costs and benefits of the terms of the agreement:

B. Mission and Service Delivery Metrics, Related to Issue(s) Identified Above

Category Selected <i>(four required)</i>	Metrics <i>(at least one per category)</i>
1.	•
	•
2.	•
	•
3.	•
	•
4.	•

C. Employee Satisfaction Metrics, Related to Issue(s) Identified Above

OPM survey questions re: employee satisfaction:
The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.
My agency is successful at accomplishing its mission.
Managers promote communication among different work units (for example, about projects, goals, needed resources).
How satisfied are you with the information you receive from management on what's going on in your

organization?
Specific questions to measure impact of change resulting from implementation of the (b)(1) agreement -- these questions should be modified depending on the nature of the subject of the (b)(1) agreement and any resulting change. In addition,
Did the change affect you and your ability to do your work, and if so, describe with specificity how.
Is your work unit impacted in any way by the change resulting from the (b)(1) agreement? If it is, then please describe how.

D. Labor-Management Relations Metrics, Related to Issue(s) Identified Above

D1. Improvements in Labor-Management Relations

In the box below, please describe the training received by pilot participants and nature of the training:
In the box below, please describe any change in the ability to resolve issues, including the number of issues addressed and resolved:
In the box below, describe any change in the general length of negotiations required to reach agreement:
Please attach results of survey of pilot participants that focuses on their perceptions of the labor-management environment. <i>Note: Baseline survey should be conducted to more accurately assess any changes in perceptions.</i>

D2. Dispute Resolution

Topics	
1. Number and types of disputes	•
2. Nature of dispute resolution procedures used, e.g., mediation, arbitration	•

3. Number and types of disputes resolved and description of outcomes	•
4. Number and types of disputes not resolved and basis for failure to reach resolution	•