

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 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 progress in occupational training plans.

- **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.
- **VA** – included metrics on the quality of grounds in VA cemeteries, claims processing times, and ordering to receipt time for processes.
- **Treasury** – metrics included increase in debt and revenue collected as well as call center customer service feedback percentages.
- **NTSB** - agreed to metrics related to a labor-cost accounting system, and more targeted training.

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.
- **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.
- **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.

- **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.

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.