

METRICS

Section 1(b)(ii) of Executive Order 13522 calls on the National Council on Federal Labor-Management Relations (the Council) to develop “*suggested measurements and metrics for the evaluation of the effectiveness of the Council and department or agency labor-management forums in order to promote consistent, appropriate, and administratively efficient measurement and evaluation processes across departments and agencies.*”

Metrics should be simple. If they require a lot of explanation and definition, then turning data into action becomes more difficult. Metrics that are easy to collect and readily understood will have a stronger impact on the labor-management process and the unions and agencies involved.

One widely-used method for creating effective metrics is to apply the SMART test (Specific, Measurable, Actionable, Relevant, and Timely).

- **Specific:** Are the metrics targeted to the area you are measuring?
- **Measurable:** Can you collect accurate, complete data?
- **Actionable:** Are the metrics easy-to-understand? Can you tell from the data which direction is "good" and which is "bad?"
- **Relevant:** Are you measuring what's important?
- **Timely:** Can you collect the data when you need it?

With the SMART test in mind, here are some potential metrics for the Council's consideration built around some key labor-management goals:

GOAL: Improve the agency's ability to deliver high quality products and services to the public

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- Higher productivity
- Improved customer satisfaction
- Better service delivery
- Cost savings

GOAL: Improve the quality of employee worklife

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- Higher employee morale
- Greater job satisfaction
- Lower attrition rates

GOAL: Improve the labor-management relations climate.

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- Fewer grievances, bargaining disputes, and unfair labor practices
- Greater union and employee engagement in workplace decisions
- Expedited collective bargaining process
- Cost savings and/or cost avoidance