

Measuring Results

Performance Culture

Focus Area	Strategic Metrics	Operational Metrics	Employee Metrics
Engaged Employees	<p>FEVS: Agencies should set targets to improve FEVS scores by a reasonable amount such as 2% or more.</p> <ul style="list-style-type: none"> • In my organization, leaders generate high levels of motivation and commitment in the workforce. • My organization's leaders maintain high standards of honesty and integrity. • Managers communicate the goals and priorities of the organization. • Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor/team leader? • I have a high level of respect for my organization's senior leaders. 	<p>FEVS: Agencies should set targets to improve FEVS scores by a reasonable amount such as 2% or more.</p> <ul style="list-style-type: none"> • Supervisors/team leaders in my work unit support employee development. • My supervisor/team leader listens to what I have to say. • My supervisor/team leader treats me with respect. • I have trust and confidence in my supervisor. • Overall, how good a job do you feel is being done by your immediate supervisor/team leader? 	<p>FEVS: Agencies should set targets to improve FEVS scores by a reasonable amount such as 2% or more.</p> <ul style="list-style-type: none"> • I feel encouraged to come up with new and better ways of doing things. • My work gives me a feeling of personal accomplishment. • I know what is expected of me on the job. • My talents are used well in the workplace. • I know how my work relates to the agency's goals and priorities.

Focus Area	Strategic Metrics	Operational Metrics	Employee Metrics
Continuous Learning		Managers' pre- and post-training assessment of employees (e.g., in the context of closing identified skills gaps)	FEVS: Agencies should set targets to improve FEVS scores by a reasonable amount such as 2% or more. <ul style="list-style-type: none"> • How satisfied are you with the training you receive for your present job? • And/or other survey questions that measure employee perception on: <ul style="list-style-type: none"> ○ Availability of training ○ Impact of training received on productivity, effectiveness, etc.
Performance Management	Weighted average Performance Accountability and Assessment Tool (PAAT) score for the agency	Organization's correlation coefficient (metric for pay-for-performance)	

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Diversity and Inclusion	<p>FEVS: Agencies should set targets to improve FEVS scores by a reasonable amount such as 2% or more.</p> <ul style="list-style-type: none"> • Creativity and innovation are rewarded. • Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring). • My supervisor/team leader is committed to a workforce representative of all segments of society. • Managers/supervisors/team leaders work well with employees of different backgrounds. 	<p>FEVS: Agencies should set targets to improve FEVS scores by a reasonable amount such as 2% or more.</p> <ul style="list-style-type: none"> • My supervisor supports my need to balance work and other life issues. • My supervisor/team leader provides me with constructive suggestions to improve my job performance. • My supervisor/team leader listens to what I have to say. • My supervisor/team leader treats me with respect. • In the last six months, my supervisor/team leader has talked with me about my performance. 	<p>FEVS: Agencies should set targets to improve FEVS scores by a reasonable amount such as 2% or more.</p> <ul style="list-style-type: none"> • I have enough information to do my job well. • I feel encouraged to come up with new and better ways of doing things. • My talents are used well in the workplace. • Employees have a feeling of personal empowerment with respect to work processes.
Labor/Management Relations	<p>Labor and Management forums work together within the agency to improve productivity and effectiveness.</p>	<p>There is a mechanism in place for resolving labor disputes (e.g., an alternative dispute resolution program).</p>	<p>Management discusses workplace challenges with labor and endeavors to develop solutions jointly and in a manner that enhances agency performance.</p>
Work-Life	<p>Senior leadership is briefed on a regular basis on the status, needs and success of Work-Life programs.</p>	<p>Managers and supervisors are held accountable in their performance appraisals for support of Work-Life programs.</p>	<p>Employee input is sought regularly in planning, implementing and evaluating Work-Life programs (e.g., focus groups, committees, surveys, etc.).</p>