

Measuring Results

Strategic Planning and Alignment

Focus Area	Strategic Metrics	Operational Metrics	Employee Metrics
Agency Strategic Planning	Refer to Section 200 of OMB Circular A-11 .	TBD per your agency's HRstat process.	TBD per your agency's HRstat process.
Annual Performance Planning	Refer to Section 200 of OMB Circular A-11 .	TBD per your agency's HRstat process.	TBD per your agency's HRstat process.
Strategic Human Capital Planning	<p>Key workforce demographic information at the Department/ agency level.</p> <p>Examples include but not limited to:</p> <ul style="list-style-type: none"> • Percent of agencies exceeding the 80 day T2H standard • Percent of agencies who reduced T2H year to year • Percent of skills gaps reduced or closed • Retention rates 	<p>Comparative workforce demographic information based on specific <i>functions, offices, occupations, grades</i>.</p> <p>Examples include but not limited to:</p> <ul style="list-style-type: none"> • Percent of managers who are satisfied with the quality of applicants • Productivity gains • Cost per employee versus employee output 	<p>Employee related data, information, and interests used to identify and inform individual career options and paths and organizational succession plans.</p> <p>Examples include but not limited to:</p> <ul style="list-style-type: none"> • Percent of applicants satisfied with application/hiring process • EVS culture and job satisfaction scores • Turnover rate versus new hire rate • Rate of advancement of employees in MCOs
Human Capital Best Practices and Knowledge Sharing	<p>Executive level awareness of the impact human capital programs have on the agency's mission, programs, and functions.</p> <p>Examples include:</p> <ul style="list-style-type: none"> • HRstat process effectiveness • Supervisor and leadership training effectiveness measures (number of courses offered, performance evaluations of leadership) 	<p>HR builds strong relationships with clients to identify promising practices and facilitates information sharing to leverage practices across the organization.</p> <p>Examples include:</p> <ul style="list-style-type: none"> • Number of communities of practices and informal teaching networks initiated by HR • Employee satisfaction with training and development 	<p>Employees identify new and efficient ways of performing their jobs.</p> <p>Examples include:</p> <ul style="list-style-type: none"> • Applicant Satisfaction Survey results • EVS results concerning collaboration and innovation

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	<ul style="list-style-type: none"> Retention rates 	<ul style="list-style-type: none"> Number of grievances filed per supervisor 	
Human Resources as a Strategic Partner	<ul style="list-style-type: none"> Customer Satisfaction Data Sample question for an executive - <i>“The human capital office understands my organization’s business objectives.”</i> Manager Satisfaction Survey Applicant Satisfaction Survey 	<ul style="list-style-type: none"> Customer Satisfaction Data Sample question for a hiring manager - <i>“The HR staff provides the support needed to achieve my program goals and objectives.”</i> Manager Satisfaction Survey 	<ul style="list-style-type: none"> Customer Satisfaction Data Sample question for an employee - <i>“The HR office provides timely and accurate responses to my inquiries.”</i> Manager Satisfaction Survey
Organizational Development	<p>Performance metrics from OD programs/initiatives (e.g., executive coaching or leadership development programs), that align with and inform strategic plan and performance planning goals/priorities (e.g., pre- and post-data to measure change).</p>	<p>Program-level metrics that assess effectiveness of OD initiatives on an ongoing basis.</p> <p>Examples include:</p> <ul style="list-style-type: none"> Employee Satisfaction Improved operating efficiencies Improved cost savings 	<p>Individual employee related information measuring impact of OD change efforts on performance (e.g., long-term career impact for an employee participating in a leadership development program).</p>
Change Management	<p>Stakeholder and Customer Satisfaction Data (e.g., satisfaction with pace of change, communications, integration).</p> <p>Examples include:</p> <ul style="list-style-type: none"> Number of change goals met Operational efficiency before and after change Retention rate 	<p>Customer Satisfaction Data (e.g., satisfaction with pace of change, communications, integration).</p> <p>Examples include:</p> <ul style="list-style-type: none"> Manager’s satisfaction with change effort Unit productivity before and after change 	<p>Employee understanding of and participation in new programs/processes (e.g., <i>“I know where to find information about [process]; I know who to contact to participate in [program]”</i>).</p> <p>Examples include:</p> <ul style="list-style-type: none"> Employee EVS scores before and after change on culture, collaboration, and leadership Number of grievances filed before and after change