EXAMPLES OF OUTCOME-BASED KEY PERFORMANCE INDICATORS – FOR CONSIDERATION WHEN CONDUCTING EVALUATIONS.

To support the 2019 Framework, below examples of other Key Performance Indicators (KPIs) (qualitative and quantitative) for Components to consider when conducting program reviews. These KPIs may help identify trends to provide a more in-depth understanding of how M&S training programs are performing and identify potential areas to improve training curriculum. The right mix of value-added statistical, quantitative, and qualitative information added to evaluation methods may provide a more complete picture of a Component's environment, may suggest opportunities for learning interventions, including training, and may provide evidence regarding whether the Department is on track to achieve stated expected outcomes.

Examples of Outcome-Based KPIs	Source	Comments
Continuous Learning (Relates to desired outcome on page 6: "Supervisors and managers embrace a continuous learning environment.")	(Federal Employee Viewpoint Survey) FEVS Agency Management Report – use data from any questions related to training and development.	Note – for all FEVS items: See most recent Government-wide Report. Review all OPM or other guidelines as presented each year to put the results in perspective for the agency. For Indices, it is best to compare across time, similar agencies and higher-level agency scores. For individual questions: Strength (> 65% positive), Weakness (>35% negative) and Uncertainty (> 30% Neutral). Neutrals can be more easily affected than Weaknesses since those responses are undecided and may be swayed with intervention.
Equal Opportunity and Diversity/ Inclusion (Relates to desired outcome on page 6: "…leading and engaging people in an effective, consistent, respectful and fair manner.")	Component Equal Employment Opportunity (EEO) Management Directive (MD) 715 Report – review the barriers and challenges related to supervisors and managers. FEVS Agency Management Report (FEVS)- New Inclusion Quotient (IQ) Index. The overall Index score can be used and look at individual sub-indices scores on the "5 Habits of Inclusion": • Fair • Open • Cooperative • Empowered	Component EEO MD-715 Report. See most recent Government-wide FEVS Report. The New IQ identifies behaviors that help create an inclusive environment and is built on the concept that repetition of inclusive behaviors will create positive habits among team members and managers. Behaviors included in the New IQ can be learned, practiced, and developed. Consequently, all members of an organization can improve their inclusive intelligence. Workplace inclusion is a contributing factor to both employee engagement and organizational performance.

	• Supportive Other survey data as available (e.g., climate surveys).	
Employee Engagement (Relates to desired outcome on page 6: "…leading and engaging people in an effective, consistent, respectful and fair manner.")	FEVS Employee Engagement (EE) Index. Use Index score and look at individual sub-indices scores on: • Supervisors • Leaders Lead • Intrinsic Work Experience FEVS questions on: • Performance Feedback • Collaborative/Cooperative Management • Merit System Principles • Training and Development • Work/Life Balance • Performance Recognition and Reward • Performance Rating • Job Resources • Supportive Coworkers Other survey data as available.	The EE index attempts to measure conditions/factors that lead to engagement.
Fairness (Desired outcome page 6: "…leading and engaging people in an effective, consistent, respectful and fair manner.")	FEVS Fairness sub-index in the New IQ. Other survey data as available.	
Supervisory Effectiveness (Relates to desired outcome on page 6: "…leading and engaging people in an effective, consistent, respectful and fair manner.")	FEVS Supervisor sub-index of Employee Engagement Index. Other survey data as available (e.g., climate).	
Leadership/Management Effectiveness	FEVS questions related to: • Talent Management • Results-oriented/ performance culture • Leadership/Knowledge Management Other survey data as available.	

Retention/Attrition	FEVS Retention questions Personnel Records: • Transfer to another Agency • Leave gov't for another job • Early retirement • Retirement • Exit interviews (if available)	
• # of EEO Complaints • Settlement/Findings Rate of Complaints • Monetary Benefits (DCPDS and Component LMS) • Resolution Rate	Equal Employment Opportunity Commission (EEOC) Form 462 Report: Annual Federal Equal Employment Opportunity Statistical Report of Discrimination Complaints	• Prepared by each DoD civilian component.* • Submitted directly to EEOC. • Includes data only – no analysis provided. • No overall DoD Composite report. • Comparing success rate of Alternative Dispute Resolution (ADR) for Components who have a policy requiring managers to participate in ADR if it is offered for their case versus data on success rates of ADR for Components who do not have a policy requiring manager to participate. • Mediation is voluntary, although some DoD Components have a policy that requires the Component to participate in mediation if the Complainant elects mediation. *Some components are compiled by Washington Headquarters Services (WHS) as one report.
• Number of EEO Complaints; • Settlement/Findings Rate of Complaints; • Monetary Benefits (ADR & Non-ADR Settlements); • Resolution Rate; • The number of federal court cases arising under each of the respective areas of law concerning unlawful employment discrimination specified in the Act in	Notification and Federal Employee Antidiscrimination and Retaliation (No FEAR) Act Annual Report	• Report required by Congress. • Prepared by each DoD civilian component.* • Submitted to the Office of Diversity Management and Equal Opportunity (ODMEO) who reviews and forwards to Congress. • DoD Composite report created by ODMEO and forwarded to Congress. • Component analysis required for trends, causation, way forward, etc. *Some components are compiled by WHS as one report.

which discrimination was alleged; • The status or disposition of these cases; • Amount of money required to be reimbursed in connection with these cases; • Number of employees disciplined for unlawful employment • discrimination; • Any policies implemented related to appropriate disciplinary actions against a federal employee who discriminated against any individual, or committed a prohibited personnel practice; • An analysis of the data collected with respect to trends, and causal analysis.		
• Analysis of Component's compliance with Model EEO Program. • Barrier Analysis. • Special Program Plan for the Recruitment, Hiring, and Advancement of Individuals with Targeted Disabilities (IwTD).	EEOC Management Directive 715 (MD- 715) EEOC Form 715-01 – Workforce Data Tables	• Prepared by each DoD civilian component.* • Submitted directly to EEOC. • Component reviews each element of the Model EEO Program identified in MD-715 and responds to specific compliance criteria. • Component identifies barriers to compliance with Model EEO Program, provides analysis, and prepares a plan to overcome barrier. • Component provides data in connection with IwTD. • No overall DoD report. *Some components are compiled by WHS as one report.