



Goals – Engagement – Accountability – Results (GEAR)

Update on GEAR Pilots

Presentation to the
National Council on Federal Labor-Management Relations

February 15, 2012



Background

- GEAR recommendations:
 - Articulate a high performance culture
 - Align employee performance management with organizational performance management
 - Implement accountability at all levels
 - Create a culture of engagement
 - Improve the assessment, selection, development and training of supervisors

- GEAR pilot agencies highlighted today:
 - Office of Personnel Management

 - Department of Energy



Office of Personnel Management

- ❑ Corporate performance commitment established and incorporated into SES and supervisors' performance plans – holds supervisors accountable for performance management responsibilities
- ❑ GEAR is regular topic with both local AFGE bargaining units in labor management forum held every two weeks
- ❑ Proposed quarterly scorecard/progress review approach shared with unions and being discussed – encourages regular feedback
 - ❑ Supervisory training on quarterly progress review and performance management planned for late March / early April
- ❑ OPM team meeting to discuss training options for supervisors and employees, such as:
 - ❑ Interest-based communications
 - ❑ Developing rigorous and results-oriented performance standards
- ❑ In early stages of discussing options for improving the assessment and selection of our supervisors



Department of Energy

- Meeting conducted with 8 local labor unions to discuss implementation of GEAR; introduced a framework for performance discussions; and solicited feedback on proposed focus groups
 - Focus groups will sample supervisors, non-bargaining unit and bargaining unit employees
 - Union feedback received on February 10, 2012

- Progress in partnering with the Performance Improvement Officer to drive more visible, understandable, and frequently measured organizational performance metrics which will be cascaded to individual employee performance plans

- GEAR objectives have been linked to other Human Capital strategic culture change initiatives
 - Employee Viewpoint Survey Response efforts and Employee Development through Continual Learning initiatives
 - Six senior leaders have become champions of this integrated strategy