



# **Goals – Engagement – Accountability – Results (GEAR)**

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## **Update on GEAR Pilots**

Presentation to the  
National Council on Federal Labor-Management Relations

January 18, 2012

# Background

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- GEAR recommendations presented at November 16, 2011, National Council meeting:
  - 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:
  - Department of Energy
  - Office of Personnel Management
  - U.S. Coast Guard
  - Department of Veterans Affairs
  - Department of Housing and Urban Development



# Pilot Progress

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- ❑ Pilot agencies met at OPM on December 8, 2011, to discuss implementation plans; periodic meetings will be held to assess progress
- ❑ Generally, pilots are in early stages of assessing how GEAR will be implemented in each agency

# Office of Personnel Management

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- GEAR will be implemented for entire agency in collaboration with both local AFGE bargaining units in labor management forum
- Focusing on four key areas:
  - Encouraging regular feedback through a new quarterly scorecard/progress review
  - Holding supervisors accountable for their performance management responsibilities through corporate performance commitments
  - Comprehensive training for supervisors and employees (e.g., how to give and receive feedback; how to conduct difficult conversations; developing rigorous and results-oriented performance standards; etc.)
  - Improving the assessment and selection of our supervisors through a standardized competency-based approach

# Department of Housing & Urban Development

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- GEAR will be implemented for entire agency in collaboration with AFGE and NFFE bargaining units
- Focusing on four key areas. Examples of key actions include:
  - A high performance culture is achieved through Secretary's designation of "Strengthening Performance Management" as a HUD Transformation Initiative
  - Aligning employee performance management with organizational performance management begins with the new SES performance plan framework for FY12
  - Implementing accountability by such steps as improving timeliness of performance plans and ratings, regularly sharing status results, and recognizing and celebrating successes.
  - Creating a culture of engagement through such actions as offering comprehensive one-on-one performance management coaching sessions for managers/supervisors on developing performance plans with meaningful measures; and implementing monthly in-service days for managers to focus on performance management activities

# Department of Energy

- GEAR will be implemented for most of Energy (except National Nuclear Security Administration and Bonneville Power Administration) in collaboration with eight local bargaining units covering 7,500 employees
- Focusing on **all** GEAR concepts, with modifications where appropriate, to successfully integrate GEAR model within existing performance management and organizational assessment framework
  - DoE GEAR Implementation Plan with Milestones developed with actions occurring over next several months and beyond
  - Examples of completed or pending actions:
    - On-line performance management training for new managers and supervisors already required
    - ePerformance Software to support reporting and accountability for SES and non-SES employees
    - Secretary's memorandum, cultural statement and all-hands to focus on performance-based culture
    - Quarterly progress reviews will be noted in ePerformance
    - Inventory will be made of existing supervisory/employee engagement training and new training developed as needed



# DHS / U.S. Coast Guard

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- DHS's U.S. Coast Guard is working with union representatives to determine the scope of the GEAR pilot and where it will be implemented.

# Department of Veterans Affairs

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- GEAR implementation team being formed – labor and management
- First meeting scheduled for January 19, 2012
  - Meeting start with foundational information about GEAR – presentation by Department of Energy
  - Scope of pilot will be identified – targeting a minimum of 1,000
  - Specific goals and strategies will be identified/discussed