



Goals – Engagement – Accountability – Results (GEAR)

Employee Performance Management Workgroup

Presentation to the
National Council on Federal Labor-Management Relations

November 16, 2011

Background

- Workgroup discussed comments received from Council members on draft report at the October 19 Council meeting
- Council directed workgroup to reconvene to address outstanding comments and issues
- Workgroup met on October 28 and November 7 to discuss:
 - Additional revisions to draft report
 - High-level 2 page summary of draft report
 - Culture Implementation Plan
- Draft documents circulated for final workgroup review and comment on November 9

Notable Changes

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- Report previously known as the Performance Management Accountability Framework report; now the “**GEAR**” report
 - **G**oals
 - **E**ngagement
 - **A**ccountability
 - **R**esults

 - GEAR reflects overall report 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

Notable Changes

- High-level 2 page summary of draft report
 - Provides overall snapshot of recommendations, key actions, and important steps to take for implementation
 - Serves as a helpful checklist but is based on overall report that should be referenced in its entirety
 - Added as an Appendix to the draft report

- Culture Implementation Plan - provides recommendations on implementing cultural accountability, such as, but not limited to:
 - Establish dedicated implementation team
 - Provide “culture” training to senior leadership
 - Provide clear communication of agency’s strategic priorities
 - Create clear understanding of what new culture looks like – involve employees and employee representatives
 - Ensure SES participation in 360 degree review as a developmental tool
 - Communicate responsibilities and culture of accountability
 - Improve accurate monitoring of results

Moving Forward

- ❑ Report represents *recommendations* by Employee Performance Management Workgroup for agencies to consider
- ❑ All Executive Branch agencies *are strongly encouraged* to begin taking steps to adopt recommendations at the earliest opportunity to improve performance culture, goal alignment, accountability, engagement and effectiveness of supervisors
- ❑ Some agencies have agreed to adopt recommendations:
 - Department of Energy
 - Office of Personnel Management
 - Department of Labor
 - Department of Veterans Affairs
 - Department of Housing and Urban Development

Next Steps

- ❑ Pilot agencies should meet to discuss implementation issues; best practices; and the way forward
 - Agency labor management forums should be involved in all discussions
 - Employee performance management workgroup serves as advisors to pilots
 - OPM subject matter policy experts serve as advisors to pilots

- ❑ Status report of pilots at January 2012 Council meeting