

The Performance Management Accountability Framework (PMAF)

Employee Performance Management Workgroup

Presentation to the
National Council on Federal Labor-Management Relations

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Presentation Overview

- Why Did We Look at Performance Management?
- Who Was Involved in the Discussion?
- What are the Five Recommendations of the PMAF?
- How Can the PMAF be Implemented Successfully?



Why Did We Look at Performance Management?

- The Nation expects and deserves Federal employees to be engaged, enabled and high-performing.
- Federal employee performance has been a hot topic in recent months. Previous reform attempts have focused on either:
 - 1) A negative view of Federal employees: Not accountable enough
 - 2) A positive view of the role of government: Need to do more
- Nearly all previous efforts have focused on systems.
- Previous attempts, whether driven by negative or positive views have failed to improve actual performance or the perceptions of employees that the systems are fair.



Who Was Involved in the Discussion?

- Workgroup consisted of:
 - Chief Human Capital Officers (CHCOs) – Energy, GSA and Justice
 - Unions – AFGE, IFPTE, NAGE, NTEU and Teamsters
 - Management Associations – FMA and SEA
 - Federal Policy Expertise – FLRA, OPM and numerous Federal agencies

- The Workgroup divided tasks into three subgroups:
 - 1) Leadership and Culture
 - 2) Employee and Supervisor Engagement
 - 3) Training and Development Needs of Employees/Supervisors

- Developed 5 consensus recommendations that focus on:
 - Improving the relational and integrating elements that make any system useful



What are the Five Recommendations of PMAF?

“How will things be different this time?”

1. Articulate a High-Performance Culture
2. Align Employee Performance Management with Organizational Performance Management
3. Implement Accountability at All Levels
4. Create a Culture of Engagement
5. Improve the Assessment, Selection, Development and Training of Supervisors



Key Elements of Recommendations

1. Articulate a High-Performance Culture:

- Require all Agencies to identify and articulate their desired Agency culture.
- Focus on employee engagement, development, performance, and accountability and how that culture fits in with Government-wide performance improvement.

2. Align Employee Performance Management with Organizational Performance Management:

- Drive ongoing alignment and cascading of established **organizational performance objectives** down through Executive, Manager, Supervisor, and **employee performance goals** via an agency's management board responsible for improvement of organizational and employee performance.
- This “**Performance Management Integration Board**” (chaired by the Performance Improvement Officer and the CHCO) would focus on the importance of employee performance management and the link to organizational performance, consistent with the quarterly reviews required by the Government Performance and Results Act Modernization Act of 2010 (GPRAMA).



Key Elements of Recommendations (continued)

3. Implement Accountability at All Levels:

- Agency leaders will be **accountable via President's Management Council**.
- Require a formal mechanism for internal Agency coordination of alignment and accountability for performance management at the organizational and employee levels: the **Performance Management Integration Board**.
- Actively seek and encourage engaged feedback throughout the year.
- Fully utilize Agency Labor-Management Forums.
- Improve **third-level supervision (management of supervision)** by implementing a robust training curriculum.

4. Create a Culture of Engagement:

- Improve employee and supervisor engagement through **two-way communication**.
- Foster and require a **culture of ongoing feedback** via quarterly reviews, informal interactions and continuous learning for employees at every level.



Key Elements of Recommendations (continued)

5. Improve the Assessment, Selection, Development and Training of Supervisors:

- Focus the **selection process** for supervisors on identifying competencies required for effective performance as a supervisor, including performance management requirements.
- Require that **supervisory performance plans** include an element to ensure that all supervisors are rated on their exercise of supervisory responsibilities, including timely and effective performance management and feedback.
- Implement **mandatory training for supervisors** on:
 - Employee Performance Management Roadmap, including employee feedback and engagement
 - PIO delivered training on agency performance management systems, including Strategic Plan, goals, high priorities, and key performance targets at organizational level
- Agencies should also implement programs designed to **identify and develop future leaders** by making training on supervisory and people management skills broadly available throughout the workforce.



How Can the PMAF be Implemented Successfully?

- *All recommendations should be carried out fully utilizing Agency Labor-Management Forums.*
- **National Council on Federal Labor-Management Relations:**
 1. Endorse these recommendations and encourage implementation government-wide.
 2. Support the necessary regulatory and legislative enhancements for effective implementation.
- **OPM and CHCO Council:**
 1. Near Term: Begin initial implementation to support concept of operations and facilitate the regulatory and legislative process.
 2. Long Term: Secure sustainability of framework through legislation and resources (funding, training, subject matter expertise).