



U. S. Coast Guard's GEAR Pilot Program



Coast Guard's Current Performance Management Systems

- **DHS/Performance Management Program (PMP) for CG civilian Supervisors**
 - cascading of organizational performance/goals and core competencies
 - joint preparation
 - 1 Mid-Year review/certification
 - on-going feedback is encouraged
 - core competency for “Assigning, Monitoring and Evaluating Work”
 - annual training for all supervisors
- **Excellent Achievement and Recognition System (EARS) for all CG civilian employees**
 - core competencies
 - joint preparation
 - 2 progress reviews/certification
 - on-going feedback is encouraged
 - annual training for all employees



GEAR Attributes of CG Performance Systems

- Joint Participation throughout the cycles
- On-going feedback
- Required progress reviews
- Enhanced/improved employee/supervisory engagement
- Comprehensive awards/recognition system
- Various resources to assist with performance management responsibilities
- Enhanced training on performance management
 - basic annual training
 - 40 hours of mandated supervisory training/32 hours of classroom training and 12 hours of continuous learning
- Mandatory completion of Performance Plans for all employees
- 19 Labor/Management forums throughout the Coast Guard



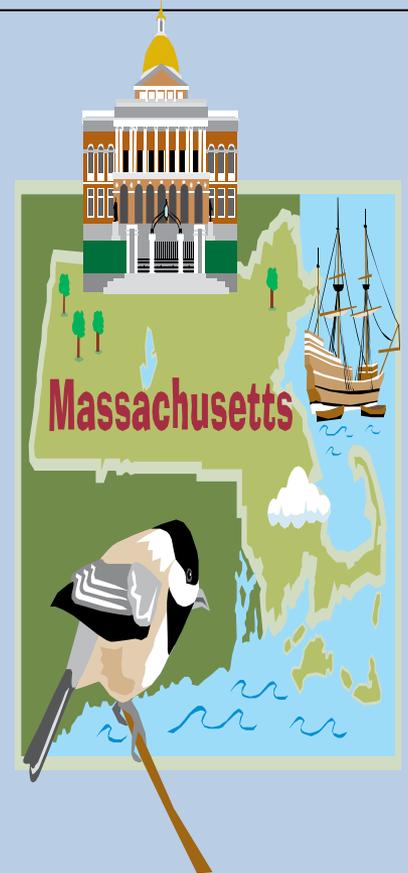
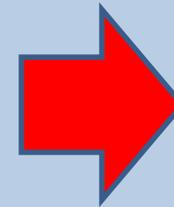
CG GEAR Pilot Location

Proposed Pilot Location selected by the CG/AFGE Council 120 Labor Management Forum:

Base Boston
Boston, Massachusetts

Composed of Civilians (GS and WG) and Military personnel at all levels.

Approximately 200 Civilian Employees and approximately 150 are **AFGE** bargaining unit positions. (150 EARS, and 50 DHS/PMP)



GEAR Pilot Action Plan

| Action | Timeframe |
|--|--------------|
| Assign Project Manager (PM) for the Pilot at the Base Location | Sept 2012 |
| Invite the PM and Base CO to the next L/M forum | Oct 2012 |
| Hire/Retain Primary Project Manager to reside in HR Office | Oct 2012 |
| Develop Accountability System (Performance Tracking) & Audit Plan | Nov 2012 |
| Develop a 360 Plan into the Pilot (Before and After) | Nov 2012 |
| Communication Plan to Workforce Deployed | Dec 2012 |
| Develop a Data Analysis Repository | Jan 2013 |
| Set up “In-Service Days” to accomplish: Basic DHS/EARS Training (Supervisors/Employees), Individual Development Plan, Work Plan Development, Communication Techniques, Team Building | Feb/Mar 2013 |
| Pre-Pilot Survey | Mar 2013 |
| Pilot Begins | Apr 2013 |