

The Performance Management Accountability Framework (PMAF)

Employee Performance Management Workgroup

Presentation to the
National Council on Federal Labor-Management Relations

October 19, 2011

Background

- Workgroup presented 5 consensus recommendations to the full Council at the September meeting
- Council members provided opportunity to review and provide final comments and clarifying edits to report
- Comments received from:
 - National Federation of Federal Employees
 - National Association of Government Employees
 - Teamsters
 - Department of Homeland Security
 - Department of Treasury
 - Department of Veterans Affairs
 - Federal Managers Association
 - Senior Executives Association



Background

- Many simple edits incorporated into report to clarify workgroup intent
- Other suggestions and comments will take more time to review and address in the report; however, the substance of the report is expected to remain largely unchanged
- Workgroup will reconvene to address Council comments

Examples of Significant Additions to Report

- Language added to clarify that agencies may vest authorities of recommended Performance Management Integration Board into existing boards or use other mechanisms to ensure that PIO and CHCO leadership continuously communicate and align goals
- Language added to further clarify agencies should ensure the perspectives of employee representatives are incorporated into mechanism used to align employee and organizational performance
- Language added in appropriate places to ensure the perspectives of management associations are considered
- Language added to address accountability of supervisors and managers to hold poor performers accountable while noting importance of a culture of continuous feedback and efforts to rehabilitate the employee



Examples of Outstanding Suggestions / Comments

- Culture Policy Statement should be accompanied by a practical approach paper which would remain a living document that serves as a resource
- While report includes discussion of aligning employee performance with organizational performance, more is needed in report on---
 - How to do that well; and
 - Avoiding serious risks of making invalid appraisals of employee performance when organizational metric is impacted by other matters
- Administration should actively support and communicate expectation to agency heads to implement the report right away
- Performance Management Integration Board
 - How best to get labor representative participation?
 - How best to get non-management employee participation?
- Quarterly reviews may be administratively burdensome and may provide another “check the box” compliance task if not implemented well. However, there may be benefit for supervisors and employees in probationary periods.

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
- ❑ Employee performance management workgroup will reconvene to address outstanding issues.
- ❑ Briefing on final report at November meeting.