

# GSA Plan to Maximize Employee Performance

May 2017



# **M-17-22 Requirements and Background**

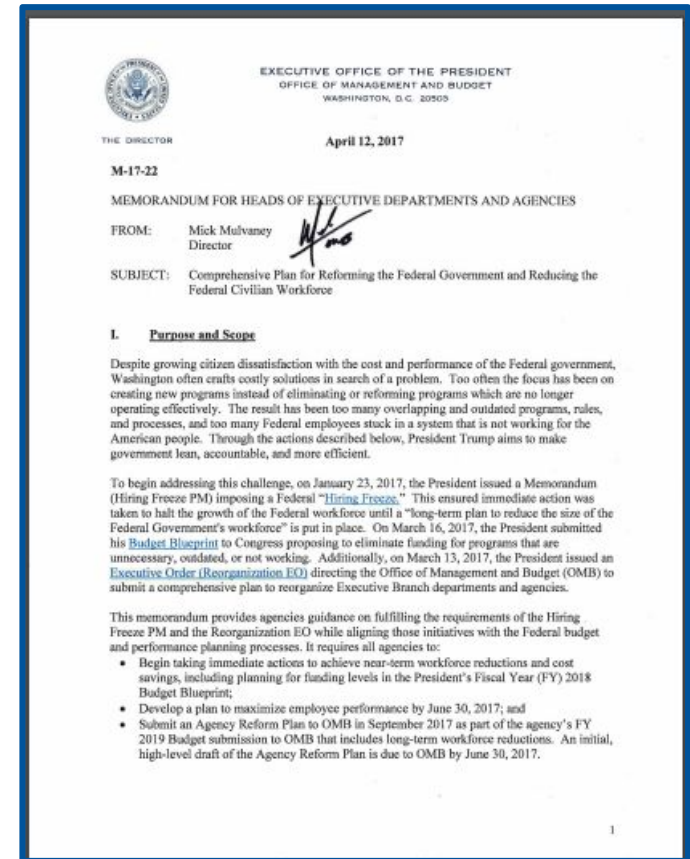
# Agency Reform Plan (M-17-22) Overview and Outcomes

## Overview:

Per the OMB memorandum from April 12, 2017 “Comprehensive Plan for Reforming the Federal Government and Reducing the Federal Civilian Workforce”, Federal Agencies are required to develop Agency Reform Plans including workforce reduction plans, and also **develop a plan to maximize employee performance.**

## Outcomes:

- Developed Agency Reform Plan, including Workforce Reduction Plan for GSA
- Developed Plan to Maximize Employee Performance for GSA
- Proposals for cross-cutting Federal Reform Plan



**GSA’s Plan to Maximize Employee Performance including a timeline and implementation actions is due to OMB on June 30, 2017**

# Requirements for GSA Plan to Maximize Employee Performance

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The requirements needed for Agency Plan to Maximize Employee Performance can be found in M-17-22 Appendix 9 “Additional Information and Resources on Maximizing Employee Performance”

## **M-17-22 Guidance for Plan to Maximize Employee Performance:**

Agencies have flexibility on how to organize their Plan to Maximize Employee Performance. At a minimum, agency plans must provide a timeline and implementation actions for accomplishing each of the following five actions:

- 1. Review and Update Formal Agency Policy**
- 2. Provide Transparency Around the Performance Improvement Plan (PIP) Process**
- 3. Ensure Managers and Supporting HR Staff are Appropriately Trained**
- 4. Ensure Accountability in Manager Performance Plans**
- 5. Establish Real-Time Manager Support Mechanisms**

# GSA Performance Management Current State

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GSA has been working with its customers to enhance the GSA Performance Management program. Program improvements have been focused on linking individual performance to organizational goals, clarifying performance expectations, and providing appropriate and timely recognition of exceptional performance.

## Performance Management Strategies

- Performance management program policies and guidance are being updated and reviewed to drive both employee and organizational performance

## Target areas:

- Standardized performance plan elements, improved performance plans and measures, addressing poor performance, timely and accurate evaluation, and recognition of employees

## GSA Performance Management Initiatives

- Made HSSO performance plan (results driven elements) and organizational results available to employees
- Aligned individual performance expectations to Agency priorities through cascaded goals (e.g. HSSO to front-line employees)
- Identified and delivered performance management training and tools on performance planning, managing performance, appraising and recognizing employees
- Utilized data to offer targeted performance management training
- Developed standardized performance plan elements for mission critical occupations

# GSA Performance Management Current State (Cont.)

## Successes and Outcomes

- EVS Results-Oriented Performance Culture Index increased from 52% in FY15 to 53% in FY16
- Increase in understanding of requirements of different performance levels
  - EVS Q19. Understood what I had to do to be rated at different performance levels went from 68% in FY15 to 71% in FY16
- Attainment of GSA goals in APP/R increased from 58% in FY14 to 74% in FY15 (FY16 results pending)
- Implementing standardized performance plan elements for mission critical occupations across the agency

## Outstanding GSA Performance Management Challenges

- Increasing accountability in performance management
- Evaluating performance management training offerings
- Increasing data utilization to inform the effectiveness of the performance management program

## **Timeline / Recommended Actions for each Requirement**

# 1. GSA Formal Agency Policy, Procedure and Guidance

GSA is committed to continuously improving our HR policies, procedures and guidance to ensure consistency and compliance. Currently, our Employee Performance Management and Recognition policies are in the final stages of republication.

| Action/(M-17-22 Requirements)  | Gap (Y/N) | Implementation Actions   | Timeline                             |
|--|-----------|--|--------------------------------------|
| Review, update or create agency policy, procedures and guidance on how to address poor performance and conduct . | N         | Vetting Employee Performance Management and Recognition policies through appropriate leadership [CHCO, OGC, OCR, EEO, and Labor Relation, etc.] that: <ul style="list-style-type: none"> <li>• Does not create unnecessary barriers</li> <li>• At the Agency level and cascaded appropriately to the individual level</li> </ul> | 12/31/2017                           |
| Remove steps not required in statute/regulation to streamline processes  | N         | Evaluate the effectiveness of the Performance Action Plan (PAP) process to determine if it places an additional burden on managers during the evaluation period.   | 9/30/2017                            |
| Administrative Leave Act implementing regulations  | N         | Current guidance states Administrative Leave will only be used for crime provision or employee threats. Updated guidance will incorporate into policy the expectation to limit the use of unnecessary administrative leave.  | TBD pending final regulation release |
| Provide clear guidance on performance improvement plans  | N         | Continue to provide guidance on addressing poor performance, including performance improvement plans.  | Ongoing                              |



## 2. Provide Transparency Around the Performance Improvement Plan (PIP) Process

GSA provides an extensive manager toolkit for addressing poor performance including training through multiple venues (instructor led, webinar, online) and guidance through our Agency intranet. GSA also maintains a case management system on all employee relations cases used to track poor performance and conduct.

| Action (M-17-22 Requirements)  | Gap (Y/N) | Implementation Actions  | Timeline   |
|--|-----------|---|--|
| Provide all supervisors a copy of the rules and guidance regarding PIPs.                                   | N         | Continue to provide all supervisors a copy of rules and guidance regarding PIPs<br><br>Reissue rules and guidance regarding PIPs                              | 7/30/2017  |
| Emphasize in guidance that PIPs can be started at any point and not just at the end of the rating period.  | N         | Addressed in the recently updated performance management and recognition policy   | -Ongoing communications<br>-Guidance issued 12/31/2017 |
| Maintain data on PIPs, including # of employees placed on them and # who successfully improve performance. | Y         | Continue to track cases through the case management system<br><br>Implement an evaluation process to determine performance improvement program effectiveness. | Ongoing<br><br>9/30/2017                               |

### 3. Ensure Managers and Supporting HR Staff are Appropriately Trained

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GSA is providing the appropriate and required tools and training to support our leaders and HR professionals in effectively managing employee performance and conduct.

| Action (M-17-22 Requirements)  | Gap (Y/N) | Implementation Actions   | Timeline            |
|--|-----------|--|---------------------|
| Provide training to all SES, supervisors, managers, team leads, and employee relations staff on managing employee performance and conduct. | N         | Continue to offer required training to all SES, supervisors, managers, and employee relations staff on managing employee performance and conduct | Ongoing (Quarterly) |

## 4. Ensure Accountability in Manager Performance Plans

GSA supervisory performance plans are focused on both supervisory accountability (40%), including issuance of cascaded employee performance plans, and achieving organizational results (60%).

| Action (M-17-22 Requirements)  | Gap (Y/N) | Implementation Actions   | Timeline                 |
|--|-----------|--|--------------------------|
| Ensure that supervisors and managers are held accountable for managing employee performance and conduct. | N         | Continue to require issuance of performance plans for all employees<br><br>Continue to track managers' issuance of annual performance plans at the beginning of the performance year and at mid-year.  | Ongoing                  |
| Review and update (if necessary) supervisor/manager performance plans to reflect this responsibility.    | Y         | Continue to require critical elements in all Executive level performance plans that require the issuance of performance plans for all employees<br><br>Enhance manager and supervisor critical element, "Leading People" to include accountability in managing employee performance and conduct. | Ongoing<br><br>8/01/2017 |

## 5. Establish Real-Time Manager Support Mechanisms

GSA provides “just-in-time” support to managers and supervisors at the local, regional, and national level through multiple channels, both in-person and online.

| Action (M-17-22 Requirements)   | Gap (Y/N) | Implementation Actions  | Timeline               |
|---|-----------|---|------------------------|
| Identify approaches and plans for providing accessible and “just-in-time” expert assistance and guidance to managers who are addressing performance/conduct issues.           | N         | Continue to provide “just-in-time” expert assistance in accordance with the metrics established in our Service Level Agreements (SLAs)<br><br>Continuously train HR specialists to maintain expert qualifications   | Ongoing<br><br>Ongoing |
| Include a real-time forum (e.g., dedicated contact support lines) for managers to receive guidance on addressing performance or conduct issues that require immediate action. | N         | Continue to provide guidance for addressing performance or conduct issues through various communication vehicles including, but not limited to: Supervisors Lounge, Salesforce Chatter page, Google hangouts, etc.<br><br>Continue to provide “storefronts” in each regional location that offer real-time access and hands-on employee relations support | Ongoing<br><br>Ongoing |

Questions?