

From: DOECAST
Sent: Wednesday, March 21, 2012 4:19 PM
To: ORO Federal Employees; OSTI Data Control
Subject: Improving our Performance-Based Culture

MEMORANDUM FOR ALL DOE EMPLOYEES

FROM: STEVEN CHU

Subject: Improving our Performance-Based Culture

Each and every day Federal employees throughout the Department work very hard for the good of the public we serve. In order to effectively achieve our mission, it's important that every member of our team understands how their work fits into our overall mission. One step in this process is ensuring that our performance management system creates conditions to empower employees and teams to perform at the highest levels.

Over the years, there have been numerous efforts aimed at improving both employee and organizational performance management in the Federal Government. In May 2011, John Berry, Director of the Office of Personnel Management, formed a work group comprised of Federal executives, labor union leaders, management associations, and Federal policy experts, including a number of DOE employees, to learn from and build upon previous efforts. In November 2011, the National Council on Federal Labor-Management Relations reviewed and endorsed the results of the group's collaboration, research, and recommendations as presented in the Goals-Engagement-Accountability-Results (GEAR) report (<http://www.lmrcouncil.gov/meetings/handouts/GEAR%20Report%2011-17-2011.pdf>).

The report contains five recommendations to create high-performing organizations that are aligned, accountable, and focused on results:

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

While I realize that the DOE and its employees already embody many of these values and efforts, I personally support the report because it emphasizes the importance of ongoing communication that is mission-focused and data-driven among all levels of management, and most importantly, between supervisors and employees. I also believe that continually improving all levels of supervision and leadership is a key factor to sustaining a performance-based culture. In addition, the report recognizes the significance of using meaningful metrics to link organizational performance objectives to employee performance management and appraisal

mechanisms, which is consistent with the Government Performance and Results Act (GPRA) Modernization Act of 2010 (GPRAMA).

Given our leadership on many of these issues within the Federal family, I committed the Department of Energy to be one of the five agencies to pilot the GEAR concepts. Since NNSA is in the midst of a performance management demonstration project, they will not be participating in GEAR at this time. As you become more familiar with GEAR, you will see that we already employ many of the concepts in some form or another. Our focus will be to build upon the strong foundation that we have in our systems approach to management and operational excellence at DOE. We will link this effort to initiatives that address opportunities in diversity and inclusion and other areas we have identified from the 2011 Employee Viewpoint Survey. I look forward to working with you as we use this opportunity to improve our performance-based culture to maximize mission success.

The Department of Energy is working to strengthen a performance-based culture that clearly links work to agency goals, ensures employees understand their roles and responsibilities, holds employees accountable for meeting mission, and appropriately rewards employees for achieving results. To this end, we will be improving the performance metrics used throughout the Department to better align human capital planning and management with agency goals and objectives.

Our first step to improving the performance-based culture of the Department is to request your feedback on where we are today using a very brief and anonymous online survey available at <http://www.surveymethods.com/EndUser.aspx?9BBFD3C992D0CDCE98>. We will use the survey results, along with feedback from employee focus groups, to gain a better understanding of the opportunities we have to improve our performance-based culture.

Over the coming days, the Office of the Chief Human Capital Officer will be sending additional guidance to the Heads of Departmental Elements to implement GEAR, and I look forward to working with all of you to achieve our goals.