



**Department of Housing and Urban
Development
GEAR Update
National Labor Council**

July 18th, 2012



1. Articulate a High-Performance Culture

- The Secretary designated ‘Strengthening Performance Management’ as a HUD Transformation Initiative called “Focus on Feedback”
 - Improve the of employee performance plans to reflect the work they do and set clear expectations.
 - Increase the quality and timeliness of feedback to employees and provide meaningful incentives to employees
 - Enhance or replace the ePerformance system
- Establish the FY2013 Performance Management Framework
 - Employee empowerment standards
 - Establish “ a line of sight” from Executive SES to employees (EPPES)
 - Succession planning process for developing a continuing flow of leadership
- Implemented Process for establishing HUD core values



2. Align Employee Performance Management with Organizational Performance Management

FY2012

- Established Board of SESs to institute performance management policy and direction.
 - SES Board implemented new SES performance plan framework for FY12
 - Establish game changer standards. If 5% increase in EVS, SES can be rated outstanding.
 - SES Board brought in PACS managers who also implemented the new framework
 - Labor Management Advisory Committee (LMAC) redesigned the EPPES performance framework :
 - 5 managers (1 SES, 1 HQ, 3 Field/Regional)
 - 5 union representatives (representing all 4 unions)
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2. Align Employee Performance Management with Organizational Performance Management (continued)

The LMAC recommended a new FY2013 Performance Framework

Executive Core Qualifications (OPM Standard)	Executive Performance Accountability and Communication System (EPACS)		Performance Accountability and Communication System (PACS)		Employee Performance Planning and Evaluation System (EPPES)	
	Weight	*Objectives	Weight	*Objectives	Weight	*Objectives
Leading Change	Up to 20	Collaboration	Up to 20	Collaboration - Cross Office	Up to 20	Collaboration - Creating a great Place to Work
Leading People	Up to 20	Personal Investment (Goal 5)	Up to 20	Personal Investment	Up to 20	Personal Investment
Cascading Performance Objectives						
Business Acumen	Up to 20	APG/Book of Business/Goal 5	Up to 20	Book of Business	Up to 20	Book of Business
Building Coalitions	Up to 20	APG/Book of Business/Goal 5	Up to 20	APG/Book of Business	Up to 20	Book of Business
Results Driven	Up to 20	APG/Book of Business/Goal 5	Up to 20	APG/Goal 5	Up to 20	APG
Succession Planning						



2. Align Employee Performance Management with Organizational Performance Management (continued)

Personal Investment - The purpose of this element is to foster a culture of shared responsibility and collaboration between the employee and his/her supervisor as relates to the employee's personal development and in shaping and supporting the mission of HUD. It is also intended to encourage the employee to embrace and advocate for continuous improvement and change.



2. Align Employee Performance Management with Organizational Performance Management (continued)

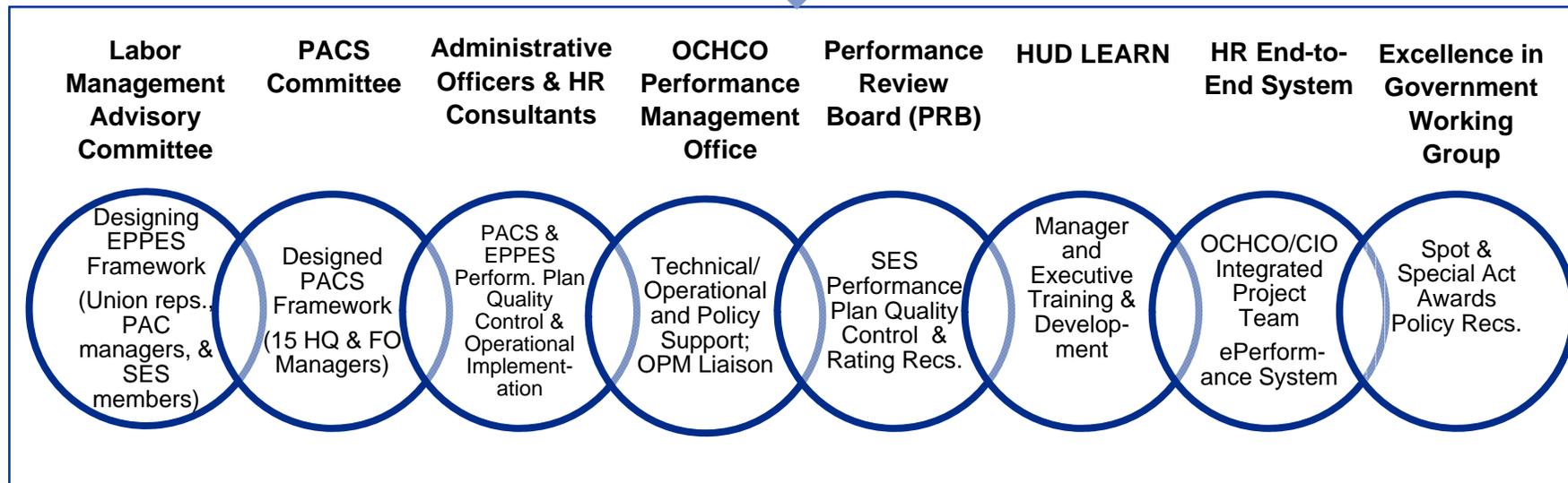
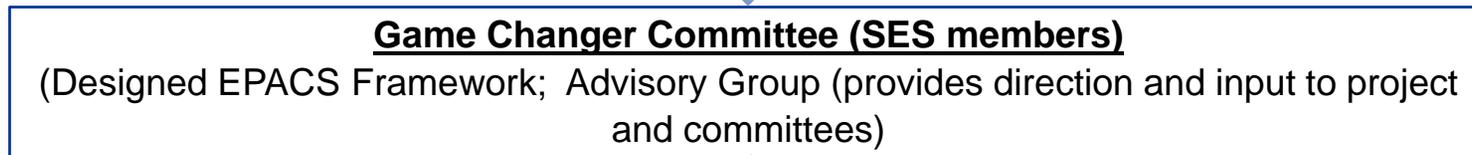
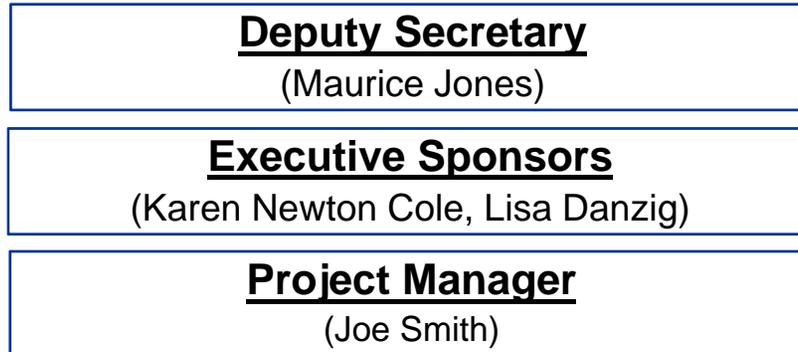
Performance Standards

- Others
 - Agency Performance Goals (APG's)
 - Goal 5 (human resource management, transformation initiatives)
 - Book of Business (program objectives)
- 5 Point rating system based on level
- Specific objectives for the performance standards define through Confabs'

3. Implement Accountability at All Levels



**“Focusing on Feedback”
Transformation Project
Team Structure**





3. Implement Accountability at All Levels (Continued)

Daily or Weekly Status Reports - 2011 Ratings Completed

OFFICE	TOTAL IN HIHRTS	TOTAL MINUS 132 DUPLICATES*	75% TOTAL FOR NOVEMBER 1ST	COMPLETED AS OF 12.28.11**	% OF RATINGS COMPLETED	PLANS IN THE 'RATING REVIEW ACKNOWLEDGED' STEP AS OF 12.28.11	% OF PLANS IN THE 'RATING REVIEW ACKNOWLEDGED' STEP
ADMIN	1	1	1	1	100%	0	0%
CFBCI	6	6	5	6	100%	1	17%
CFO	208	200	150	183	92%	10	5%
CIO	265	265	199	263	99%	1	0%
CPD	837	822	617	753	92%	16	2%
CPO	91	91	68	82	90%	0	0%
DM	61	61	46	58	95%	1	2%
FHEO	537	530	398	497	94%	13	2%
FPM	308	305	229	301	99%	5	2%
GNMA	82	82	62	80	98%	2	2%
HSNG	3101	3029	2272	2844	94%	70	2%
OCHCO	456	455	341	441	97%	7	2%
ODEEO	18	18	14	17	94%	1	6%
ODOC	70	70	53	65	93%	0	0%
OGC	607	606	455	606	100%	0	0%
OHHLHC	50	50	38	50	100%	0	0%
OSHC	14	14	11	14	100%	0	0%
PDR	146	143	107	137	96%	3	2%
PIH	1496	1474	1106	1426	97%	13	1%
SPM	24	24	18	22	92%	0	0%
GRAND TOTAL	8378	8246	6190	7846	95%	143	2%

*Does not include duplicates for five employees with records in two different offices.

**Includes SES ratings received in OCHCO's Office of Executive Resources.



3. Implement Accountability at All Levels (Continued)

Daily or Weekly Status Reports - 2012 Plans Established

OFFICE	TOTAL EMPLOYEES (IN HIHRTS AS OF 11.17.11)	TOTAL LESS DUPLICATES*	50% TOTAL FOR NOVEMBER 30TH	PLANS ESTABLISHED AS OF 12/28/11**	% OF PLANS ESTABLISHED	PLANS IN THE 'PLAN APPROVED' STEP AS OF 12/28/11	% OF PLANS IN THE 'PLAN APPROVED' STEP
ADMIN	1	1	1	1	100%	0	0%
CFBCI	8	8	4	8	100%	0	0%
CFO	210	210	105	121	58%	0	0%
CIO	281	280	140	191	68%	0	0%
CPD	870	866	433	701	81%	0	0%
CPO	130	130	65	104	80%	0	0%
DM	74	73	37	43	59%	0	0%
FHEO	603	600	300	446	74%	0	0%
FPM	354	353	177	302	86%	0	0%
GNMA	84	84	42	66	79%	0	0%
HSNG	3288	3277	1639	2629	80%	0	0%
OCHCO	505	505	253	422	84%	0	0%
ODEEO	19	19	10	15	79%	0	0%
ODOC	71	71	36	36	51%	0	0%
OGC	634	634	317	610	96%	0	0%
OHHLHC	50	50	25	48	96%	0	0%
OSHC	14	14	7	7	50%	0	0%
PDR	154	154	77	128	83%	0	0%
PIH	1600	1595	798	1404	88%	1	0%
SPM	27	27	14	21	78%	0	0%
GRAND TOTAL	8977	8951	4476	7303	82%	1	0%

*Does not include duplicates for four employees with records in different offices.

**Includes SES performance plans received in OCHCO's Executive Resources office.



3. Implement Accountability at All Levels (Continued)

Daily or Weekly Status Reports - 2012 Mid-year Reviews Completed

OFFICE	NO. OF MID-YEAR REVIEWS COMPLETED	PERCENT OF MID-YEAR REVIEWS COMPLETED	NO. OF EMPLOYEES
CFBCI	5	83.33%	6
CFO	149	78.84%	189 *
CIO	237	96.34%	246 *
CPD	768	99.61%	771 *
CPO	109	97.32%	112
DM	51	91.07%	56 *
FHEO	540	97.30%	555 *
FPM	310	100%	310 *
GNMA	72	97.30%	74 *
HSNG	2736	88.57%	3089 *
OCHCO	405	89.21%	454 *
ODEEO	16	88.89%	18 *
ODOC	60	92.31%	65
OGC	595	100%	595 *
OHLHC	49	100%	49 *
OSHC	14	93.33%	15
PDR	132	92.96%	142 *
PIH	1493	97.71%	1528 *
SPM	22	88.00%	25

* The number of employees for these organizations excludes those to receive delayed ratings, as reported to OCHCO by each office's Administrative Officer. Duplicate plans in the ePerformance system have also been deleted from this number.



3. Implement Accountability at All Levels (continued)

Guidance for “In-Service Days”

The Department is committed to improving performance management and improving the effectiveness of the communication between management and employees. As a result the Department has implemented in-service periods for the purpose of focusing on communication and employee feedback, part of the eight priority projects supporting Goal 5- Transforming the Way HUD does business. The objective is to ensure all employees receive fair, timely, and accurate evaluations and feedback, in addition to allowing managers the support needed to devote time to performance management. It is recommended that managers and supervisors hold at least five one-on-one meetings with employees to ensure on-going feedback to employees regarding performance and training needs. The most important meetings are the initial meeting, the formal mid-year meeting progress meeting and the formal final progress meeting. This guidance is to provide a recommended schedule for the in-service time periods, the scheduling of one-on-one meetings with employees and to recommend in-service activities.



3. Implement Accountability at All Levels (continued)

New ePerformance System Acquired

Based on the fact that the new system is designed to enhance the performance management process, we are projecting that project managers will save at least one hour in the planning phase and 30 minutes in the year end phase (totaling 1.5 hours each employee per year).

As a result of projected time saved, managers will be able to:

- Identify competency and skill gaps through the use of 360-degree, 180-degree, and self-assessments;
- Work with individual employees to develop personalized career development plans;
- Select competencies from the competency library to assign to employees;
- Create “easy to track” cascading SMART goals;
- Enable reminder notifications for planning events;
- Utilize a writing assistant for spelling checks and internally wording;
- Enable accurate uploading of supporting documents (i.e. – Word, Excel, etc.); and
- Automatically populate the annual review with mid-year review ratings and comments.



4. Create a Culture of Engagement

- HUD is Fully Engaged
 - Expanded Employee Engagement Sessions (In-Service Days)
 - Secretary Quarterly Town Hall Meeting
 - Weekly Progress email to all Executives & Managers
 - Monthly PACS Managers Leadership Roundtable
 - Monthly Regional Roundtable
 - Quarterly SES Summit