



Department of Energy
Washington, DC 20585

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MEMORANDUM FOR HEADS OF ALL DEPARTMENTAL ELEMENTS
RESOURCE MANAGERS
HUMAN RESOURCES DIRECTORS

FROM:


SARAH J. BONILLA
ACTING CHIEF HUMAN CAPITAL OFFICER

SUBJECT:

Training Framework to Improve the DOE Performance-Based Culture

In FY 2012, the Secretary announced an initiative for *Improving the Performance-Based Culture* of the Department via a memorandum to all employees on March 21st and a town hall on April 20th. This initiative includes the following key integrated components, along with some notable achievements highlighted in 2012:

- Goals-Engagement-Accountability-Results (GEAR) pilot on employee performance management
 - Transitioned from a paper-based system to an online system (ePerformance)
 - Increased the number of progress reviews from one to two documented discussions
- Federal Employee Viewpoint Survey (FEVS) results / Best Places to Work (BPTW) action plans
 - Improved employee participation rate from 39% in 2011 to 47% in 2012
 - Preliminary results analysis: positive change in 2012 vs. 2011 for 80% of survey questions
- Diversity and Inclusion (D&I)
 - Published 2012-2015 DOE Diversity & Inclusion Strategic Plan
- Continual Learning Program (CLP) for professional and leadership development
 - Launched first two colleges of DOE Virtual University on Powerpedia
 - Increased employees with individual development plans from 27% in 2010 to 55% in 2012

Analysis of results and associated focus groups on the GEAR pilot survey and 2011 Employee Viewpoints Survey clearly point out that the Department as a whole would greatly benefit from more focused attention and emphasis on the development of supervisory and managerial skills for both new and experienced supervisors, managers, and executives as well as performance management related training for all employees. As a result, we have developed the attached training framework as a guide and aid to close these identified gaps.

Beginning with the employee performance management cycle for FY 2013, this memorandum identifies three objectives:

1. Reinforce the mandatory training requirements of new and experienced supervisors,
2. Provide a holistic leadership development framework, and
3. Identify annual continual learning opportunities for non-supervisory employees in the areas of performance management and communications.

This framework was vetted with senior leadership throughout the Department and approved by the Secretary.



Mandatory Supervisory Training Requirements

All DOE supervisors, managers, and executives will comply with mandatory supervisory training requirements (5 CFR 412; 5 CFR 315.801; 5 CFR 315.901; DOE O 360.1; and DOE O 320.1):

- New supervisors: 80 hours of supervisory training, with 40 hours required to be completed during the supervisory probationary period.
- Experienced supervisors: minimum of 8 hours of supervisory training each year.

The Office of Learning and Workforce Development has developed an inventory of training and developmental activities that will meet the supervisory training requirements. The DOE courses *Supervisory Essentials* (32 hours) and *Navigating the Federal Hiring Process* (8 hours) are required to fulfill the first year 40-hour training requirement for new supervisors. All other courses listed in the training framework are suggested to meet the overall continual learning requirements. Other related courses, seminars, and lecture series opportunities may be substituted.

Beginning with the appointment to a supervisory position, supervisors in their probationary period will be notified of the requirement with instructions for how to register for the *Supervisory Essentials* and *Navigating the Federal Hiring Process* courses. Managers of probationary supervisors will reinforce the requirement during initial development of performance standards and individual development plans. Please note that failure for a new supervisor to complete the training within the supervisory probationary period could be grounds for failing the probationary period.

Essential to managing this requirement will be tracking and reporting results at an organizational and agency-wide level. Reporting will occur through bi-monthly management reviews with the Associate Deputy Secretary and business quarterly reviews with the Deputy Secretary.

Holistic Leadership Development Framework

The framework provides a development timeline that starts on "day one" with a newly expanded and continually improving on-boarding program. This approach also emphasizes the importance of effective supervision. For example, a priority is improving the quality, effectiveness, and efficiency of performance and development conversations between supervisors and employees to:

- Support compliance with deadlines for employee performance management milestones
- Achieve strategic alignment of employee performance and development to mission requirements
- Clarify expectations and improving communications
- Improve the planning and execution of individual development plans
- Address poor performance and hold poor performers accountable

The new holistic approach offers learning and development opportunities at each leadership level, such as periodic 360° assessments for senior leaders, as well as suggested learning and development opportunities for non-supervisory employees in the areas of performance management and communications.

Please ensure that supervisors, managers, executives, and non-supervisory employees include training in compliance with this memorandum on their individual development plans beginning in FY 2013.

ATTACHMENTS

DOE Federal Training Framework To Support a Performance-Based Culture

SUPERVISORY TRAINING CURRICULUM			
New Supervisors (first 2 years)	Experienced Supervisors/ Managers (ongoing)	Executive-Level Supervisors (ongoing)	Team Leaders/ Non- Supervisory Employees
Continual Learning →	Continual Learning →	Continual Learning →	Continual Learning
<p>YEAR ONE – Required for first 40 hours requirement:</p> <ul style="list-style-type: none"> Supervisory Essentials, Strategies for Success!* (32 hours) Navigating the Federal Hiring Process* (8 hours) <p>On-boarding</p> <p>YEAR TWO – Suggested for additional 40 hours requirement:</p> <p>Optional: 360 assessment development tool</p> <ul style="list-style-type: none"> Fundamentals of Program Management (40 hours) Changing Dimensions in DOE (16 hours) Communication Matters (8 hours) Dealing with Difficult People (2 hours) Five Conversations (24 hours) Executive Learning Series (sessions vary) Avoiding Problem Performance Simulation □ Dealing w/Problem Performance Simulation □ e-Performance □ Goals and Setting Goals □ Handling Unacceptable Performance □ Just Promoted □ Managerial Skills and Abilities □ Measuring Performance □ Mentoring Employees □ Resolving Conflict with Communication Skills □ Understanding the Hiring Process □ Writing Performance Objectives □ 	<p>ANNUAL – Take at least one:</p> <p>Optional: 360 assessment development tool</p> <ul style="list-style-type: none"> Making Sense of Performance Appraisal (16 hours) Federal Budgeting Process (16 hours) Employee Engagement for Managers (16 hours) Crucial Confrontations (16 hours) Five Conversations (24 hours) Changing Dimensions in DOE (16 hours) Transforming Conflict in Mediation: Learning for Everyday Negotiation (1.5 hours) Dealing with Difficult People (2 hours) Executive Learning Series (sessions vary) Avoiding Problem Performance Simulation □ Category Rating □ Effective Interview Training for Managers and Supervisors □ e-Performance □ GPRA Management Workshop □ Handling Unacceptable Performance □ Managing Goals □ Measuring Performance □ Mentoring Employees □ Performance Based Management □ Recruiting for the 21st Century □ Setting Performance Expectations □ Writing Performance Objectives □ Rotational Assignments 	<p>ANNUAL – Take at least one:</p> <p>Optional: 360 assessment development tool</p> <ul style="list-style-type: none"> Fostering Employees and Workplace (8 hours) Leading Change for Improved Mission Execution (8 hours) Five Conversations (24 hours) Crucial Conversations (24 hours) Coaching for Performance (16 hours) Fostering Employees and Workplace (8 hours) Getting Results Through People (16 hours) SES Executive Learning Series (sessions vary) External & Media Communications e-Performance □ A Primer for Ensuring Accountability □ Creativity and Innovation in the Workplace Simulation □ GPRA Management Workshop □ Handling Unacceptable Performance □ Implementing a Succession Plan Simulation □ Managing High Performance □ Mentoring Employees □ Performance Reporting and Stakeholder Management □ Setting Performance Expectations □ Sustaining Competitive Advantage □ Writing Performance Objectives □ Rotational Assignments 	<p>ANNUAL – Take at least one:</p> <ul style="list-style-type: none"> Managing Up, Down, and Across to Get Results (16 hours) Problem Solving Skills Builder (2 hours) Five Conversations (24 hours) Communication Matters (8 hours) Dealing with Difficult People (2 hours) Changing Dimensions in DOE (16 hours) Dealing with Difficult People (2 hours) e-Performance □ Managing Your Manager □ Resolving Conflict w/Communication Skills □ Benefits of Performance Management □ Setting Performance Expectations □ Writing Performance Objectives □ e-Performance □ A Primer for Ensuring Accountability □ Performance Based Management □ Implementing a Succession Plan Simulation □

IMPORTANT NOTES: SUPERVISORY TRAINING GUIDANCE COVERS ALL SUPERVISORY APPOINTMENTS WITHIN DOE.

- 5 CFR 412 and DOE O 360.1C, requires: 80 hours of training. 40 hours must be completed during the probationary period.
- The additional 40 hours of training to satisfy year two can be selected from the suggested listing. *Italicized training with (*)* denotes curriculum that satisfies the 40 hour requirement.
- After satisfying the Initial 80-hour training requirement, supervisors are required to complete at least eight hours of continuing education annually.