

Federal Performance Management Journey Map



Samantha Supervisor

"Performance management is great, but I don't have the time, ability or senior support to do much more than box-checking."

Who is Samantha?

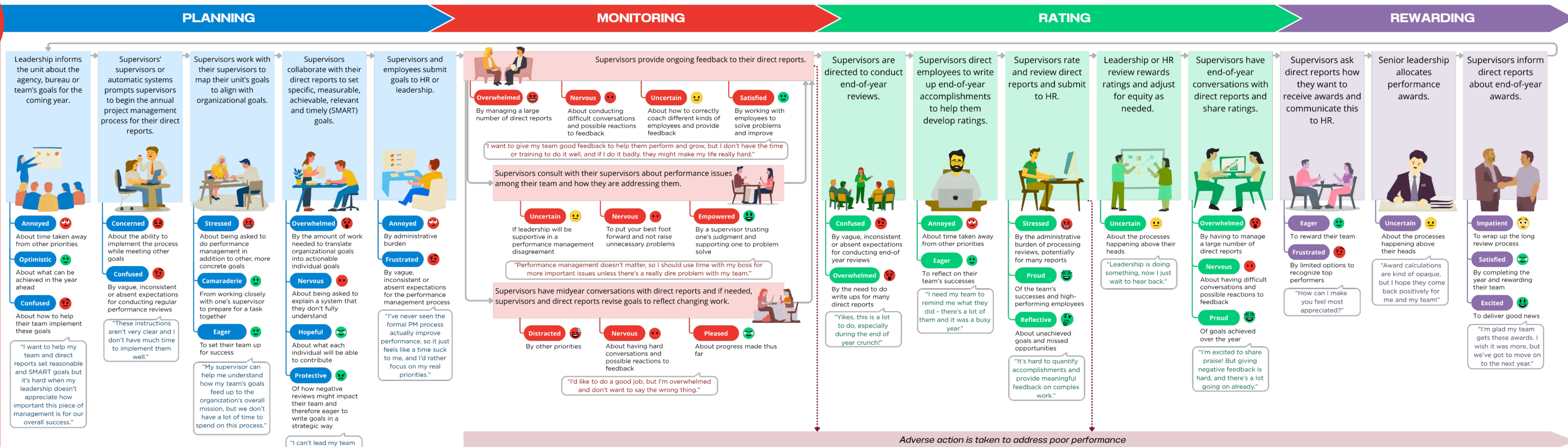
- Samantha rose up the ranks of seniority in her agency by building her subject-matter expertise over the past 15 years and earning stellar performance scores.
- She has not received much management training, but over time she has developed established practices and habits for supervising employees.
- She loves working with equally-passionate colleagues but often runs into challenges when she has to manage through problem points.
- She joined government because she is passionate about putting her technical expertise to work in service to the public, even though she knows she could make more money in the private sector.
- She appreciates that her job has been stable and allows her to balance work with taking care of her three high-school age children.

Samantha wants to...

- Lead a high-performing team that meets organizational goals and accomplishes its mission to serve the public
- Continue to excel at her subject matter expert work and put her hard-earned knowledge to use
- Meet her personal performance plan goals to continue receiving positive recognition, high performance scores and pay increases
- Process performance management tasks as quickly and as efficiently as possible
- Maintain her positive reputation within the agency

Samantha struggles with...

- Supervising too many direct reports to devote significant time to any individual
- Receiving few useful training and tools for performance management
- Being overwhelmed with mission-critical priorities, with little time to devote to performance management
- Lack of clarity on how to work with HR effectively to manage performance challenges



Federal Performance Management Journey Map

Ethan Employee

"I like my job and the work I do on a daily basis, but I'm not always sure how I fit into the larger organization. These systems don't seem like they're very fair or clear, so I just need to make sure I keep my head down and do a good job on work that's best for me and my career."



Who is Ethan?

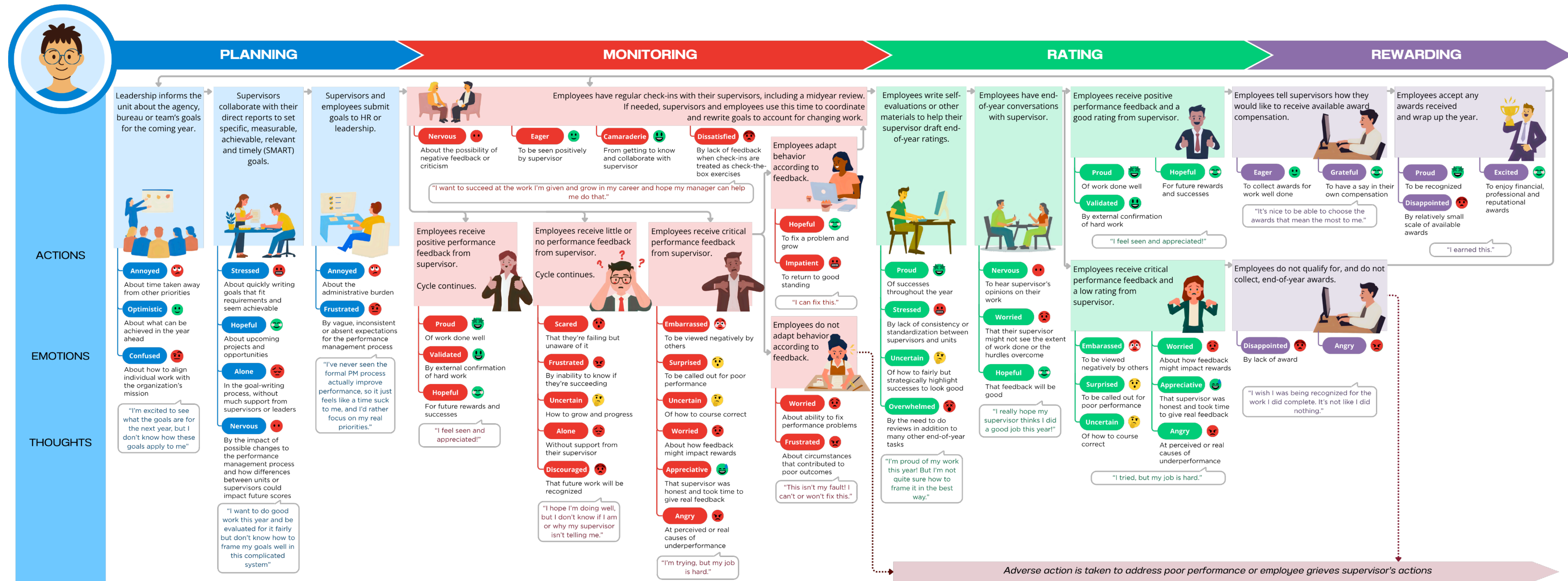
- Ethan joined government seven years ago because he was not sure where he wanted to work after completing his master's degree; has enjoyed putting his skills to use for the public.
- He wants to do a good job in his role and usually does, but he has not received much formal training or skill development over the years.
- He transferred agencies a few years ago and has worked under multiple supervisors at each agency.
- He receives positive performance reviews and has moved up two GS levels during his government service.
- He expects the performance management process to be inconsistent and mostly used as a check-the-box exercise to help him and his colleagues move up in seniority over time.
- He likes his role in government but would be willing to leave if other jobs offered better benefits and opportunities for career advancement.

Ethan wants to...

- Receive good performance ratings that unlock professional and financial rewards
- Develop new skills and expertise to progress in his career
- Find mentors and other meaningful professional relationships to make his work enjoyable and help him discern his career goals

Ethan struggles with...

- Not having a very strong relationship with his supervisor because he has not been at the agency very long and is one of many direct reports
- Lack of understanding of how his work connects to the larger organization's mission
- Being asked to pick up extra slack to compensate for underperforming members of the team





Federal Performance Management Journey Map

Henry Human Resources

"I want to help my colleagues have positive work experiences, but at the end of the day, my job is to ensure that policies and procedures are followed correctly and I have to prioritize that for my own career goals."



Who is Henry?

- Henry works at a large agency where his primary role is overseeing the administration of overlapping performance management cycles for all employees and ensuring they run smoothly.
- He has spent the past 12 years working in human resources for the federal government.
- Before joining government, Henry worked in human resources at a few private organizations, but he was laid off during the last recession and joined the government.
- He enjoys solving problems and working closely with his colleagues to do so.
- He likes government work because it is highly structured, and he operates best in a system with clear directives, goals and procedures.

Henry wants to...

- Ensure that procedures are followed and well-documented, in accordance with his performance goals.
- Support his colleagues by educating them and helping solve problems.
- Serve as an honest broker for all members of his agency.

Henry struggles with...

- A lack of tools to intervene in performance management actions.
- A lack of visibility into daily relationships and management. He is only approached once something is wrong.
- Excessive and time-consuming administrative work to track performance management.
- The need to balance between the sometimes-conflicting goals of ensuring procedures are followed correctly and supporting supervisors or employees to fix a real problem.

