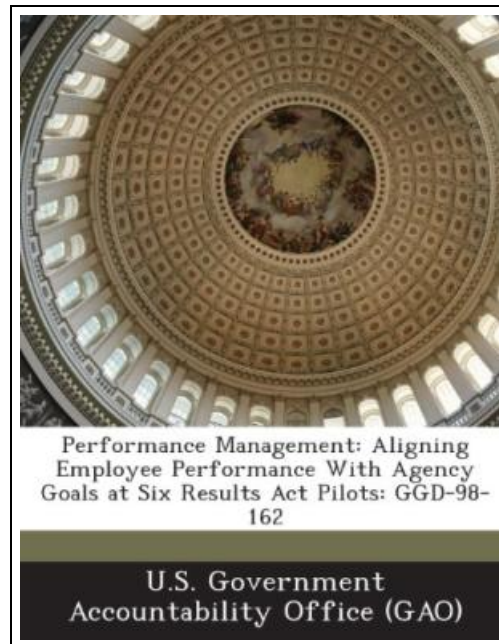


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BiblioGov. Paperback. Book Condition: New. This item is printed on demand. Paperback. 72 pages. Dimensions: 9.7in. x 7.4in. x 0.1in. Pursuant to a congressional request, GAO reviewed selected Government Performance and Results Act pilot projects, focusing on the: (1) primary approaches taken by selected pilot projects to align employee performance management with organizational missions and goals; and (2) issues or challenges, if any, that these pilot projects commonly confronted while developing and implementing these approaches. GAO noted that: (1) although all six pilot projects GAO reviewed included specific efforts to align their employee performance management systems with organizational missions and goals, their approaches varied in significant ways; (2) one way was in the kinds or groups of employees on whom they focused; (3) four of the pilot projects focused on managers rather than on staff at other levels; (4) the projects also varied in the extent to which organizational goals were explicitly reflected in employees performance plans, and in whether they emphasized creating accountability for results at the individual or team level; (5) the two other pilot projects focused their approaches on essentially all employees, relying on total quality management principles as a guide and organizing employees into self-directed work teams; (6) none of the six pilot projects GAO reviewed reported having formally evaluated its employee performance management approach, but all reported possible benefits; (7) the six pilot projects faced several common issues or challenges; (8) the first of these involved identifying the flexibilities available to them--including human resource management (HRM) waivers and demonstration project authority--to tailor their HRM systems to their organizational missions and goals and other organizational circumstances or needs; (9) the second issue or challenge GAO identified involved the six pilot projects efforts to include in their performance management approaches appropriate and meaningful goals and performance measures; (10)...



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