



## Coast Guard Flag Voice 31

### Excellence, Achievement and Recognition System (EARS)

The Workforce Cultural Audit (WCA) identified the civilian performance evaluation system as a career obstacle. In response, the Office of Civilian Personnel Management (G-WPC) developed a new system - one envisioned to better meet both our employees' and supervisors' needs. With the Federal government's efforts to streamline and eliminate restrictive regulations, we took the opportunity to scrap the current system and introduce our own, designed by a representative, diverse group of Coast Guard civilian employees.

This civilian performance management system, the Excellence, Achievement and Recognition System (EARS), will be effective 1 April in accordance with COMDTINST M12430.6B and cover all appropriated funded GS/GM and WG civilians.

This is a critical transition and calls for involved leadership from every Coast Guard level. A good start will establish the new system addresses the issues voiced in the WCA. Traditionally, many evaluations are submitted late and the awards process is too lengthy. Ensuring this transition is prompt will help EARS start on a positive note.

Our greatest challenge during the first year will be to help both employees and their supervisors understand how EARS works and fulfill their respective roles and responsibilities. Please join me in modeling, coaching, and reinforcing EARS responsibilities for our people.

As we make this transition, please take these actions:

Complete appraisals for all appropriated fund employees for the 31 March 1999 closeout and submit to your servicing civilian Command Staff Advisor by 30 May 1999. I encourage you to submit them as soon as possible because performance awards are paid as approved.

Prepare now for EARS discussions by reviewing position descriptions, jointly discussing and developing your employees' performance plans, and identifying at least four Core Competencies applicable to each. Complete the EARS appraisal form, Parts I and II, by 30 April 1999 and obtain the required signatures. Appraisal forms are now available on Jet Filler - Form #CG-3430.8 (rev. 04-99).

Refer to the EARS Commandant Instruction for guidance in coaching your people. Now available on Civilian Personnel Web Page under "The Excellence, Achievement and Recognition System (EARS)" in the News and Information Section, the EARS Internet address is: <http://www.uscg.mil/hq/cgpc/cpm/>

[news/earsinfo.htm](http://news/earsinfo.htm)

During the two mid-year progress reviews, provide feedback on assignments, ask for employees' input, and coach if corrective actions are necessary or duties have changed.

Use "A Supervisor's Guide to Career Development and Counseling for Civilian Employees" with employees for developing Individual Development (Learning) Plans. The Guide is now on the Civilian Personnel Web Page.

Read the EARS Newsletters for further details. The newsletters are available in hard copy from G-WPC-3 and on the Civilian Personnel Web Page at the same Internet address.

Attend EARS Supervisory Training Courses sponsored by CGPC-cpm.

Our civilian employees must see the new EARS system as fair and equitable. Critical to this is meeting appraisal due dates.

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If you or your staff need assistance, please contact your servicing civilian Command Staff Advisor (CSA).

Let's make EARS work from day one!

Regards, FL Ames



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