



# U.S. COAST GUARD



## Homeland Security

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#### Quick Links

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- »»Military Careers
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- »»Learn about the Reserve
- »»Coast Guard Academy

[Flag Voice](#)

»»Biography of the Assistant Commandant for Human Resources

[Future Force](#)

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[Department of Homeland Security \(DHS\)](#)

[Department of Transportation \(DOT\)](#)

[Coast Guard Retirees](#)

[Coast Guard News and Information](#)

[Military Locator](#)

#### MAXHR E-PERFORMANCE TOOL IMPLEMENTATION

We are experiencing start-up problems with our MAXHR Performance Management e-Performance tool implementation. I apologize for the inconvenience this has caused and appreciate your patience as we work with DHS to address the issues and learn from the experience gained in the process.

I realize that not all performance plans will be in place by 1 July 2006. However, all covered civilian GS/GM supervisors and their military supervisors should log-in to the e-Performance tool and update their profiles as soon as possible. This includes participants' selecting their supervisors/rating officials and the supervisors'/rating officials' acknowledgement of their direct reports. Completing this critical step allows us to move forward with the goal cascading process in the sequential top-down manner that is intended and for which the e-Performance tool was designed. I strongly recommend using a top-down goal cascading approach for best results. Our senior level military and civilian supervisors need to actively participate and help initiate the goal cascading sequence. The CG-121 staff is available to provide specific guidance about how to best complete the goal cascading process.

Participants' willingness to provide constructive feedback is helping us and DHS improve the e-Performance tool itself and refine our implementation process. Please report any implementation issues to your servicing Command Staff Advisor or HR Specialist, or to the CG-121 implementation POCs, Mr. Robert H. Gitschier, [RGitschier@uscg.mil](mailto:RGitschier@uscg.mil) or Mr. James McLeese Brown, [JBrown@uscg.mil](mailto:JBrown@uscg.mil). From now until 15 September 2006, you may also directly contact the DHS e-Performance Help Desk at 202-357-8388 for assistance.

We have scheduled follow-on MAXHR Performance Management and e-Performance tool training through mid August 2006. The training schedules will be locally coordinated. This training supplements the first phase MAXHR Performance Leadership training for supervisors that ran from January to April 2006. We are also posting updated implementation information and topical job aids on CG Central at: <http://cgcentral.uscg.mil>. From the Our CG page, open Strategic Initiatives, then open MAXHR and the documents are under MAXHR Performance Management.

Our goal is to successfully provide the Coast Guard with a superior Performance Management tool, fully aligned with the Commandant's Strategic Vision on improving and sustaining mission execution. We must meet the challenges of the implementation of the e-Performance tool during this transition period. My staff is ready to assist in this effort

Regards,

*Paul Higgins*

Acting Assistant Commandant for Human Resources

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