



## UNITED STATES OFFICE OF PERSONNEL MANAGEMENT

Washington, DC 20415

Employee Services

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### **Memorandum for Human Resources Directors**

**From:** Robert H. Shriver, III  
Associate Director, Employee Services

**Subject:** Issuance of Performance Management Tips for a Hybrid Workplace

The dramatic increase in the number of Federal employees teleworking and working remotely during the COVID-19 pandemic demonstrated that agencies need to be equipped to manage employee performance equitably and effectively—regardless of whether the employees are in the office or not. To support agencies in preparing for the workforce of the future, the U.S. Office of Personnel Management (OPM) is issuing performance management tips for a “hybrid workplace.” A hybrid workplace simply refers to a workplace that incorporates a mix of employees who are working in the office and those who are working from other locations.

Effective performance management requires engagement and commitment from individuals at all levels of an agency. As such, these performance management tips have been uniquely tailored to assist Non-supervisory Employees, Supervisors, and Leadership throughout the various phases of the performance management cycle. OPM recognizes, however, that for the Federal Government to be the model employer in the workforce of the future, there must be a renewed focus on employee engagement, learning, development, health, and wellbeing. These important aspects of performance management are addressed in the tips as well.

Since the workforce of the future will rely heavily on technology to facilitate effective communication and collaboration between employees and supervisors who may not be occupying the same physical workspace, considerations for how to leverage technology to support a hybrid workplace are also provided.

If you have any questions or require additional information, please contact OPM’s Executive Resources and Performance Management staff at (202) 606-8046, or by email at [performance-management@opm.gov](mailto:performance-management@opm.gov).

Attachments

cc: Chief Human Capital Officers, and Deputy CHCOs