

ACCOUNTABILITY SYSTEM	
KEY ELEMENTS	SUGGESTED PERFORMANCE INDICATORS
<p><i>To ensure the agency's human capital practices support its mission and are based on merit system principles, the agency has an accountability system that:</i></p> <ul style="list-style-type: none"> • Is designed and conducted in accordance with OPM requirements • Is formal and clearly documented, including description of agency system, statement of agency policy, key responsibilities, outcomes and measures, milestones, and results • Is fully supported by top management, including review and approval of the system and allocation of sufficient resources to promote and support the system • Ensures managers are held accountable for their human capital and human resources decisions and actions • Evaluates human capital results vis-à-vis agency mission goals and objectives and measures; assesses compliance of HC programs and decisions with laws, rules, and regulations; and identifies and resolves significant problems. The system should cover all human capital systems and include the following: <ul style="list-style-type: none"> – Measures identified to address: 	<p><u>Effectiveness Indicators</u></p> <ul style="list-style-type: none"> • Human capital program management guidelines, authorities, processes, measures, and accountabilities are issued via agency policy and procedural issuances and are accessible to agency managers, supervisors, and employees. • Key leaders and subordinate managers and supervisors throughout the agency have at least one performance element relating to achieving human capital outcomes. • Human capital risks are tracked, documented, and reported to a central advisory or management board, and action is taken to mitigate high-risk areas. • Program and initiative implementation efforts include published plans that clearly outline roles, responsibilities, reviews, and desired outcomes. • Accountability for implementing improvement strategies for each initiative or program is assigned and resources are provided to accomplish the resulting actions. • Assessment results are provided to senior management and action is taken to communicate best practices, improve current practices, and correct problem areas. • A process is in place to identify problems that pose high risk to organizational integrity including: <ul style="list-style-type: none"> – Financial or legal threats – Systemic violations of employee protections or veterans' preference – Potential loss of integrity in the public eye.

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<ul style="list-style-type: none"> ◆ Success in supporting agency mission accomplishment ◆ Effectiveness of human resources (HR) programs ◆ Efficiency of HR processes ◆ Programmatic and transactional compliance with laws, rules, and regulations. <ul style="list-style-type: none"> – Data collection and analysis processes to support the measures – Periodic review of HR transactions to ensure compliance with legal, regulatory, and specific agency requirements; corrective action taken in cases of noncompliance – An independent audit (i.e., one conducted by individual(s) outside of the operations management chain of command) to obtain and objectively evaluate evidence – Results used to improve human capital programs and the human capital accountability system. 	<ul style="list-style-type: none"> • Analysis of workforce survey results related to the effectiveness of the Leadership and Knowledge Management, Results-Oriented Performance Culture, and Talent Management systems indicates employees perceive their agencies as high-performing workplaces where their skills and abilities are used well. • Human capital data are current and accurate as indicated by documentation. • OPM evaluations, agency reviews, and/or other human capital assessments indicate: <ul style="list-style-type: none"> – Programs and processes are efficient, effective, and compliant. – The agency meets measures of success as reflected in strategic human capital plans.

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<p><i>To ensure the agency's human capital practices support its mission and are based on merit system principles, the agency has an accountability system that:</i></p>	<ul style="list-style-type: none"> • In accordance with the Executive Performance and Accountability Interim Rule (5 CFR 430 and 1330), the agency's appraisal system for senior executives provides for balance; in addition to expected results, the performance expectations for individual senior employees include: <ul style="list-style-type: none"> – Appropriate measures or indicators of employee and/or customer/stakeholder feedback – Quality, quantity, timeliness, and cost effectiveness measures. • As provided in the CHCO Act (5 U.S.C. 1103(c)), the agency holds managers and human resources officers accountable for efficient and effective human resources management in support of the agency's mission in accordance with merit system principles.