

**Updated Examples of Elements and Standards
from Agency SES Performance Plans
2007**

Examples of Alignment and Measurable Results. The following examples show some of the various forms of alignment and how agencies use the alignment criterion to make a clear linkage to the measurable results expected of the executive. We are presenting these criteria-based examples together because they should both be an inherent part of a well crafted standard.

Example #1

- The SES position title is Senior Director for Marketing. The agency created a matrix page for every executives' plan that lists the departmental strategic goals, and where applicable, the bureau/office strategic goals. Then, in grid format, the agency identified a critical element and the corresponding departmental and/or office goal to which it is aligned. To the far right of this grid the agency states the fully successful standard and how it will be measured.

- Departmental Strategic Goals**
1. *(text for goal 1)*
 2. *(text for goal 2)*
 3. *(text for goal 3)*

- Bureau/Office Strategic Goals**
1. *(text for goal 1)*
 2. *(text for goal 2)*
 3. *(text for goal 3)*
 4. *(text for goal 4)*

Critical Performance Elements	Relates to Departmental Goal(s) #	Relates to Bureau/Office Strategic Goal(s) #	Required for Fully Successful
1. Competitiveness and Industry Relations (20%)	1 and 3	1, 2, and 4	...Industry snapshots completed within required timeline and posted for internal use by 2 nd quarter of FY-07. Senior Director meets 85% of the annual target of 40 activities.

Example #2

- The position title is Assistant IG for Management and Policy. The agency designed each element to identify the performance objective, the strategic plan alignment, the performance requirements, and how those requirements will be measured.

Job Specific Critical Element – 2A

Performance Objective: Timely and high-quality human resources services supporting the mission, vision, and strategic priorities of the OIG

Strategic Plan Alignment: Strategic Plan Goals 1 & 2; Operational Strategy – Attract, develop and retain highly skilled OIG workforce, and provide them with the tools, services, and processes necessary to continuously improve productivity.

Performance Requirements:

1. 90% of vacancy announcements are issued promptly (within 5 business days) after receiving a complete recruitment package from the selecting official.
2. 90% of the time tentative job offers are made promptly (within 3 business days) after receiving selection certificates from selecting officials and obtaining required concurrences.

Example #3

- The position title is Deputy Director for the office of Administration and Information Management. This agency uses one result focused section of the plan weighted 60% and shows strategic alignment in the specific elements within each plan. The fully successful level is defined and the form of measurement for that level of performance is included.

B. Business Results – Sixty (60) percent of the overall performance evaluation will be comprised of the following critical elements

- 1. Critical Performance Element Description:** Provides program direction/oversight and makes policy decisions as regards human resources management activities. (*Relates to and in support of Strategic Goals #1, 2, 3, and Management Goal #1*)

Performance Objective: A highly effective and efficient workforce attracted and retained through the Government's Human Resources Program.

Performance Measures:

Fully Successful

-- Correctly classified positions completed within 30 work days of receipt of a request for classification while adhering to OPM guidelines and internal HR performance management guidance.

Example #4

- A performance requirement for an executive who is the IG for General Audits. The agency has a place within the standard to clearly document the strategic linkage and the performance requirements and their measurement targets for the fully successful level are listed.

Agency Objective(s) and Outcome(s) and/or Agency-Specific goal(s) and/or external commitment(s) to which this element aligns. *(State specific objective(s), outcomes, or commitment(s) and cite source, e.g. Annual Performance Plan, PMA, etc.)*

Objectives are clearly tied to the OIG Strategic Plan Goal 1 - Objectives 1 and 2, Goal 2 - Objectives 2 and 3; and Goal 3 – Objective 1 and 2.

PERFORMANCE REQUIREMENT FOR FULLY SUCCESSFUL

Leadership in effectively and efficiently managing audit operations

- Submit all internal and external complaints, allegations, and inquiries regarding fraud, waste, abuse, and/or mismanagement that OA receives to the Senior Staff Referral Review Committee within 10 business days of receipt.
- Ensure that 90% of staff meets applicable training requirements.
- Receives an overall average rating of 3.5 for customer surveys received.

Example #5

- This executive is a Senior Advisor in Research and Development. The agency uses a table format to show the “Critical Priorities” column with the strategic alignment and a “Results” column with the expected outcomes and their forms of measurements.

Critical Priorities	Results
<p>(1) Research and Development Agenda. Guide the development and management of a comprehensive research program and development agenda for OVAE discretionary funds, in full alignment with the Department’s Mission, the Secretary’s Strategic Plan, goals and priorities and OVAE’s strategic plan, that promotes improved program quality and performance, increased achievement by students and adult learners, and effective program management and accountability for results.</p> <p>[ED Strategic Plan: Goal 2, objective 1; Goal 3 objective 3; CGSM objective 1]</p> <p>[Secretary’s Priorities: 1.0, 2.0, and 3.0]</p> <p>[OVAE Strategic Goal: 1, 2, 3, and 4]</p>	<ul style="list-style-type: none"> • Produce fully approved FY2007 national activity spending plans for vocational education, adult education, and literacy, and contingent upon appropriations, plan for occupational and employment information (Perkins section 118), Correctional Education Programs, and Community Technology Centers. All plans should be approved in a timeframe to allow at least 60% of new grants or contract awards to be issued by the 3rd quarter of the fiscal year.

Examples of Customer Perspective. Examples of customer perspective measures for line organizations could include the following:

Example #1

- Ensure 95% of customer requests are fulfilled within timeframes and with less than 5% error. Proactively seeks and listens to customer and employees and objectively considers others' ideas and opinions, even when they are in conflict with one's own.

Example #2

- Proactively respond to customer and workforce feedback and take appropriate actions to resolve concerns and issues within 30 days of receipt to maximize effectiveness.

Example #3

- Drive a customer-centric attitude throughout the DCMA-IT, by 11/30/07 reduce the average time Help Desk trouble tickets are open by 7%, as measured by the automated Help Desk ticketing system.

Example #4

- Satisfies customer needs through quality products and responsive service. The customer survey responses are excellent or good at least 65% of the time. Results are tracked monthly on the balanced scorecard reviewed by the Agency Director.

Examples of employee perspective. Employee perspective measures include open, two-way communication and can be determined by the degree of positive employee response through employee surveys or other means such as the following:

Example #1

- Implement action plan to ensure the agency is rated in the top 50% of agencies surveyed in the 2006 Federal Human Capital Survey (FHCS) and in the top five agencies in the 2008 FHCS. Obtain employee feedback that indicates plan is working.

Example #2

- Takes into account employee perspective and encourages employees to develop creative and effective ways to successfully accomplish the organization's goals and objectives.

Example #3

- Proactively seeks and listens to employees and objectively considers others' ideas and opinions, even when they are in conflict with one's own.

Example of Accountability. The accountability requirement is often incorporated into performance indicators for meeting one of the executive core qualifications, and might read as follows:

Example #1

- Supervisors are held accountable for ensuring employee performance plans are linked to Agency and Departmental goals and objectives. Employee appraisals contain clear, measurable standards and the supervisor provides accurate and timely feedback to determine progress and success in meeting expectations.
 - Performance plans and appraisals of subordinate staff members are completed by the due date; and at least one critical element for each is clearly traceable to the agency's goals and objectives.
 - Sets clear objectives. Establishes and communicates performance requirements that align with organizational goals and ensures that all employees are evaluated against these requirements.

Example #2

- Assures that effective controls are developed and maintained to ensure the integrity of the organization. Holds self and others accountable for organizational goals and objectives. Ensures that projects within areas of specific responsibilities are completed in a timely, efficient and effective manner that meets objectives. Monitors and evaluates the organization, focuses on established organizational goals, results, and measures the attainment of outcomes.
 - Promotes the importance of the Employee Performance Appraisal program with cascaded organization mission requirements for managers and ensures all employees are properly evaluated on an annual basis. Holds employees responsible for personal and professional conduct. Employee awards are based on contribution to mission accomplishment.