

Part V: The Performance Elements

All Interior executives share certain critical responsibilities that are instrumental for achieving results. Set forth below, Mandatory Department-wide Elements 1 and 2 reflect the core competencies of Department executives—what is important to Interior as an organization. These Mandatory Department-wide responsibilities guide the achievement of the incumbent's Position-Specific Elements (Elements 3-8). The Executive and immediate supervisor jointly review all elements at the beginning of the rating period and during at least one mid-term progress review to ensure mutual understanding of performance expectations.

Element 1: Mandatory Department-wide Executive Responsibilities—Leadership, Employee Perspective, and Collaboration (Fully Successful Standard)

Strategic Alignment: Develops, prioritizes and aligns strategies, objectives and goals, taking into account key influences on organizational performance. Successfully leads organizational change to achieve Secretarial initiatives and high priority goals, effectively communicating the organization's mission, core values, and strategic goals to employees and stakeholders. Engages stakeholders and employees in change efforts, problem solving, streamlining, and/or reengineering of processes or procedures to improve organizational effectiveness.

Leadership, Integrity and Effective Supervision: Creates and sustains a positive workplace that promotes employee engagement to support Interior's high priority performance goals and Secretarial initiatives. Exhibits leadership style that demonstrates integrity and high ethical standards of public service. Motivates others to achieve high performance through open and honest communication. Promotes a learning organization through feedback and coaching; required employee development plans; access to training; and timely completion of all mandatory training (ethics, security, etc.) Establishes and maintains a culture of professionalism and integrity where employees are treated with dignity and respect. Fosters inclusion, creativity, innovation, initiative, risk-taking, and trust among employees and peers. Implements recruitment, retention and developmental strategies that support organizational objectives, agency hiring goals and successful transition of highly qualified employees into Federal service, and workforce and succession planning to develop the next generation of leaders. Sets effective workforce performance standards aligned with organizational goals and engages in accountable performance management of subordinates. Uses feedback, coaching and timely evaluations of performance to promote teamwork and goal accomplishment. Provides appraisals that make meaningful distinctions in performance of subordinates. Appropriately recognizes and rewards performance of subordinates. Advocates a safe and healthy workplace by promoting awareness of appropriate policies, practices and procedures to avoid preventable injuries and loss of work.

Diversity Advocacy and EEO: Promotes an inclusive workplace, recognizing differences and varied perspectives; is a role model for inclusion, acceptance, and accountability; provides fair and equitable recognition and equal opportunity, and promptly and appropriately addresses allegations of harassment or discrimination. Demonstrates a commitment to equal employment opportunity and implements the EEO and affirmative employment goals. Makes employment decisions without regard to sex, race, color, national origin, religion, age, disability, sexual orientation or identification, prior participation in the EEO process, or any other non-merit reason. Ensures subordinate supervisors have effective managerial, communication and interpersonal skills to supervise and promote a diverse workforce. Actively supports policies on anti-harassment and reasonable accommodation.

Element 1: Executive Provides Highlights of Accomplishments at the End of the Rating Period

Element 1: Supervisor's Rating of Executive's Performance and Supporting Narrative Justification

- Exceptional Superior Fully Successful Minimally Successful Unsatisfactory

Element 2: Mandatory Department-wide Executive Responsibilities—Business Acumen (Fully Successful Standard)

Internal Controls and Business Results: Achieves the goals of the acquisition improvement plan, advances strategic sourcing, advances asset management through improved FCI/increased disposition/reducing backlogs, takes steps to reduce travel and administrative costs, improves internal controls and audit results, advances transparency and accountability. Contributes substantially to improving energy conservation, sustainability, and environmental justice.

IT: Ensures awareness of and compliance with applicable IT security, records management, FOIA and privacy laws, regulations and policies. Implements technical, managerial and operational controls commensurate with risks and values to be protected; identifies and protects sensitive information; completes required training; produces quality certification and accreditation packages; ensures timely and effective response or remediation of IT security weaknesses or privacy incidents. Identifies opportunities to reduce IT complexity and cost.

Small Business: Demonstrates leadership, teaming, and support in achieving the Department’s small business and socio-economic procurement goals including: 51.5% to Small Business through prime contracts; 5% to Small Disadvantaged Businesses; 5% to Women Owned Businesses; 3% to HUBZone Businesses; and 3% to Service Disabled Veteran-Owned Small Business.

Employee and Customer Feedback: Listens to employees, colleagues, customers, and labor organizations with exclusive employee representation to identify needs and expectations. Builds alliances, involves stakeholders in making decisions, and gains cooperation to achieve mutually satisfying solutions. Pursuant to Executive Order 13175, actively engages, where appropriate, with Tribes in consultation to promote enhanced communication to emphasize trust, respect and shared responsibility. Understands and uses organizational realities, networks, and accepted practices to achieve desired business results. Uses collaborative techniques and tools such as alternative dispute resolution, adaptive management or structured decision-making to foster partnering and collaboration. Builds trust and cooperative working relationships with stakeholders within and outside the organization. Promotes openness, transparency and collaboration, observing the “open government” initiative.

Element 2: Executive Provides Highlights of Accomplishments at the End of the Rating Period

Element 2: Supervisor’s Rating of Executive’s Performance and Supporting Narrative Justification

Exceptional Superior Fully Successful Minimally Successful Unsatisfactory

Position-Specific Elements

In the spaces below, the executive and his or her immediate supervisor must describe at least three, but no more than six critical actions, objectives—including expected results—that the incumbent will be expected to accomplish during the performance rating period. These elements must be derived from and directly contribute to the Government's, Department's, bureau's or office's or program priorities and tier from the Department's Strategic Plan, the President's Priority Goals, bureau strategic or operational plans, program-specific plans, legislative and/or budgetary requirement, and/or specific discipline goals. These elements may be modified during the evaluation period if circumstances warrant. Changes must be made at least 90 days before the end of the evaluation period to prevent having to extend the evaluation period.

Element 3: Position-Specific (Mandatory)

Describe Commitment and Expected Results:

Describe the Link to Strategic or Organizational Goals:

Element 3: Executive Provides Highlights of Accomplishments at the End of the Rating Period

Element 3: Supervisor's Rating of Executive's Performance and Supporting Narrative Justification

Exceptional
 Superior
 Fully Successful
 Minimally Successful
 Unsatisfactory

Element 4: Position-Specific (Mandatory)**Describe Commitment and Expected Results:****Describe the Link to Strategic or Organizational Goals:****Element 4: Executive Provides Highlights of Accomplishments at End of the Rating Period****Element 4: Supervisor's Rating of Executive's Performance and Supporting Narrative Justification** Exceptional Superior Fully Successful Minimally Successful Unsatisfactory

Element 5: Position-Specific (Mandatory)

Describe Commitment and Expected Results:

Describe the Link to Strategic or Organizational Goals:

Element 5: Executive Provides Highlights of Accomplishments at the End of the Rating Period

Element 5: Supervisor’s Rating of Executive’s Performance and Supporting Narrative Justification

Exceptional Superior Fully Successful Minimally Successful Unsatisfactory

Element 6: Position-Specific**Describe Commitment and Expected Results:****Describe the Link to Strategic or Organizational Goals:****Element 6: Executive Provides Highlights of Accomplishments at the End of the Rating Period****Element 6: Supervisor’s Rating of Executive’s Performance and Supporting Narrative Justification** Exceptional Superior Fully Successful Minimally Successful Unsatisfactory

Element 7: Position-Specific

Describe Commitment and Expected Results:

Describe the Link to Strategic or Organizational Goals:

Element 7: Executive Provides Highlights of Accomplishments at the End of the Rating Period

Element 7: Supervisor's Rating of Executive's Performance and Supporting Narrative Justification

Exceptional Superior Fully Successful Minimally Successful Unsatisfactory

Element 8: Position-Specific

Describe Commitment and Expected Results:

Describe the Link to Strategic or Organizational Goals:

Element 8: Executive Provides Highlights of Accomplishments at the End of the Rating Period

Element 8: Supervisor’s Rating of Executive’s Performance and Supporting Narrative Justification

Exceptional Superior Fully Successful Minimally Successful Unsatisfactory

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The information contained in your performance evaluation may be disclosed to Department employees who have a need for the record in their official duties. Disclosures may also be made under routine uses published in the Federal Register for Privacy Act system of records, OPM/GOVT-2, Employee Performance File System of Records. Disclosures may be made to the Office of Personnel Management, the Equal Employment Opportunity Commission, the Federal Labor Relations Authority and others, when relevant and necessary to the performance of their authorized duties. Failure to furnish any or all of this information may result in your supervisors preparing your evaluation, or conducting a progress review, without considering information you may feel is relevant or significant.