Example: Performance Objectives and Standards/Measures

Supervision/Leadership/Management (Mandatory/Critical). Work is assigned in a fair and effective manner. Technical guidance to subordinate staff is ordinarily provided in a timely manner. Performance management is implemented in accordance with procedure. Issues, concerns, or problems are handled promptly and fairly. To the extent possible, staff is properly trained and complies with occupational health and safety programs. Management decisions are supported and implemented within appropriate timeframes.

Example
Outcome: Provide leadership, guidance, and direction to assigned staff that effectively allocates workload, identifies and addresses personnel issues, supports a performance culture, and motivates and rewards employees, resulting in an increase in employee satisfaction as measured through productivity and feedback from employees and customers.
Performance Standards/Measures:

- Establish and maintain a management process for increasing staff productivity and satisfaction during the fiscal year that includes the following:
  - Clearly define roles and expectations, set priorities and goals, periodically review progress against goals, and make adjustments to ensure that progress is sufficient to meet goals.
- Provide regular communication with staff and customers to establish an environment that encourages open communication and supports both teamwork and individual effort.
- Assess skills and needs of staff by developing and reviewing Individual Development Plans (IDP) Staff within 30-45 days after completing the performance plans; ensures progress is reviewed at least two (2) times during the rating period and appropriate adjustments are made.
- Agency strategic/performance plans, corporate priorities, and other management systems are used to ensure subordinate employee's performance plans are linked to outcomes and to overall organizational performance goals/objectives, and focus on results achieved. Ensures all ratable employees receive a progress review and a rating of record during the established time frames. Adhere to the Agency performance management policy with regard to performance appraisal and employee recognition.
- Staff feedback indicates the following:
  - They understand the Agency's strategic direction, goals, and their role in achieving these goals,
  - They understand of how well they are performing and where they need to improve,
  - They have performance plans that accurately reflect their performance,
  - They have the resources and guidance they need to do their jobs, or a plan to obtain them,
  - They are acknowledged and appreciated for good performance.
- Customer (e.g., partners, stakeholders, constituents, general public) feedback indicates the following:
  - Requirements, needs, and expectations are sought out and listened to.
  - Responses are provided in a timely manner.
  - Clear action is taken in accordance with law, regulation, and Department policy, and met mutual understanding of requirements, needs, and expectations.
- Promote awareness and enforce strict adherence to ethics and standards of statutes, regulations, policies, and procedures.
  - Process is in place and ensures 95-97% of required staff and contractors file within established timelines.
  - Contract awards are completed in a manner consistent with appropriate Agency policies and procedures.
  - Ensures workforce have successfully completed appropriate training (e.g., Security Awareness, Privacy Refresher) by established timelines.
- Ensure that personally identifiable information (PII) (i.e., financial transactions, medical history, criminal history, name, Social Security number, date/place of birth) is maintained in a confidential and secure manner that protects from unauthorized access.

Supervisory Equal Employment Opportunity/Civil Rights (Mandatory/Critical). Performs all duties in a manner which consistently demonstrates fairness, cooperation, and respect towards coworkers, office visitors, and all others in the performance of official business. Demonstrates an awareness of EO/CR policies and responsibilities of Agency and Departmental goals of valuing a diverse, yet unified workforce.

Example:
Outcome: Provide leadership and foster a workplace environment that supports EEO/CR (free of discriminatory bias and reprisals), resulting in moving NRCS closer towards a Civilian Labor Force (CLF).
Performance Standards/Measures:

- Actively initiate, support, and/or contribute to diversity programs and initiatives.

Example: Performance Objectives and Standards/Measures

- Develop and implement (or continue to implement) at least one value-added initiative/plan to increase participation of historically underserved populations in conservation programs. Initiative/plan includes the following:
  - Buy-in from staff and line officers,
  - Flexibility based on demographics of state's population, and
  - Clear guidance, ideas, tips, and encouragement to facilitate effective implementation.
- Recruitment strategies include key actions to reach diverse populations at colleges/universities, minority-focused professional organizations, and other organizations representing women, veterans, people with disabilities, and other groups.

- Assign functions or provide assistance to individuals, groups, and the general public without regard to race, sex, religion, national origin, physical or mental disability, or age.
  - Communicate importance of EEO/CR to employees throughout rating period.
  - Respond to EEO counselors, mediators, investigators, and adjudicators in a timely manner and promptly implement settlement agreements.
  - Make good faith efforts to resolve employment complaints and workforce disputes, early in the process, by offering alternative dispute resolution, training, and alternative assignments.
  - Feedback from staff, customers, and business partners indicate that they are treated with fairness, cooperation, respect, and in compliance with EEO/CR laws.

PERSONAL CONTACTS-EO/CR (Mandatory For All Non-Supervisory Employees) - Routinely displays courteous and tactful behavior towards internal and external customers, supervisors, coworkers, and/or team members. Projects a positive and professional image of USDA. Performs all duties in a manner which consistently demonstrates fairness, cooperation, and respect towards coworkers, office visitors, and all others in the performance of official business. Demonstrates an awareness of EO/CR policies and responsibilities of Agency and departmental goals of valuing a diverse, yet unified workforce.

Example:
Outcome: Provides support and contributes to fostering a workplace environment that supports EEO/CR (free of discriminatory bias and reprisals), resulting in moving NRCS closer towards a Civilian Labor Force (CLF).
Performance Standards/Measures:

- Demonstrate an awareness of EO/CR policies and responsibilities of Agency and departmental goals of valuing a diverse, yet unified workforce.
- Consistently adheres to EO/CR policies, regulations, and legal statutes (Title VII Equal Opportunity) and goals of valuing a diverse, yet unified workforce.
- Performs duties in a manner which consistently demonstrates fairness, cooperation, and respect towards others in the performance of official business. Routinely displays courteous, tactful, and respectful behavior towards internal and external customers, supervisors, coworkers, and team members.
- Provides support for or participates in at least one EO/CR special emphasis observances/events/outreach initiatives when opportunities are made available to the incumbent.
- Actively considers diversity of team or taskforce composition and recruits members when necessary to ensure diversity.
- Understands the needs of individuals with disabilities. Shows respect for and has a willingness to utilize accommodations and technology for individuals with disabilities when necessary (general communication, coordination of meetings/materials, use of facilities, etc.).
- Respects ideas of diverse individuals who vary in experiences, education, and ways of thinking, and displays a willingness to consider alternate opinions.
- Completes mandatory EO/CR training and assignments, as required, within established timeframes.
- Provides information to leadership and staff to utilize diversity as criteria for future policies/actions by established due dates.

Customer Service - Provides advice that is timely, responsive and accurate. Maintains appropriate rapport with internal and external customers. Develops and establishes working relationships with external organizations as required. Keeps supervisor and/or team leader informed of difficult and/or controversial issues and unique problems. Takes action to effectively solve problems before they have an adverse impact on the organization or other employees.

Example:
Outcome: Provide consistent, quality products, services, advice, and guidance to customers regarding human resources (i.e., classification and position management, recruitment, staffing, merit promotion,

performance management, benefits, training and development, employee relations, HR policy) throughout the current performance period that results in customer needs being met and achieving satisfaction among customers.

Performance Standards/Measures:

- Work products and other written information provided to customers are organized, accurate, adhere to NRCS standards, do not require substantive revisions, and meet established due dates.
- Information and advice (verbal and written) is accurate, is in accordance with regulations, policies and procedures, case law, etc. and is presented in a manner that is understood by the recipient.
- Responds to requests, inquiries, and questions within 2 business days from receipt (85 to 90% of the time).
- Customer feedback indicates the following (85 to 90% of the time):
  - Quality of service provided meets customer needs and expectations.
  - Requirements, needs, and expectations are sought out and listened to.
  - Services, solutions, and/or tools are practical and address customer needs.
  - Quantity and quality of information results in an increased understanding of NRCS.
  - Courtesy and professionalism with which the services were provided.
  - Clear action is taken in accordance with law, regulation, and Department policy, and met mutual understanding of requirements, needs, and expectations.

Individual Contributions to the Team - Ordinarily displays dependability and reliability. Promotes open communication. Contributes creative ideas and actively participates in team meetings, resulting in added value to the team's products and services. When problems arise, explores causes and assists in resolving them. Works with team members to appropriately implement decisions. Is usually open-minded to new ideas and approaches in implementing the team's goals. Willingly accepts and acts on constructive criticism.

Outcome: Coordinate and cooperate with the efforts of other employees and partners in a manner that contributes to fostering a collaborative and productive workforce and achieving results pertaining to Agency priorities and initiatives.

Performance Standards/Measures:

- As a team member, participation results in the following:
  - Innovative solutions to resolve issues,
  - Improved efficiencies,
  - Effective decisions that achieve desired results,
  - Increased available resources, and
  - Improved cooperation.
- Provide information to teammates and supervisor that is useful, timely, and contains the appropriate level of detail.
- Seek opportunities and initiate the development of effective, professional relationships with others inside and outside his/her work group that facilitate achieving desired goals.
- Effectively promote open exchange of information and ideas within and outside own team; solicits others' ideas and perspectives.
- Work with other staff to complete tasks and appropriately implement decisions. Demonstrates an open-minded approach to new ideas in accomplishing the team's goals.
- Identify ways to resolve problems and makes recommendations for consideration by other team members and the supervisor.
- Make recommendations to resolve problems for consideration by other team members and the supervisor in a timely manner.