



STANDARD FOR EXECUTIVE EXCELLENCE

The major elements of this standard describe the fully successful level of performance. Although each of these performance elements is rated independently, they are interrelated. Each element contributes to the executive's overall performance and is designated as a critical element. The second element, Results Driven, is the primary tool for assessing the results of the executive's efforts. This element encompasses the goals and means in the agency's Annual Performance Plan as well as appropriate business/work plans for which the executive is responsible.

While this Standard is designed to provide a uniform reference point for the assessment of executive performance across an organization, the applicability of each element and sub-element of the Standard itself will vary from one executive to another, based on the actual scope of the executive's position. Raters should take this variability into account at the end of the rating period. Similarly, the Standard contemplates the development of annual work plan for the executive. Events and circumstances can intervene which require alterations in plans, and work plans should be formally modified to reflect changed circumstances. There may be occasions when this is not possible or practical. Raters should take changed circumstances into account at the end of the appraisal period.

In addition to organizational results, customer satisfaction and employee perceptions will be taken into consideration in rating the various performance elements. Formal surveys are one way to obtain customer and employee feedback. Less formal indicators include repeat customer business and level of business brought in (for reimbursable functions), unsolicited compliments from customers and employees; affirmative action reports; and grievance and EEO findings; etc.

A "fully successful" performance standard is provided for each performance element. Performance standard definitions for other levels are:

Outstanding:	Job performance consistently and significantly exceeds that expected as described in the performance standard at the Fully Successful level. The Senior Executive has demonstrated unusual initiative in achieving results. This rating represents a level of performance that is unusual and of such quality that it would normally occur among only a small percentage of executives.
Exceeds Fully Successful:	Job performance consistently exceeds that expected as described in the performance standard at the Fully Successful level.
Minimally Satisfactory:	Job performance was occasionally less than that expected in the Fully Successful performance standard.
Unsatisfactory:	Job performance was generally less than that expected in the Fully Successful performance standard.

SUMMARY RATING

A summary rating is derived from an assessment of the Executive's overall performance as follows:

Outstanding (O)	The majority of elements are rated Outstanding, and must include an Outstanding rating for Results Driven. No element is rated below E.
Exceeds Fully Successful (E)	The majority of elements are rated at the E level or above. No element is rated below F.
Fully Successful (F)	All elements are rated at least F.
Minimally Satisfactory (M)	One or more elements are rated M.
Unsatisfactory (U)	One or more elements are rated U.

If the rating official believes that a higher or lower rating is justified than that derived by the process above, specific performance-related reasons should be noted on the appraisal coversheet. Ratings may not be raised or lowered more than one performance level. An Unsatisfactory summary rating cannot be raised nor can a Minimally Satisfactory rating be lowered to Unsatisfactory since a rating of Unsatisfactory on a performance element is required.

Name _____ Title _____ Organization _____

O	E	F	M	U	IMPLEMENTATION OF THE PRESIDENT'S MANAGEMENT AGENDA
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Human Capital: The Agency — identifies, for the organization, current and projected skills gaps, and structural and organizational inefficiencies; articulates short- and long-term strategies for addressing skills gaps with goals for closing immediate and projected skills gaps, and for reorganizing to eliminate inefficiencies and improve effectiveness; establishes timelines and benchmarks for improved performance of the organization's work and measures the organization's performance against those benchmarks; makes changes to organizational structure and work processes to improve effectiveness and efficiency; and makes the organization as citizen/customer focused as possible.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Expanding e-government — identifies and builds business cases for opportunities to utilize or better utilize e-government to produce and deliver goods and services, collect and use information, or communicate with stakeholders, in order to improve organizational effectiveness and efficiency and make the organization as citizen/customer focused as possible; develops outcomes and targets to assess progress towards e-gov goals, together with timelines and benchmarks to measure impact of e-gov on organizational performance, and measures the organization's performance against those benchmarks.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Competitive Sourcing — identifies and acts on opportunities for competitive sourcing of one-time and on-going activities performed by the organization, to meet the agency-wide competitive sourcing targets and to ensure that the work is being performed at the same or better level of quality, with the most efficient use of resources; develops targets for achieving competitive sourcing that supports agency-wide targets, and measures performance against those targets.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Financial Management — produces timely and accurate financial information to support operating, budget, and policy decisions; develops and acts on a plan to reduce erroneous payments, as appropriate, including both corrective actions and mitigation strategies; establishes timelines and benchmarks against which to assess success, and measures performance against those benchmarks.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Integrating Budget and Performance — produces annual budget and performance plans that clearly present how the organization will accomplish Presidential priorities (including the President's Management Agenda), agency-wide goals, and organizational goals by linking resources to specific activities that support measurable programmatic outcomes and objectives, and has a valid measurement system in place to assess and report on progress. Ensures that the organization collects, analyzes and uses valid information from a wide variety of sources on its performance against strategic goals and targets to continuously and strategically improve its performance; makes budgetary decisions based on performance information. Produces an annual performance report that displays resources associated with achieving particular programmatic results.

ELEMENT RATING

O	E	F	M	U	SPECIAL EMPHASIS AREAS
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Plain Language – ensures that written materials prepared by the organization are in plain language.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Hispanic Employment – increases opportunities for employment and career development of Hispanics within the organization in accordance with the agency-wide recruitment programs.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Zero-based Budgeting – prepares well-defined budget justifications that base resource needs on specific activities which are linked to measurable programmatic outcomes and objectives; monitors and reports progress made toward achieving those outcomes and the associated costs.

Name _____ Title _____ Organization _____

O	E	F	M	U	SPECIAL EMPHASIS AREAS (CONTINUED)
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Timeliness – meets deadlines and adheres to established time frames. Through personal leadership and organizational accountability, sets and meets measurable standards for the completion of work assignments. Standards for a variety of work products such as correspondence, internal and external reports, and other deliverables are understood and met.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Safety and emergency planning - ensures that systems are in place to safeguard employees and protect other organizational resources in the event of an emergency; is readily accessible through emergency communications channels; maintains and effectively implements business contingency plans which ensure rapid recovery of critical operations following an emergency situation.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Performance Management – attends to employee performance appraisals and reviews according to established schedules; rewards high performance and addresses low performance.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Accountability – manages people in accordance with the merit system principles, while avoiding prohibited personnel practices, and in support of mission accomplishment.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Restructuring – supports organizational and agency restructuring initiatives and effectively adapts to changing organizational conditions or priorities.

ELEMENT RATING

O	E	F	M	U	LEADING CHANGE
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Implements an organizational vision that aligns with the agency Strategic Plan; integrates key national and program goals, priorities, values, and other factors; and reflects the views and addresses the needs of critical stakeholders.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Designs and deploys effective strategies that balance the interests of stakeholders with the business of the organization and that balance change and continuity. Strategies are creative, flexible, innovative, and show initiative.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Adapts processes and programs in response to new information, unexpected obstacles, and changing conditions or priorities.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Customer feedback and organizational measures reflect continual improvements in service and program performance.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Employee feedback indicates a clear understanding of the organizational vision and satisfaction with the opportunity to display creative thinking and innovation.

ELEMENT RATING

O	E	F	M	U	RESULTS DRIVEN
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Sets long-term and short-term program objectives that stress results, are realistic and measurable, and respond to the agency Strategic and Annual Performance Plans and key agency and Administration priorities.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Effectively structures, organizes, and prioritizes work to accomplish the objectives set forth in the Annual Performance Plan.

Name _____ Title _____ Organization _____

O	E	F	M	U	RESULTS DRIVEN (CONTINUED)
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Monitors progress toward achieving goals and organizational objectives using effective measures, processes and procedures; continually improves services and program performance based on measurement results.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Meets performance targets for all programmatic responsibilities, as identified in the Agency's Annual Performance Plan and the individual's workplan.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Sets program standards and takes decisive action to modify standards and processes when organizational results measures and customer feedback indicate corrective action is needed.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Keeps higher-level management informed of significant program initiatives, developments, and status.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Measures of organizational results, customer feedback, etc., indicate that the executive met or exceeded the relevant goals and means from the OPM Annual Performance Plan and individual workplans – identified and agreed upon through consultation with the rating official at the start of the performance period.

ELEMENT RATING

O	E	F	M	U	LEADING PEOPLE
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Recruits, retains, and develops the talent needed to support organizational performance objectives.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Supports agency workforce diversity and equal employment policies and programs.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Develops employee potential strategically to maximize employee contributions to organizational performance.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Provides employees with direction, constructive feedback, development opportunities, and recognition for work well done, as evidenced by employee feedback and other measures.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Provides the opportunity to display creative thinking and innovation in meeting organizational goals.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Promotes respectful, cooperative, and productive working relationships among culturally diverse employees, and an effective work/life balance, as evidenced by employee feedback and other measures.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Employee feedback reflects that work assignments are delegated and employees are encouraged to develop creative ways to accomplish the Agency's mission.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Implements formal and informal performance management practices that align employee and organizational performance.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Clearly communicates to each employee how they are expected to help the organization fulfill its mission and reach performance targets, and how their individual performance will be assessed.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Uses strategies to reward high performers and to address poor performance.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Resolves conflict in a positive and constructive way.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Supports labor/management cooperation and collaboration.

ELEMENT RATING

Name _____ Title _____ Organization _____

O	E	F	M	U	BUSINESS ACUMEN
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Bases current and future resource needs on organizational goals, organizational and programmatic performance, and budget realities.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Prepares budget requests that are timely and well-defined, with comprehensive justifications that consider fiscal constraints and program priorities.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Executes the operating budget properly; manages funds efficiently and effectively.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Develops and effectively uses management information systems and other technological resources, and produces timely and accurate financial and other information, to meet the organization's needs.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Establishes and maintains effective and efficient management controls in administrative and program areas, and conducts appropriate reviews to identify material and other weaknesses; corrects weaknesses in a timely manner.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Uses procurement and contracting processes effectively to provide the material resources and other services needed to meet organizational goals and objectives.

ELEMENT RATING

O	E	F	M	U	BUILDING COALITIONS/COMMUNICATION
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Clearly articulates program goals and objectives, and promotes and supports the Agency and Administration initiatives internally and externally in a clear and convincing manner, particularly when representing and speaking for the organization and for the Agency.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Identifies and manages effectively internal and external influences and dynamics that impact the organization's work.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Coordinates policy development with all appropriate parties within the Agency, and as appropriate with external groups (e.g., other agencies, Congress, customer groups, the public, the media, State and local governments, minority groups, the international community), to maximize input from the widest range of stakeholders. Facilitates an open exchange of opinion from diverse groups, and strengthens internal and external support.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Informs senior policy officials of significant program proposals, developments, and status, in a timely way.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Feedback from internal and external customers and other stakeholders reflects satisfaction with the quality of the Agency's communications and outreach, as well as understanding and support from higher-level management and stakeholder groups.

ELEMENT RATING

OVERALL SUMMARY RATING

Executive's Signature *Date* *Rater's Signature* *Date*