

UNITED STATES DEPARTMENT OF AGRICULTURE

Farm Service Agency
Oregon State FSA Office
Tualatin, Oregon 97062

OR NOTICE PM - 411

FOR: COUNTY OFFICES

Performance Management

APPROVED BY:	State Executive Director <i>Gary A. Frey</i>
LEF:mac	

1 Overview

A
Background

Back in January 1, 1999, the new Performance Management Handbook, Supplement to SSBD4140-01 for Service Center Agencies, was developed by the Departmental Common Policies Task Force and approved for implementation.

B
Purpose

To re-issue FSA policy on Performance Management.

C
Action

Exhibit 1 is a listing of the twelve elements developed by USDA.

In an effort to ensure consistency within the Farm Service Agency for similar positions, there are mandatory and recommended elements for most positions. **Exhibit 2** contains a table which identifies elements to be used for each position. Elements listed in the "Mandatory" column are required for the positions identified.

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C

Action, Continued

Elements listed in the "Recommended" column are suggested, but may be substituted within different approved elements if the supervisor feels they will better suit the position. Substitutions must be approved by the State Administrative Officer before the plan is implemented.

Utilize Handbook 16-AO (Rev. 2) Par. 307 Section B to determine supervisors.

Review **Exhibit 3** for additional clarification statements that must be added to the element:

- Farm Loan Manager Position
- Farm Loan Officer and Farm Loan Officer Trainee Positions

D

Temporary Employees

Temporary employees who are expected to be on the payroll for 90 days or more must have a "performance work plan."

E

Monitoring and Appraising Performance

The employee and Rating Official will meet periodically throughout the appraisal period to provide feedback relating to performance. This will be accomplished through progress review(s), performance ratings, and ongoing communication.

The methods for monitoring performance, i.e., supervisory review, complaints received, etc., should be discussed with the employee prior to implementation of the performance plan.

Appraisal period refers to the period of time during which an employee's performance will be reviewed and a rating of record will be prepared. The appraisal period generally begins on October 1 of each year and ends on September 30 of the following year.

The *minimum appraisal* period is the 90-calendar-day period of time.

The Progress Reviews are documented in the Common Administrative Management Systems (CAMS). The Rating Official is encouraged to make written comments concerning the employee's performance in CAMS. The purpose of the written comments is to provide for a more formal identification of the employee's performance in relation to the performance work plan. The employee is also encouraged to provide written comments in CAMS at this time.

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EXHIBIT 1

Performance Management Elements

Element #1 - Execution of Duties

Completed work assignments are routinely performed in a timely manner, assuring a quality of work that meets the needs of the organization. Solutions developed demonstrate improvements in work methods. Work products do not require substantive revisions. Assignments are completed in accordance with applicable agency guidelines, including time frames. Further clarification, as needed:

Element #2 - Communications

As a rule, oral and written communications are clear, correct, timely, and presented in an understandable manner. Supervisor and coworkers are informed of issues and problems when necessary. Information and guidance provided is timely and accurate. Further clarification, as needed.

Element #3 - Supervision

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 time frames. Further clarification, as needed:

Element #4 - Team Leadership

Routinely leads individuals and team members toward specific goals and accomplishments. Provides encouragement, guidance, and direction as needed. Adjusts style to fit situation. Delegates appropriate authority in an effective manner. Coordinates functions of the team members. Adjusts style to fit situation. Delegates appropriate authority in an effective manner. Coordinates functions of the team members. Demonstrates a sincere interest in employees' activities, abilities, etc. Further clarification, as needed:

Element #5 - Program Management

Manages Program(s) resolving issues and problems within the employee's control. Monitors all aspects of program(s) for quality, effectiveness, and consistency. Program plans and guidance are responsive to objectives and requirements of the Agency, Policy instructions are appropriately issued and are accurate. Evaluates effectiveness of work and adjusts plans accordingly. Further clarification, as needed:

Element #6 - Special Projects

Special projects are regularly completed on time in a competent, accurate, and thorough manner. Completed projects comply with regulations and procedures. Special projects are completed independently, or reflect research and collaboration with others as required. Further clarification, as needed:

Element #7 - Research and Analysis

Thoroughly and accurately researches issues in a timely manner, using available references sources (i.e. USDA manuals, or applicable law or regulations). Make reasonable recommendations or decisions based on available guidance. Further clarification, as needed:

Element #8 - 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. Further clarification, as needed:

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EXHIBIT 1

Performance Management Elements, *Continued*

Element #9 - Equal Opportunity & Civil Rights (Mandatory for supervisors and managers)

Performs all duties in a manner which consistently demonstrates fairness, cooperation, and respect toward co workers, 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. Further clarification, as needed:

Element #10 - 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 toward 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. Further clarification, as needed:

Element #11 - Resource Management

Monitors allocated funds and maintains complete and accurate records of expenditures. Routinely utilizes resources in an efficient and effective manner. Ensures that funds, property and other resources are guarded against waste, loss, unauthorized use, and misappropriation. Further clarification, as needed:

Element #12 - 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. Further clarification, as needed:

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EXHIBIT 2

Performance Management Elements, *Continued*

POSITION	ELEMENTS TO BE USED	
	Mandatory	* Recommended (Substitutions May Be Made with AO Concurrence)
Supervisory: County Executive Directors Farm Loan Managers Farm Loan Chief Ag Program Specialists District Directors	Elements 3, 5, and 9 (Elements 3 and 5 shall include further clarifying statements as noted below for certain positions)	Elements 2 and 8
Non-Supervisory: Farm Loan Specialists Ag Program Specialists	Elements 1, 10, and 12	Elements 2 and 7
Farm Loan Officers	Elements 1, 10, and 12 (Element 1 shall include further clarification as noted below)	Elements 2 and 8
Public Relations/Outreach Specialists	Elements 2, 10, and 12	Elements 6 and 8
Appraisers	Elements 2, 5, and 10	Elements 7 and 8
Supervisory Adm. Officer	Elements 3, 9, and 11	Elements 2 and 8
Non-Supervisory Adm. Officers	Elements 1, 10, and 12	Elements 2 and 7
Support Staff with Budgetary or Fiscal Responsibilities (STO Only)	Elements 1, 10 and 11	Elements 2 and 7
Chief Program Technicians	Elements 1, 4, and 10	Elements 2 and 8

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EXHIBIT 2

Performance Management Elements, *Continued*

POSITION	ELEMENTS TO BE USED	
	Mandatory	* Recommended (Substitutions May Be Made with AO Concurrence)
County Operations Trainees Farm Loan Officer Trainees	Elements 1, 2, and 10 (Elements 1 shall include further clarification as noted below)	Elements 7 and 8
County Operations Reviewers Computer Specialists	Elements 1, 2, and 10	Elements 7 and 8
General Support Staff Ag program Assistants Administrative Support Program Technicians (CO and GS) DCA's Support Serves Personnel Mail Clerks Personnel Assistants Secretaries Computer Assistants Electronic Duplicating Operations	Elements 1, 10, and 12	Elements 2 and 8

This table is intended to address all positions at the State and County Office levels. However, some unique positions may have been omitted. If this is the case, contact your State Administrative Officer for guidance.

FURTHER CLARIFYING STATEMENT REQUIREMENTS:

For District Director Positions:

Element 3: Completes required reviews of program performance in all County Offices at least annually in accordance with Agency standards reports program deficiencies, and initiates corrective actions.

Completes timely reviews of loan and loan servicing cases following established Agency requirements, and recommends or exercises approval or denial commensurate with delegated level of authority.

Element 5: Successfully completes assigned training and training activities within established time frames. Acquires and meets the Agency's standards necessary for maintaining loan approval authority and loan servicing authority.

FURTHER CLARIFYING STATEMENT REQUIREMENTS: *Continued*

For Farm Loan Manager Positions:

Element 3: Completes timely reviews of loan and loan servicing cases following established Agency requirements, and recommends or exercises approval or denial commensurate with delegated level of authority.

Element 5: Acquires and meets the Agency's standards necessary for maintaining loan approval authority and loan servicing authority.

For Farm Loan Officer and Farm Loan Officer Trainee Positions:

Element 1: Successfully completes assigned Farm Loan Program training and training activities within established time frames. Acquires and meets the Agency's standards necessary for maintaining loan approval authority and loan servicing authority.

** The two recommended elements for each position may be exchanged with others from the approved elements listed on Form SCA-4140. These exchanges require approval by the State Administrative Officer.*