

For: National Office, State and County Offices

Fiscal Year (FY) 2020 Performance Plans

Approved by: Administrator



1 Overview

A Background

FY 2020 performance plans have been updated to create an FPAC-wide performance plan process. This new process will ensure fairness, equity and transparency in the performance management process, reduce excessive administrative time, and hold employees accountable with results-driven performance targets, while maximizing overall agency performance.

B Purpose

This notice provides:

- information on required and optional 2020 performance plan elements and standards
- instructions for recording performance plans in EmpowHR
- a matrix to assist with selecting the correct performance elements
- performance plan element templates
- FSA optional performance standards
- definitions of entry, developmental, and advanced
- 2018-2022 USDA strategic goals and objectives
- 2020 FPAC tactical goals
- 2020 FSA strategic goals.

Disposal Date	Distribution
December 1, 2019	State Offices; State Offices relay to County Offices

2 Required Performance Elements

A Supervisory Employees

The following **critical** elements are **mandatory** for all **supervisory** employees:

- Supervision
- Performance Management
- Mission Results
- Customer Experience.

The following elements are **optional** for all **supervisory** employees:

- Program Delivery

Note: Program Delivery will be mandatory for some supervisory employees. See Exhibit 1 to determine the positions for which this element will be mandatory.

- Individual Contributions to the Team
- Communications.

B Non-Supervisory Employees

The following **critical** elements are **mandatory** for all **non-supervisory** employees:

- Individual Contributions to the Team
- Mission Results
- Customer Experience.

Communications is the only **non-critical** element that is **mandatory** for all **non-supervisory** employees.

The following elements are **optional** for all **non-supervisory** employees:

- Program Delivery

Note: Program Delivery will be mandatory for some non-supervisory employees. See Exhibit 1 to determine the positions for which this element will be mandatory.

- Special Projects
- Research and Analysis.

3 Required Performance Standards

A Template Standards

Each required and optional performance element contains required standards that shall not be modified or deleted.

B Additional Mandatory Standards

The following additional standards will be mandatory for certain positions.

- Loan Approval Authority:
 - meets FSA's standards necessary for maintaining loan approval authority and loan servicing authority; or
 - acquires and meets FSA's standards for maintaining loan approval authority and loan servicing authority.
- FLOT Trainer:
 - provides direct instruction and oversees hands-on work experiences that facilitate mastery of the key concepts, regulations, and practices related to performing the duties relevant to a trainee's position.
- FLOT/COT Trainee (also required for DD, FLS, LDA, LRS, and CED if in the training status):
 - successfully completes assigned training and training activities within established timeframes as required by 6-PM, Part 13.
- Improper Payments:
 - ensures that FSA's Corrective Action Plan procedures are followed to ensure that payments are accurate, and that required payment documentation is up to date and on file.
- Receipt for Service:
 - ensure that all County Offices are requiring receipt for service consistent with regulations and steps are taken to regularly monitor compliance that receipts are issued when required; or
 - supports the Secretary's receipt for service requirement by issuing receipts for services consistent with regulations

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3 Required Performance Standards (Continued)

C Selecting the Correct Performance Elements and Standards

Exhibit 2 provides supervisory element templates and Exhibit 3 provides non-supervisory element templates. All additional mandatory standards have been added to the templates in the exhibit. Review the matrix provided in Exhibit 1 to determine the correct performance element for each position to ensure that the correct mandatory standards are applied.

4 Recording in EmpowHR

A Overview

EmpowHR has **not** been updated with the FY 2020 FSA performance plan templates. Therefore, supervisors will need to use the templates in Exhibit 2 and Exhibit 3 to record FY 2020 performance plans in EmpowHR.

B Action

Supervisors will access EmpowHR to record the 2020 performance plans. Before accessing EmpowHR, access SharePoint at <https://usdagcc.sharepoint.com/sites/fsa-dafo/testdoclibrary/Forms/AllItems.aspx?viewpath=%2Fsites%2Fsa-dafo%2Ftestdoclibrary%2FForms%2FAllItems.aspx> to download templates that can be used for easier recording in EmpowHR.

Once in EmpowHR on the performance plan screen:

- select the applicable number associated with the performance element being added (see Exhibit 1 for additional assistance with selecting the correct performance element)
- select the text that displays in the selected element and delete all the text
- copy the text from the template on SharePoint
- paste into the performance element template in EmpowHR
- add additional standards, as applicable.

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5 Webinar Series

A Overview

The Human Resources Division will be providing webinars related to the 2020 performance plan process. Supervisors and employees are encouraged to participate in one of these sessions.

B Webinar Schedule

Participants may join the conference 10 minutes before the session beginning. All sessions are one hour and scheduled in eastern time.

When accessing the entry links in the following table, there will be two options provided - to install the WebEx plug-in for your preferred browser or to join the web conference using a temporary path. Either option is acceptable. If urgent assistance is needed, call 1-301-250-7202.

Event #	Audience	Date/Time	Connection Instructions
EVT818601	Supervisors	October 22 @ 11:30 a.m.	Step 1: Dial into the conference. Dial-in: 1-877-369-5243 or 1-617-668-3633 Access Code: 0882603 ## Need an international dial-in-number? Step 2: Join the conference on your computer. Entry Link: https://ems8.intellor.com/login/818601
EVT818577	Employees	October 22 @ 1:30 p.m.	Step 1: Dial into the conference. Dial-in: 1-877-369-5243 or 1-617-668-3633 Access Code: 0163723 # # Need an international dial-in-number? If the conference is full, use the overflow Access Code: 0291803# Step 2: Join the conference on your computer. Entry Link: https://ems8.intellor.com/login/818577

Performance Element Matrix

Following is the matrix that must be used when determining which elements to apply to each employee.

Legend

MC – Mission Critical

MNC – Mission Non-Critical

O - Optional

Position	Supervisory Position	801A Communications (Supervisory)	801B Communications (Non-Supervisory)	802 - Research and Analysis (Non-Supervisory)	803A - Supervision	803B - Supervision - COT Trainer	803C Supervision - FLOT Trainer	805A Program Delivery (Supervisory)	805B Program Delivery (Supervisory - Administrative)	805C Program Delivery (Supervisory - Farm Programs)	805D Program Delivery (Supervisory - Farm Loan Programs)	805E Program Delivery (Supervisory - Farm and Farm Loan Programs)	805F Program Delivery (Non-Supervisory)	805G Program Delivery (Non-Supervisory - Administrative)	805H Program Delivery (Non-Supervisory - Farm Programs)	805I Program Delivery (Non-Supervisory - Farm Loan Programs)	805J Program Delivery (Non-Supervisory - Farm and Farm Loan Programs)	806 - Special Projects (Non-Supervisory)	808A - Customer Experience (Supervisory)	808B - Customer Experience (Non-Supervisory)	809 Performance Management (Supervisory)	812A - Individ. Contrib. to Team (Supervisory)	812B - Individ. Contrib. to Team (Non-Supervisory)	825A - Mission Results (Supervisory)	825B - Mission Results (Non-Supervisory)
State Executive Director	Yes	O			MC							MC							MC		MC		O	MC	
Administrative Officer	Yes	O			MC				MC										MC		MC		O	MC	
Administrative Specialist	No		MNC	O										MC				O		MC			MC		MC
Administrative Technician	No		MNC	O										MC				O		MC			MC		MC
County Executive Director	Yes	O			** MC Pick 1 **					MC									MC		MC		O	MC	
County Office Chief Program Technician	No		MNC	O											MC			O		MC			MC		MC

Performance Element Matrix (Continued)

Position	Supervisory Position	801A Communications (Supervisory)	801B Communications (Non-Supervisory)	802 - Research and Analysis (Non-Supervisory)	803A - Supervision	803B - Supervision - COT Trainer	803C Supervision - FLOT Trainer	805A Program Delivery (Supervisory)	805A Program Delivery (Supervisory - Administrative)	805B Program Delivery (Supervisory - Farm Programs)	805C Program Delivery (Supervisory - Farm Loan Programs)	805D Program Delivery (Supervisory - Farm and Farm Loan Programs)	805F Program Delivery (Non-Supervisory)	805E Program Delivery (Non-Supervisory - Administrative)	805F Program Delivery (Non-Supervisory - Farm Programs)	805G Program Delivery (Non-Supervisory - Farm Loan Programs)	805H Program Delivery (Non-Supervisory - Farm and Farm Loan Programs)	806 - Special Projects (Non-Supervisory)	808A - Customer Experience (Supervisory)	808B - Customer Experience (Non-Supervisory)	809 Performance Management (Supervisory)	812A - Individ. Contrib. to Team (Supervisory)	812B - Individ. Contrib. to Team (Non-Supervisory)	825A - Mission Results (Supervisory)	825B - Mission Results (Non-Supervisory)	
County Office Farm Loan Program Technician	No		MNC	O												MC		O		MC			MC		MC	
County Office Lead Program Technician	No		MNC	O											MC			O		MC			MC		MC	
County Office Program Technician	No		MNC	O											MC			O		MC			MC		MC	
County Operations Trainee	No		MNC	O											MC			O		MC			MC		MC	
District Director	Yes	O			MC							MC							MC		MC		O	MC		
eGov Coordinator	No		MNC	O										**MC Pick 1**					O		MC			MC		MC
Executive Officer	Yes	O			MC				MC										MC		MC		O	MC		
Farm Loan Analyst GS-9	No		MNC	O												MC		O		MC			MC		MC	
Farm Loan Chief	Yes	O			MC							MC							MC		MC		O	MC		
Farm Loan Manager	Yes	O			** MC Pick 1 **							MC							MC		MC		O	MC		
Farm Loan Officer Trainee	No		MNC	O												MC		O		MC			MC		MC	
Farm Loan Officer/Specialist GS-11	No		MNC	O												MC		O		MC			MC		MC	
Farm Loan Program Specialist	No		MNC	O												MC		O		MC			MC		MC	

Performance Element Matrix (Continued)

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Farm Loan Program Technician	No		MNC	O												MC		O		MC			MC		MC
Farm Programs Chief	Yes	O			MC					MC									MC		MC		O	MC	
Farm Programs Specialist	No		MNC	O										MC				O		MC			MC		MC
Key FLP Program Technician	No		MNC	O												MC		O		MC			MC		MC
Key CO Program Technician	No		MNC	O										MC				O		MC			MC		MC
Public Affairs-Outreach Coordinator	No		MNC	O									** MC Pick 1 **					O		MC			MC		MC
Senior Farm Loan Officer	No		MNC	O												MC		O		MC			MC		MC
Support Services Technician	No		MNC	O										MC				O		MC			MC		MC
Chief of Staff	No		MNC	O								MC						O		MC			MC		MC
Executive Assistant	No		MNC	O								O						O		MC			MC		MC
Administrative Support Specialist	No		MNC	O					O									O					MC		MC
Director	Yes	O			MC			** MC Pick 1 **											MC		MC	O		MC	
Mgmt. and Program Analysis Officer	No		MNC	MC									** O Pick 1 **					O		MC			MC		MC

Performance Element Matrix (Continued)

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Management Analyst	No		MNC											** O Pick 1 **					MC				MC		MC	
Technology Specialist	No		MNC	O										** O Pick 1 **				O		MC				MC		MC
Outreach Director	Yes				MC									** O Pick 1 **					MC		MC				MC	
Outreach Specialist	No		MNC	O										** O Pick 1 **				O		MC				MC		MC
Assistant to Deputy Administrator	No		MNC	O										** MC Pick 1 **				O		MC				MC		MC
Field Operations Manager	No		MNC	O										** O Pick 1 **				O		MC				MC		MC
Field Operations Specialist	No		MNC	O										** O Pick 1 **				O		MC				MC		MC
Field Operations Data Analyst	No		MNC	MC														O		MC				MC		MC
Statistician	No		MNC	MC														O		MC				MC		MC
Correspondence Analyst	No		MNC	MC														O		MC				MC		MC
Program Specialist	No		MNC											** MC Pick 1 **				O		MC				MC		MC
Secretary	No		MNC															O		MC				MC		MC
Deputy Director	Yes	O			MC									** MC Pick 1 **					MC		MC	O			MC	
Branch Chief	Yes	O			MC									** MC Pick 1 **					MC		MC	O			MC	
Program Manager	No		MNC											** MC Pick 1 **				O		MC				MC		MC

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Program Analyst	No		MNC	MC														O		MC			MC		MC	
Assistant to Branch Chief	No		MNC											** MC Pick 1 **					O		MC			MC		MC
Assistant to Director	No		MNC											** MC Pick 1 **					O		MC			MC		MC
Section Head	Yes	O			MC			** MC Pick 1 **											MC		MC	O		MC		MC
Team Lead	No		MNC											** MC Pick 1 **					O		MC			MC		MC
Program Assistant	No		MNC																O		MC			MC		MC
Loan Officer/Specialist	No		MNC											** MC Pick 1 **					O		MC			MC		MC
Appraiser	No		MNC	MC															O		MC			MC		MC

Supervisory Elements and Standards

Following are the supervisory elements and standards.

803A - SUPERVISION

These results-focused measures align with USDA Strategic Goal 1, Ensure USDA programs are delivered efficiently, effectively, and with integrity and a focus on customer service, Strategic Objective 1.2, Maintain a high-performing workforce through employee engagement and empowerment. These results-focused measures additionally align with FPAC Tactical Goal 1, Implement major process improvements and tools that save significant time, specifically for front-line staff and producers, while increasing transparency and accountability, and FSA Strategic Goal 3, Promote a culture of innovation and creativity.

OBJECTIVE: Work is assigned in a fair and effective manner. Technical guidance to subordinate staff is given timely. 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.

RESULTS: The achievement of these standards will result in ensuring a more diverse and engaged workforce.

FULLY SUCCESSFUL: Reliably performs duties and responsibilities. Work is of good quality. Fulfills position requirements, established goals and expectations are met. Solid performance results in valuable contributions to unit goals.

The following must be met to achieve the “Meets Fully Successful” level of this standard:

1. Engagement:

- An environment that promotes staff engagement, integration and collaboration is established and continually fostered.
- Based on employee feedback and the data collected with the most recent FEVS, strengths and challenges related to employee engagement, development and satisfaction are identified.
- Strategies are developed and implemented inclusively with staff members to maintain areas of strength and improve engagement and satisfaction in the organizational unit.
- Open, candid and ongoing dialogue is established with staff to develop comprehensive and innovative insights in managing obstacles to engagement.

Supervisory Elements and Standards (Continued)**Strategic:**

- Supports the Department's strategic goal to ensure USDA programs are delivered efficiently, effectively, and with integrity, and a focus on customer service.
 - Leadership and programmatic decisions are fact-based and data-driven, and reflect the priorities of improved customer service, employee engagement, cost effectiveness and accountability.
 - Business processes are continually assessed to identify opportunities to increase effectiveness and efficiency. Short-term, low-cost solutions are cleared for immediate implementation, and proposals for longer-term, larger solutions are developed for leadership's consideration.
 - Opportunities to better serve internal and external stakeholders by streamlining procedural requirements are identified, cleared as necessary, and implemented. Staff members are encouraged to identify strategies to improve, consolidate or eliminate duplicative processes which impede excellence in customer experience.
 - Performance and operational metrics are developed, validated and tracked to ensure customer satisfaction and operational effectiveness.
2. Leadership models desired professional behaviors appropriate to the work environment, such as work ethic, time management, accountability, commitment to employee engagement, team building, high standards of ethical conduct, being invested and passionate about the job, self-direction, and active listening. Important and difficult HR issues in the state are resolved.
 3. Learning opportunities are established that enhance the ability of others to perform and contribute to the organization; employees fulfill their assigned responsibilities and goals by utilizing training, support, coaching, and other resources.
 4. Conflicts, disagreements, employee problem situations (misconduct, chronic poor attendance, interpersonal conflicts) are managed and resolved in a constructive manner.
 5. Business processes are continually assessed to identify opportunities to increase effectiveness and efficiency, resulting in short-term, low-cost solutions.

Supervisory Elements and Standards (Continued)

- 6. Personally Identifiable Information (PII):** Demonstrates an understanding of the Privacy Act and applies the act correctly when exercising controls and safeguards to preserve the integrity and confidentiality of materials containing personally identifiable information (PII). Ensures that PII is protected at all times, including when being transferred, in accordance with USDA policy. Reports any violations to supervisor within 4 hours of becoming aware of a problem.

Safety and Health (Mandatory Standard): Performance Objective (Safety and Health): Demonstrates a basic understanding of USDA safety and health programs. Outcome: To provide a safe and healthful work environment for all by taking personal responsibility for safety in the performance of assigned job duties.

EEO/Civil Rights: Mission responsibilities are carried out consistent with the expectations and protections specified in the USDA Civil Rights and Anti-Harassment Policy. Routinely displays courteous and tactful behavior towards internal and external customers, supervisors, coworkers, and team members. Projects a positive and professional image of USDA. Performs all duties in a manner that 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 and unified workforce.

7. Optional Fully Successful Standard to be added by Supervisor/Agency (See Optional Use Standards at End of Document).
8. Optional Fully Successful Standard to be added by Supervisor/Agency (See Optional Use Standards at End of Document).
9. Optional Fully Successful Standard to be added by Supervisor/Agency (See Optional Use Standards at End of Document).

EXCEEDS FULLY SUCCESSFUL: Works consistently at a superior level in most aspects of position, consistently exceeds goals and expectations. Employees performing at this level consistently display initiative, ownership and/or unusual independence. Employee makes an exceptional or distinctive contribution to the unit/department.

The Fully Successful standards must be met to achieve the Exceeds Fully Successful level, as well as at least **two** of the following:

1. FEVS action planning and strategies have a direct, positive impact on increasing the FEVS scores; strategy and planning includes staff members and results in capitalizing areas of strength and improving engagement and satisfaction in the organizational unit.
2. Work assignments and projects encourage skill building and increase competence in employees; a master plan and calendar ensure performance plans, IDPs, and training/development are intertwined, and the information is utilized during quarterly performance reviews.

Supervisory Elements and Standards (Continued)

3. A new process, project, procedure, or methodology informed by current facts and data visibly results in improved customer service, employee engagement, cost effectiveness and accountability.
4. Performance and operational projects (i.e. a dashboard, SharePoint site, website) facilitate improvement in customer service, efficiency (including cost-efficiency) and effectiveness.
5. Change management strategies benefit individuals beyond the immediate organization.
6. An organizational or agency employee engagement plan is responsive to the FEVS, and addresses challenges.
7. Innovative coaching strategies to generate measurable improvement in employee performance; results are documented by creating a “white paper” on coaching.
8. High-performing employee teams are developed.
9. Employees are provided with two (2) or more educational or morale building events.
10. Plans and organizes to consistently beat deadlines, rather than just meet them; creates innovative project planning, assessment of business processes, or time management tools that benefit colleagues.
11. Undertakes additional job functions or duties, through their own initiative, that further the goals of and make significant contributions to the branch, Division, Agency or Department in EEO/ Civil Rights.
12. Optional Exceeds Fully Successful Standard to be added by Supervisor/Agency (See Optional Use Standards at End of Document).
13. Optional Exceeds Fully Successful Standard to be added by Supervisor/Agency (See Optional Use Standards at End of Document).
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Supervisory Elements and Standards (Continued)**803B - SUPERVISION – COT Trainer**

These results-focused measures align with USDA Strategic Goal 1, Ensure USDA programs are delivered efficiently, effectively, and with integrity and a focus on customer service, Strategic Objective 1.2, Maintain a high-performing workforce through employee engagement and empowerment. These results-focused measures additionally align with FPAC Tactical Goal 1, Implement major process improvements and tools that save significant time, specifically for front-line staff and producers, while increasing transparency and accountability, and FSA Strategic Goal 4, Enhance knowledge management and internal information sharing capabilities.

OBJECTIVE: Work is assigned in a fair and effective manner. Technical guidance to subordinate staff is given timely. 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.

RESULTS: The achievement of these standards will result in a well-trained workforce for the delivery of Farm Programs.

FULLY SUCCESSFUL: Reliably performs duties and responsibilities. Work is of good quality. Fulfills position requirements, established goals and expectations are met. Solid performance results in valuable contributions to unit goals.

The following must be met to achieve the “Meets Fully Successful” level of this standard:

1. Engagement:

- An environment that promotes staff engagement, integration and collaboration is established and continually fostered.
- Based on employee feedback and the data collected with the most recent FEVS, strengths and challenges related to employee engagement, development and satisfaction are identified.
- Strategies are developed and implemented inclusively with staff members to maintain areas of strength and improve engagement and satisfaction in the organizational unit.
- Open, candid and ongoing dialogue is established with staff to develop comprehensive and innovative insights in managing obstacles to engagement.

Supervisory Elements and Standards (Continued)

Strategic:

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 - Business processes are continually assessed to identify opportunities to increase effectiveness and efficiency. Short-term, low-cost solutions are cleared for immediate implementation, and proposals for longer-term, larger solutions are developed for leadership's consideration.
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 - Performance and operational metrics are developed, validated and tracked to ensure customer satisfaction and operational effectiveness.
2. Leadership models desired professional behaviors appropriate to the work environment, such as work ethic, time management, accountability, commitment to employee engagement, team building, high standards of ethical conduct, being invested and passionate about the job, self-direction, and active listening. Important and difficult HR issues in the state are resolved.
 3. Learning opportunities are established that enhance the ability of others to perform and contribute to the organization; employees fulfill their assigned responsibilities and goals by utilizing training, support, coaching, and other resources.
 4. Conflicts, disagreements, employee problem situations (misconduct, chronic poor attendance, interpersonal conflicts) are managed and resolved in a constructive manner.
 5. Business processes are continually assessed to identify opportunities to increase effectiveness and efficiency, resulting in short-term, low-cost solutions.
 6. **Personally Identifiable Information (PII):** Demonstrates an understanding of the Privacy Act and applies the act correctly when exercising controls and safeguards to preserve the integrity and confidentiality of materials containing personally identifiable information (PII). Ensures that PII is protected at all times, including when being transferred, in accordance with USDA policy. Reports any violations to supervisor within 4 hours of becoming aware of a problem.

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Supervisory Elements and Standards (Continued)

EEO/Civil Rights: Mission responsibilities are carried out consistent with the expectations and protections specified in the USDA Civil Rights and Anti-Harassment Policy. Routinely displays courteous and tactful behavior towards internal and external customers, supervisors, coworkers, and team members. Projects a positive and professional image of USDA. Performs all duties in a manner that 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 and unified workforce.

7. Provides direct instruction and oversees hands-on work experiences that facilitate mastery of the key concepts, regulations, and practices related to performing the duties relevant to a trainee's position.
8. Optional Fully Successful Standard to be added by Supervisor/Agency (See Optional Use Standards at End of Document).
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1. FEVS action planning and strategies have a direct, positive impact on increasing the FEVS scores; strategy and planning includes staff members and results in capitalizing areas of strength and improving engagement and satisfaction in the organizational unit.
2. Work assignments and projects encourage skill building and increase competence in employees; a master plan and calendar ensure performance plans, IDPs, and training/development are intertwined, and the information is utilized during quarterly performance reviews.
3. A new process, project, procedure, or methodology informed by current facts and data visibly results in improved customer service, employee engagement, cost effectiveness and accountability.
4. Performance and operational projects (i.e. a dashboard, SharePoint site, website) facilitate improvement in customer service, efficiency (including cost-efficiency) and effectiveness.
5. Change management strategies benefit individuals beyond the immediate organization.
6. An organizational or agency employee engagement plan is responsive to the FEVS, and addresses challenges.

Supervisory Elements and Standards (Continued)

7. Innovative coaching strategies to generate measurable improvement in employee performance; results are documented by creating a “white paper” on coaching.
8. High-performing employee teams are developed.
9. Employees are provided with two (2) or more educational or morale building events.
10. Plans and organizes to consistently beat deadlines, rather than just meet them; creates innovative project planning, assessment of business processes, or time management tools that benefit colleagues.
11. Undertakes additional job functions or duties, through their own initiative, that further the goals of and make significant contributions to the branch, Division, Agency or Department in EEO/ Civil Rights.
12. Optional Exceeds Fully Successful Standard to be added by Supervisor/Agency (See Optional Use Standards at End of Document).
13. Optional Exceeds Fully Successful Standard to be added by Supervisor/Agency (See Optional Use Standards at End of Document).
14. Optional Exceeds Fully Successful Standard to be added by Supervisor/Agency (See Optional Use Standards at End of Document).

803C - SUPERVISION – FLOT Trainer

These results-focused measures align with USDA Strategic Goal 1, Ensure USDA programs are delivered efficiently, effectively, and with integrity and a focus on customer service, Strategic Objective 1.2, Maintain a high-performing workforce through employee engagement and empowerment. These results-focused measures additionally align with FPAC Tactical Goal 1, Implement major process improvements and tools that save significant time, specifically for front-line staff and producers, while increasing transparency and accountability, and FSA Strategic Goal 4, Enhance knowledge management and internal information sharing capabilities.

OBJECTIVE: Work is assigned in a fair and effective manner. Technical guidance to subordinate staff is given timely. 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.

RESULTS: The achievement of these standards will result in a well-trained workforce for the delivery of Farm Loan Programs.

FULLY SUCCESSFUL: Reliably performs duties and responsibilities. Work is of good quality. Fulfills position requirements, established goals and expectations are met. Solid performance results in valuable contributions to unit goals.

Supervisory Elements and Standards (Continued)

The following must be met to achieve the “Meets Fully Successful” level of this standard:

1. Engagement:

- An environment that promotes staff engagement, integration and collaboration is established and continually fostered.
- Based on employee feedback and the data collected with the most recent FEVS, strengths and challenges related to employee engagement, development and satisfaction are identified.
- Strategies are developed and implemented inclusively with staff members to maintain areas of strength and improve engagement and satisfaction in the organizational unit.
- Open, candid and ongoing dialogue is established with staff to develop comprehensive and innovative insights in managing obstacles to engagement.

Strategic:

- Supports the Department’s strategic goal to ensure USDA programs are delivered efficiently, effectively, and with integrity, and a focus on customer service.
 - Leadership and programmatic decisions are fact-based and data-driven, and reflect the priorities of improved customer service, employee engagement, cost effectiveness and accountability.
 - Business processes are continually assessed to identify opportunities to increase effectiveness and efficiency. Short-term, low-cost solutions are cleared for immediate implementation, and proposals for longer-term, larger solutions are developed for leadership’s consideration.
 - Opportunities to better serve internal and external stakeholders by streamlining procedural requirements are identified, cleared as necessary, and implemented. Staff members are encouraged to identify strategies to improve, consolidate or eliminate duplicative processes which impede excellence in customer experience.
 - Performance and operational metrics are developed, validated and tracked to ensure customer satisfaction and operational effectiveness.
2. Leadership models desired professional behaviors appropriate to the work environment, such as work ethic, time management, accountability, commitment to employee engagement, team building, high standards of ethical conduct, being invested and passionate about the job, self-direction, and active listening. Important and difficult HR issues in the state are resolved.
 3. Learning opportunities are established that enhance the ability of others to perform and contribute to the organization; employees fulfill their assigned responsibilities and goals by utilizing training, support, coaching, and other resources.

Supervisory Elements and Standards (Continued)

4. Conflicts, disagreements, employee problem situations (misconduct, chronic poor attendance, interpersonal conflicts) are managed and resolved in a constructive manner.
5. Business processes are continually assessed to identify opportunities to increase effectiveness and efficiency, resulting in short-term, low-cost solutions.
6. **Personally Identifiable Information (PII):** Demonstrates an understanding of the Privacy Act and applies the act correctly when exercising controls and safeguards to preserve the integrity and confidentiality of materials containing personally identifiable information (PII). Ensures that PII is protected at all times, including when being transferred, in accordance with USDA policy. Reports any violations to supervisor within 4 hours of becoming aware of a problem.

Safety and Health (Mandatory Standard): Performance Objective (Safety and Health): Demonstrates a basic understanding of USDA safety and health programs. Outcome: To provide a safe and healthful work environment for all by taking personal responsibility for safety in the performance of assigned job duties.

EEO/Civil Rights: Mission responsibilities are carried out consistent with the expectations and protections specified in the USDA Civil Rights and Anti-Harassment Policy. Routinely displays courteous and tactful behavior towards internal and external customers, supervisors, coworkers, and team members. Projects a positive and professional image of USDA. Performs all duties in a manner that 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 and unified workforce.

7. Provides direct instruction and oversees hands-on work experiences that facilitate mastery of the key concepts, regulations, and practices related to performing the duties relevant to a trainee's position.
8. Optional Fully Successful Standard to be added by Supervisor/Agency (See Optional Use Standards at End of Document).
9. Optional Fully Successful Standard to be added by Supervisor/Agency (See Optional Use Standards at End of Document).

EXCEEDS FULLY SUCCESSFUL: Works consistently at a superior level in most aspects of position, consistently exceeds goals and expectations. Employees performing at this level consistently display initiative, ownership and/or unusual independence. Employee makes an exceptional or distinctive contribution to the unit/department.

Supervisory Elements and Standards (Continued)

The Fully Successful standards must be met to achieve the Exceeds Fully Successful level, as well as at least **two** of the following:

1. FEVS action planning and strategies have a direct, positive impact on increasing the FEVS scores; strategy and planning includes staff members and results in capitalizing areas of strength and improving engagement and satisfaction in the organizational unit.
2. Work assignments and projects encourage skill building and increase competence in employees; a master plan and calendar ensure performance plans, IDPs, and training/development are intertwined, and the information is utilized during quarterly performance reviews.
3. A new process, project, procedure, or methodology informed by current facts and data visibly results in improved customer service, employee engagement, cost effectiveness and accountability.
4. Performance and operational projects (i.e. a dashboard, SharePoint site, website) facilitate improvement in customer service, efficiency (including cost-efficiency) and effectiveness.
5. Change management strategies benefit individuals beyond the immediate organization.
6. An organizational or agency employee engagement plan is responsive to the FEVS, and addresses challenges.
7. Innovative coaching strategies to generate measurable improvement in employee performance; results are documented by creating a “white paper” on coaching.
8. High-performing employee teams are developed.
9. Employees are provided with two (2) or more educational or morale building events.
10. Plans and organizes to consistently beat deadlines, rather than just meet them; creates innovative project planning, assessment of business processes, or time management tools that benefit colleagues.
11. Undertakes additional job functions or duties, through their own initiative, that further the goals of and make significant contributions to the branch, Division, Agency or Department in EEO/ Civil Rights.
12. Optional Exceeds Fully Successful Standard to be added by Supervisor/Agency (See Optional Use Standards at End of Document).
13. Optional Exceeds Fully Successful Standard to be added by Supervisor/Agency (See Optional Use Standards at End of Document).
14. Optional Exceeds Fully Successful Standard to be added by Supervisor/Agency (See Optional Use Standards at End of Document).

Supervisory Elements and Standards (Continued)

809 – PERFORMANCE MANAGEMENT

These results-focused measures align with USDA Strategic Goal 1, Ensure USDA programs are delivered efficiently, effectively, and with integrity and a focus on customer service, Strategic Objective 1.2, Maintain a high-performing workforce through employee engagement and empowerment. These results-focused measures additionally align with FPAC Tactical Goal 1, Implement major process improvements and tools that save significant time, specifically for front-line staff and producers, while increasing transparency and accountability, FSA Strategic Goal 4, Enhance knowledge management and internal information sharing capabilities, and FSA Strategic Goal 5, Establish FSA tools to track and monitor program progress and ensure Agency accountability.

OBJECTIVE: Effectively manages the performance of employees, supporting the core principles of employee engagement and ensuring the mission and functions of the organization are carried out successfully.

RESULTS: The achievement of these standards will result in a more informed agency, increased understanding of performance requirements and better service to customers.

FULLY SUCCESSFUL: Reliably performs duties and responsibilities. Work is of good quality. Fulfills position requirements, established goals and expectations are met. Solid performance results in valuable contributions to unit goals.

The following must be met to achieve the “Meets Fully Successful” level of this standard:

1. Eligible subordinate employees’ new plans are completed and issued to the employees no later than October 30th; and no later than 15 days from when an employee is assigned to a new position or grade, or detail of 90 days or more.
2. Employees’ plans meet the requirements in DR 4040-430 Sections 9b and 9c, including aligning to goals and defining expectations at the Fully Successful and Exceeds Fully Successful levels. See https://www.ocio.usda.gov/sites/default/files/docs/2012/DR_4040-430_Employee_Performance_Mgmt_final_20190206_0.pdf
3. Formal performance discussions are held with all direct reports at least once each quarter (including the mid-year review and end-of-year rating), are documented on the employees’ AD-435s, and cover such things as progress toward goals, potential concerns about meeting expectations, unforeseen obstacles to meeting expectations, and adjustments that need to be made to the performance plans to accommodate new projects and/or clarify existing expectations.
4. Potential issues with employees meeting their performance expectations are identified and discussed with employees before they fall below the “Fully Successful” level defined on their performance plans (if applicable).

Supervisory Elements and Standards (Continued)

5. If employees do fall below “Fully Successful” on a critical element at any point, steps to initiate the DO process are taken within 15 days.
6. Subordinate employees’ performance ratings are completed and issued to employees by October 30.
7. Ratings demonstrate meaningful distinctions; such that higher performing employees receive higher ratings than lower performing employees.
8. High-performing employees are recognized and rewarded.
9. Subordinate supervisors are held accountable throughout the performance year for carrying out their performance management responsibilities as described above (if applicable).
10. The performance expectations and ratings in subordinate organizations are fair and reflective of the individual employees’ respective contributions (if applicable).

EXCEEDS FULLY SUCCESSFUL: Works consistently at a superior level in most aspects of position, consistently exceeds goals and expectations. Employees performing at this level consistently display initiative, ownership and/or unusual independence. Employee makes an exceptional or distinctive contribution to the unit/department.

The Fully Successful standards must be met to achieve the Exceeds Fully Successful level, as well as at least **two** of the following:

1. Annual expectations are broken down into quarters on all employees’ performance plans to facilitate accountability, more readily determine employees’ progress toward meeting expectations, and immediately identify and address performance problems.
2. To support effective employee performance across the organization, workload is managed strategically and equitably among employees, ensuring some are not carrying a disproportionate annual and/or special project workload; active steps are taken to shift responsibilities to and/or develop the capacity of those with a less demanding workload.
3. Annual expectations are broken down into quarters on all employees’ performance plans to facilitate accountability, more readily determine employees’ progress toward meeting expectations, and immediately identify and address performance problems.
4. To support effective employee performance across the organization, workload is managed strategically and equitably among employees, ensuring some are not carrying a disproportionate annual and/or special project workload; active steps are taken to shift responsibilities to and/or develop the capacity of those with a less demanding workload.
5. A brief check-in is conducted with each direct report at least once every month to track progress on high-priority projects and resolve such things as conflicting priorities and external obstacles to achieving expectations.

Supervisory Elements and Standards (Continued)**825A – MISSION RESULTS**

These results-focused measures align with USDA Strategic Goal 1, Ensure USDA programs are delivered efficiently, effectively, and with integrity and a focus on customer service, Strategic Objective 1.2, Maintain a high-performing workforce through employee engagement and empowerment. These results-focused measures additionally align with FPAC Tactical Goal 1, Implement major process improvements and tools that save significant time, specifically for front-line staff and producers, while increasing transparency and accountability, FPAC Tactical Goal 2, Drive more efficient and effective data sharing across FPAC agencies, other federal agencies, and non-federal partners to improve service delivery, FSA Strategic Goal 1, Improve office processes and efficiencies at the county level, FSA Strategic Goal 2, Improve digital access for producers, FSA Strategic Goal 3, Promote a culture of innovation and creativity, and FSA Strategic Goal 4, Enhance knowledge management and internal information sharing capabilities.

OBJECTIVE: Supports USDA, Mission Area, and Agency strategic goals and objectives and contributes to the achievement of these Goals.

RESULTS: The achievement of these standards will result in demonstrated support for agency strategic goals and initiatives within own organizational unit and contribute to the achievement of overall agency initiatives.

FULLY SUCCESSFUL: Reliably performs duties and responsibilities. Work is of good quality. Fulfills position requirements, established goals and expectations are met. Solid performance results in valuable contributions to unit goals.

The following must be met to achieve the “Meets Fully Successful” level of this standard:

1. Strategic goals significantly improve productivity, mission results, or operational efficiency, and/or generate substantial savings of time or money by exercising sound principles of business acumen.
2. Commitment to financial integrity provides leadership for programmatic and financial management responsibilities throughout the organizational unit.
3. Assigned programs are evaluated and improved from a programmatic and cost-effective perspective; complexity of processes is minimized whenever possible. Program delivery within the state is balanced and delivers all agency programs in service to customers. Where applicable, an outreach plan (or a part of state business plan) includes promoting ALL programs.
4. Decisions and operations are guided by/optimized by using a data-driven approach, including workload analyses and productivity studies and tools.
5. New employees within FPAC or the Division are mentored, and their work-related knowledge and orientation are enhanced.
6. Optional Fully Successful Standard to be added by Supervisor/Agency (See Optional Use Standards at End of Document).

Supervisory Elements and Standards (Continued)

7. Optional Fully Successful Standard to be added by Supervisor/Agency (See Optional Use Standards at End of Document).
8. Optional Fully Successful Standard to be added by Supervisor/Agency (See Optional Use Standards at End of Document).

EXCEEDS FULLY SUCCESSFUL: Works consistently at a superior level in most aspects of position, consistently exceeds goals and expectations. Employees performing at this level consistently display initiative, ownership and/or unusual independence. Employee makes an exceptional or distinctive contribution to the unit/department.

The Fully Successful standards must be met to achieve the Exceeds Fully Successful level, as well as at least **two** of the following:

1. Workgroup participation results in the implementation of at least one significant program improvement (not counted elsewhere in performance accomplishments) that has a state, program office, or FPAC-wide impact.
2. Reliance on accurate data produces data-informed projects, assessments, or tools that lead to significant process changes and cost-efficiency measures.
3. An implementation plan includes at least two new processes, procedures, or flexibilities that improve service delivery for the FPAC Division; or a statewide marketing campaign provides for extensive outreach of underutilized programs.
4. Staffing ideas and solutions on capacity, efficiencies, process improvement and resource management are data driven, resulting in position papers, staffing recommendations, and change management solutions provided to leadership.
5. Mentoring is provided formally within FPAC or the Division, utilizing the FPAC Mentoring Program and portal, and results in transfer of knowledge regarding programs, processes, and policies.
6. Optional Exceeds Fully Successful Standard to be added by Supervisor/Agency (See Optional Use Standards at End of Document).
7. Optional Exceeds Fully Successful Standard to be added by Supervisor/Agency (See Optional Use Standards at End of Document).
8. Optional Exceeds Fully Successful Standard to be added by Supervisor/Agency (See Optional Use Standards at End of Document).

Supervisory Elements and Standards (Continued)**808A – CUSTOMER EXPERIENCE**

These results-focused measures align with USDA Strategic Goal 1, Ensure USDA programs are delivered efficiently, effectively, and with integrity and a focus on customer service, Strategic Objective 1.2, Maintain a high-performing workforce through employee engagement and empowerment. These results-focused measures additionally align with FPAC Tactical Goal 1, Implement major process improvements and tools that save significant time, specifically for front-line staff and producers, while increasing transparency and accountability, FPAC Tactical Goal 2, Drive more efficient and effective data sharing across FPAC agencies, other federal agencies, and non-federal partners to improve service delivery, FPAC Tactical Goal 3, Effectively promote producer use of farmers.gov applications, eAuthentication, eSignature, and other functionalities as they come, FSA Strategic Goal 1, Improve office processes and efficiencies at the county level, FSA Strategic Goal 2, Improve digital access for producers, and FSA Strategic Goal 3, Promote a culture of innovation and creativity.

OBJECTIVE: Routinely displays courteous and tactful behavior. Projects a positive and professional image of USDA. Provides responses to the customer that are prompt, consistent, professional, and address the individual customer's circumstances, and contribute to positive internal and external customer relations. Maintains appropriate rapport with internal and external customers. Develops and maintains effective working relationships, including with external organizations as appropriate. Keeps supervisor and/or team leader informed of difficult and/or controversial issues and unique problems. Refers issues when appropriate and ensures a final response or completion for the customer. Takes action to effectively solve problems before they have an adverse impact on the organization or other employees.

RESULTS: The achievement of these standards will result in an increase in customer satisfaction with FSA programs and services.

FULLY SUCCESSFUL: Reliably performs duties and responsibilities. Work is of good quality. Fulfills position requirements, established goals and expectations are met. Solid performance results in valuable contributions to unit goals.

The following must be met to achieve the "Meets Fully Successful" level of this standard.

1. A customer-centric approach is established, modeling appropriate behavior by presenting advice and guidance in a professional manner, including appropriate options and recommendations.
2. Accurate and timely responses to initial inquiries are provided within 1-2 workdays (with no more than 5 exceptions during the year) and are timely resolved according to their complexity.
3. Follow-up with customers ensure that customer is periodically informed of the status of the deliverable/service and within 24-48 hours of completion, with no more than 4-5 exceptions.
4. Quantity and quality of information provided increases the customers' understanding of the Agency or Mission Area programs.

Supervisory Elements and Standards (Continued)

5. Effective oversight and/or execution of the development and submission of core deliverables are within agreed upon timelines, in accordance with Agency guidance.
6. Improved process efficiencies and effectiveness are achieved by partnering with the Business Center and other FPAC agencies; engages in opportunities to increase collaboration.
7. Collaborates and works within Mission Area on public affairs, workflow, and shared responsibilities.
8. Meets with other FPAC agency team members on a quarterly basis to discuss operational needs/opportunities.
9. Proactively supports and represents a “OneUSDA” mindset by developing and proposing at least one (1) “OneUSDA” collaboration activity throughout the rating period.
10. Supports the Secretary’s receipt for service requirement by issuing receipts for service consistent with regulations, if applicable.
11. Optional Fully Successful Standard to be added by Supervisor/Agency (See Optional Use Standards at End of Document).
12. Optional Fully Successful Standard to be added by Supervisor/Agency (See Optional Use Standards at End of Document).

EXCEEDS FULLY SUCCESSFUL: Works consistently at a superior level in most aspects of position, consistently exceeds goals and expectations. Employees performing at this level consistently display initiative, ownership and/or unusual independence. Employee makes an exceptional or distinctive contribution to the unit/department.

The Fully Successful standards must be met to achieve the Exceeds Fully Successful level, as well as at least **two** of the following.

1. Issues that are of clear benefit to the customer are identified and resolved and result in making a process or experience easier to navigate. Provision of options and recommendations to the customer, is gauged by positive feedback and adoption of recommendations.
2. Additional duties within or outside of assigned area of responsibilities, related to enhancing customer experience, show tangible results, and results are reported back to the supervisor and relevant committees or groups.
3. Customer service improvements are actively supported and pursued and meet or exceed internal and external customer needs and expectations with no more than 2-3 exceptions.
4. Customer feedback is actively elicited utilizing formal and informal channels, such as emails and follow-up calls; when possible and appropriate, contributes to more formal mechanisms that gather feedback, such as surveys or focus groups.

Supervisory Elements and Standards (Continued)

5. Complex or significant customer delivery problems/issues are anticipated, resolved and exceed expected timeframes.
6. Development and submission of core deliverables within agreed upon timelines are consistently surpassed in accordance with Agency guidance.
7. A service innovation that demonstrably and substantively improves the customer experience is developed and implemented.
8. With supervisor approval, seeks additional duties outside of assigned area of responsibilities and completes those duties successfully.
9. A customer experience plan indicates how organization resources can be shared to improve customer service and demonstrates a cost savings to the government.
10. An FPAC partner strategy is adopted by at least one (1) other state or receives commendation from FPAC agency heads (i.e. developing a strategy/timeline for distributing agreements throughout the year or sharing some good ideas for streamlining processes within the state that are adopted or lauded for effort by the FBC heads).
11. Participates in and/or leads at least two (2) "OneUSDA" activities or farm conservation tours in the state to encourage collaboration and innovation.
12. Optional Exceeds Full Successful Standards to be added by Supervisor/Agency (See Optional Use Standards at End of Document).
13. Optional Exceeds Full Successful Standards to be added by Supervisor/Agency (See Optional Use Standards at End of Document).
14. Optional Exceeds Full Successful Standards to be added by Supervisor/Agency (See Optional Use Standards at End of Document).

Supervisory Elements and Standards (Continued)**805A – PROGRAM DELIVERY**

These results-focused measures align with USDA Strategic Goal 1, Ensure USDA programs are delivered efficiently, effectively, and with integrity and a focus on customer service, Strategic Objective 1.2, Maintain a high-performing workforce through employee engagement and empowerment. These results-focused measures additionally align with FPAC Tactical Goal 1, Implement major process improvements and tools that save significant time, specifically for front-line staff and producers, while increasing transparency and accountability, FPAC Tactical Goal 2, Drive more efficient and effective data sharing across FPAC agencies, other federal agencies, and non-federal partners to improve service delivery, FPAC Tactical Goal 3, Effectively promote producer use of farmers.gov applications, eAuthentication, eSignature, and other functionalities as they come, and FSA Strategic Goal 1, Improve office processes and efficiencies at the county level.

OBJECTIVE: Provides leadership and/or expertise for USDA programs and services supporting efforts to accomplish the Department's, FPAC Mission Area's, Agency's goals and objectives. Serves as the primary USDA contact responsible for one or more FPAC-BC/FSA/NRCS/RMA programs and services and maintains appropriate and timely services and communication with internal and external customers and/or stakeholders ensuring that USDA delivers on its mission. Individuals demonstrate Business Acumen in Program Delivery (PD) through their ability to manage human, financial, and information resources strategically, providing support, representation and communication for USDA programs and services. Ensures staff is properly trained and complies with program requirements, regulations, and technical services.

RESULTS: The achievement of these standards will result in access to capital and more competitive, sustainable and productive farms and ranches.

FULLY SUCCESSFUL: Reliably performs duties and responsibilities. Work is of good quality. Fulfills position requirements, established goals and expectations are met. Solid performance results in valuable contributions to unit goals.

The following must be met to achieve the "Meets Fully Successful" level of this standard:

1. Technical oversight for assigned programs continually evaluates and improves them from a programmatic and cost-effective perspective; program and work practices are improved, including minimizing the complexity of processes whenever possible.
2. Use of technology and awareness of technological developments ensure access to and security of technology systems. Timely and reliable technical advice and assistance is provided to internal and external customers on pertinent matters with not more than 3-4 exceptions. Advice is based on knowledge and proper application of Federal regulations, precedent cases, and relationships among interested parties.
3. Collaboration with customers to review functional areas results in effective strategies to improve outcomes. Customers are informed of the status of relevant work issues with no more than 3-4 exceptions.

Supervisory Elements and Standards (Continued)

4. Professional relationships are developed and maintained with all stakeholders both internal and external to advance agency/department/division interests and promote collaboration, two-way communication, teamwork and results.
5. Work assignments demonstrate sound planning practices, organization, coordination and consultation with no more than 3-5 exceptions.
6. Optional Exceeds Fully Successful Standards to be added by Supervisor/Agency (See Optional Use).
7. Optional Exceeds Fully Successful Standards to be added by Supervisor/Agency (See Optional Use Standards at End of Document).
8. Optional Fully Successful Standards to be added by Supervisor/Agency (See Optional Use Standards at End of Document).

EXCEEDS FULLY SUCCESSFUL: Works consistently at a superior level in most aspects of position, consistently exceeds goals and expectations. Employees performing at this level consistently display initiative, ownership and/or unusual independence. Employee makes an exceptional or distinctive contribution to the unit/department.

The Fully Successful standards must be met to achieve the Exceeds Fully Successful level, as well as at least **two** of the following:

1. Recurring problems are identified, analyzed and evaluated, and documented solutions are provided to management.
2. Ensure program deliverables are accurate and complete, and supporting documents are consistently up to date and on file.
3. Effective oversight and execution of the development and submission of core deliverables is within agreed upon timelines, and in accordance with Agency guidance.
4. During unusually heavy workload, employee volunteers or agrees to assist in another County, State, or National Office and submits summary of activities/results to supervisor.
5. A comprehensive, innovative methodology for increasing programmatic outreach to underserved members of the local community is implemented.
6. Serves and actively participates and contributes meaningful ideas and solutions to a task force team.
7. Seeks and requests of supervisor additional duties outside of assigned areas of responsibilities and completion of those duties results in a significant contribution to the agency.
8. Optional Exceeds Fully Successful Standards to be added by Supervisor/Agency (See Optional Use Standards at End of Document)

Supervisory Elements and Standards (Continued)

9. Optional Fully Successful Standards to be added by Supervisor/Agency (See Optional Use Standards at End of Document)
10. Optional Fully Successful Standards to be added by Supervisor/Agency (See Optional Use Standards at End of Document)

805B – PROGRAM DELIVERY – ADMINISTRATIVE PROGRAMS

These results-focused measures align with USDA Strategic Goal 1, Ensure USDA programs are delivered efficiently, effectively, and with integrity and a focus on customer service, Strategic Objective 1.2, Maintain a high-performing workforce through employee engagement and empowerment. These results-focused measures additionally align with FPAC Tactical Goal 1, Implement major process improvements and tools that save significant time, specifically for front-line staff and producers, while increasing transparency and accountability, FPAC Tactical Goal 2, Drive more efficient and effective data sharing across FPAC agencies, other federal agencies, and non-federal partners to improve service delivery, and FSA Strategic Goal 1, Improve office processes and efficiencies at the county level.

OBJECTIVE: Provides leadership and/or expertise for USDA programs and services supporting efforts to accomplish the Department's, FPAC Mission Area's, Agency's goals and objectives. Serves as the primary USDA contact responsible for one or more FPAC-BC/FSA/NRCS/RMA programs and services and maintains appropriate and timely services and communication with internal and external customers and/or stakeholders ensuring that USDA delivers on its mission. Individuals demonstrate Business Acumen in Program Delivery (PD) through their ability to manage human, financial, and information resources strategically, providing support, representation and communication for USDA programs and services. Ensures staff is properly trained and complies with program requirements, regulations, and technical services.

RESULTS: The achievement of these standards will result in more efficient management of the agency's human capital and fiscal resources.

FULLY SUCCESSFUL: Reliably performs duties and responsibilities. Work is of good quality. Fulfills position requirements, established goals and expectations are met. Solid performance results in valuable contributions to unit goals.

The following must be met to achieve the "Meets Fully Successful" level of this standard:

1. Technical oversight for assigned programs continually evaluates and improves them from a programmatic and cost-effective perspective; program and work practices are improved, including minimizing the complexity of processes whenever possible.
2. Use of technology and awareness of technological developments ensure access to and security of technology systems. Timely and reliable technical advice and assistance is provided to internal and external customers on pertinent matters with not more than 3-4 exceptions. Advice is based on knowledge and proper application of Federal regulations, precedent cases, and relationships among interested parties.

Supervisory Elements and Standards (Continued)

3. Collaboration with customers to review functional areas results in effective strategies to improve outcomes. Customers are informed of the status of relevant work issues with no more than 3-4 exceptions.
4. Professional relationships are developed and maintained with all stakeholders both internal and external to advance agency/department/division interests and promote collaboration, two-way communication, teamwork and results.
5. Work assignments demonstrate sound planning practices, organization, coordination and consultation with no more than 3-5 exceptions.
6. Meets reporting deadlines, with accurate information, for reports established by Deputy Administrator for Field Operations (DAFO) or the Administrator (AO) and the State Executive Director.
7. Optional Fully Successful Standards to be added by Supervisor/Agency (See Optional Use Standards at End of Document).
8. Optional Fully Successful Standards to be added by Supervisor/Agency (See Optional Use Standards at End of Document).

EXCEEDS FULLY SUCCESSFUL: Works consistently at a superior level in most aspects of position, consistently exceeds goals and expectations. Employees performing at this level consistently display initiative, ownership and/or unusual independence. Employee makes an exceptional or distinctive contribution to the unit/department.

The Fully Successful standards must be met to achieve the Exceeds Fully Successful level, as well as at least **two** of the following:

1. Recurring problems are identified, analyzed and evaluated, and documented solutions are provided to management.
2. Ensure program deliverables are accurate and complete, and supporting documents are consistently up to date and on file.
3. Effective oversight and execution of the development and submission of core deliverables is within agreed upon timelines, and in accordance with Agency guidance.
4. During unusually heavy workload, employee volunteers or agrees to assist in another County, State, or National Office and submits summary of activities/results to supervisor.
5. A comprehensive, innovative methodology for increasing programmatic outreach to underserved members of the local community is implemented.
6. Serves and actively participates and contributes meaningful ideas and solutions to a task force team.

Supervisory Elements and Standards (Continued)

7. Seeks and requests of supervisor additional duties outside of assigned areas of responsibilities and completion of those duties results in a significant contribution to the agency.
8. Optional Exceeds Fully Successful Standards to be added by Supervisor/Agency (See Optional Use Standards at End of Document).
9. Optional Exceeds Fully Successful Standards to be added by Supervisor/Agency (See Optional Use Standards at End of Document).
10. Optional Exceeds Fully Successful Standards to be added by Supervisor/Agency (See Optional Use Standards at End of Document).

805C – PROGRAM DELIVERY – FARM PROGRAMS

These results-focused measures align with USDA Strategic Goal 1, Ensure USDA programs are delivered efficiently, effectively, and with integrity and a focus on customer service, Strategic Objective 1.2, Maintain a high-performing workforce through employee engagement and empowerment. These results-focused measures additionally align with FPAC Tactical Goal 1, Implement major process improvements and tools that save significant time, specifically for front-line staff and producers, while increasing transparency and accountability, FPAC Tactical Goal 2, Drive more efficient and effective data sharing across FPAC agencies, other federal agencies, and non-federal partners to improve service delivery, FPAC Tactical Goal 3, Effectively promote producer use of farmers.gov applications, eAuthentication, eSignature, and other functionalities as they come, and FSA Strategic Goal 1, Improve office processes and efficiencies at the county level.

OBJECTIVE: Provides leadership and/or expertise for USDA programs and services supporting efforts to accomplish the Department's, FPAC Mission Area's, Agency's goals and objectives. Serves as the primary USDA contact responsible for one or more FPAC-BC/FSA/NRCS/RMA programs and services and maintains appropriate and timely services and communication with internal and external customers and/or stakeholders ensuring that USDA delivers on its mission. Individuals demonstrate Business Acumen in Program Delivery (PD) through their ability to manage human, financial, and information resources strategically, providing support, representation and communication for USDA programs and services. Ensures staff is properly trained and complies with program requirements, regulations, and technical services.

RESULTS: The achievement of these standards will result in more competitive, sustainable and productive farms and ranches.

Supervisory Elements and Standards (Continued)

FULLY SUCCESSFUL: Reliably performs duties and responsibilities. Work is of good quality. Fulfills position requirements, established goals and expectations are met. Solid performance results in valuable contributions to unit goals.

The following must be met to achieve the “Meets Fully Successful” level of this standard:

1. Technical oversight for assigned programs continually evaluates and improves them from a programmatic and cost-effective perspective; program and work practices are improved, including minimizing the complexity of processes whenever possible.
2. Use of technology and awareness of technological developments ensure access to and security of technology systems. Timely and reliable technical advice and assistance is provided to internal and external customers on pertinent matters with not more than 3-4 exceptions. Advice is based on knowledge and proper application of Federal regulations, precedent cases, and relationships among interested parties.
3. Collaboration with customers to review functional areas results in effective strategies to improve outcomes. Customers are informed of the status of relevant work issues with no more than 3-4 exceptions.
4. Professional relationships are developed and maintained with all stakeholders both internal and external to advance agency/department/division interests and promote collaboration, two-way communication, teamwork and results.
5. Work assignments demonstrate sound planning practices, organization, coordination and consultation with no more than 3-5 exceptions.
6. Ensures that FSA’s Corrective Action Plan Procedures are followed to ensure that payments are accurate, and that required payment documentation is up to date and on file.
7. Optional Fully Successful Standards to be added by Supervisor/Agency (See Optional Use Standards at End of Document).
8. Optional Fully Successful Standards to be added by Supervisor/Agency (See Optional Use Standards at End of Document).

EXCEEDS FULLY SUCCESSFUL: Works consistently at a superior level in most aspects of position, consistently exceeds goals and expectations. Employees performing at this level consistently display initiative, ownership and/or unusual independence. Employee makes an exceptional or distinctive contribution to the unit/department.

Supervisory Elements and Standards (Continued)

The Fully Successful standards must be met to achieve the Exceeds Fully Successful level, as well as at least **two** of the following:

1. Recurring problems are identified, analyzed and evaluated, and documented solutions are provided to management.
2. Ensure program deliverables are accurate and complete, and supporting documents are consistently up to date and on file.
3. Effective oversight and execution of the development and submission of core deliverables is within agreed upon timelines, and in accordance with Agency guidance.
4. During unusually heavy workload, employee volunteers or agrees to assist in another County, State, or National Office and submits summary of activities/results to supervisor.
5. A comprehensive, innovative methodology for increasing programmatic outreach to underserved members of the local community is implemented.
6. Serves and actively participates and contributes meaningful ideas and solutions to a task force team.
7. Seeks and requests of supervisor additional duties outside of assigned areas of responsibilities and completion of those duties results in a significant contribution to the agency.
8. Optional Exceeds Fully Successful Standards to be added by Supervisor/Agency (See Optional Use Standards at End of Document).
9. Optional Exceeds Fully Successful Standards to be added by Supervisor/Agency (See Optional Use Standards at End of Document).
10. Optional Exceeds Fully Successful Standards to be added by Supervisor/Agency (See Optional Use Standards at End of Document).

Supervisory Elements and Standards (Continued)**805D – PROGRAM DELIVERY – FARM LOAN PROGRAMS**

These results-focused measures align with USDA Strategic Goal 1, Ensure USDA programs are delivered efficiently, effectively, and with integrity and a focus on customer service, Strategic Objective 1.2, Maintain a high-performing workforce through employee engagement and empowerment. These results-focused measures additionally align with FPAC Tactical Goal 1, Implement major process improvements and tools that save significant time, specifically for front-line staff and producers, while increasing transparency and accountability, FPAC Tactical Goal 2, Drive more efficient and effective data sharing across FPAC agencies, other federal agencies, and non-federal partners to improve service delivery, FPAC Tactical Goal 3, Effectively promote producer use of farmers.gov applications, eAuthentication, eSignature, and other functionalities as they come, and FSA Strategic Goal 1, Improve office processes and efficiencies at the county level.

OBJECTIVE: Provides leadership and/or expertise for USDA programs and services supporting efforts to accomplish the Department's, FPAC Mission Area's, Agency's goals and objectives. Serves as the primary USDA contact responsible for one or more FPAC-BC/FSA/NRCS/RMA programs and services and maintains appropriate and timely services and communication with internal and external customers and/or stakeholders ensuring that USDA delivers on its mission. Individuals demonstrate Business Acumen in Program Delivery (PD) through their ability to manage human, financial, and information resources strategically, providing support, representation and communication for USDA programs and services. Ensures staff is properly trained and complies with program requirements, regulations, and technical services.

RESULTS: The achievement of these standards will result in more competitive, sustainable and productive farms and ranches.

FULLY SUCCESSFUL: Reliably performs duties and responsibilities. Work is of good quality. Fulfills position requirements, established goals and expectations are met. Solid performance results in valuable contributions to unit goals.

The following must be met to achieve the "Meets Fully Successful" level of this standard:

1. Technical oversight for assigned programs continually evaluates and improves them from a programmatic and cost-effective perspective; program and work practices are improved, including minimizing the complexity of processes whenever possible.
2. Use of technology and awareness of technological developments ensure access to and security of technology systems. Timely and reliable technical advice and assistance is provided to internal and external customers on pertinent matters with not more than 3-4 exceptions. Advice is based on knowledge and proper application of Federal regulations, precedent cases, and relationships among interested parties.
3. Collaboration with customers to review functional areas results in effective strategies to improve outcomes. Customers are informed of the status of relevant work issues with no more than 3-4 exceptions.

Supervisory Elements and Standards (Continued)

4. Professional relationships are developed and maintained with all stakeholders both internal and external to advance agency/department/division interests and promote collaboration, two-way communication, teamwork and results.
5. Work assignments demonstrate sound planning practices, organization, coordination and consultation with no more than 3-5 exceptions.
6. Meets FSA's standards necessary for maintaining loan approval authority and loan servicing authority.
7. Ensures that FSA's Corrective Action Plan Procedures are followed to ensure that payments are accurate, and that required payment documentation is up to date and on file.
8. Optional Fully Successful Standards to be added by Supervisor/Agency (See Optional Use Standards at End of Document).

EXCEEDS FULLY SUCCESSFUL: Works consistently at a superior level in most aspects of position, consistently exceeds goals and expectations. Employees performing at this level consistently display initiative, ownership and/or unusual independence. Employee makes an exceptional or distinctive contribution to the unit/department.

The Fully Successful standards must be met to achieve the Exceeds Fully Successful level, as well as at least **two** of the following:

1. Recurring problems are identified, analyzed and evaluated, and documented solutions are provided to management.
2. Ensure program deliverables are accurate and complete, and supporting documents are consistently up to date and on file.
3. Effective oversight and execution of the development and submission of core deliverables is within agreed upon timelines, and in accordance with Agency guidance.
4. During unusually heavy workload, employee volunteers or agrees to assist in another County, State, or National Office and submits summary of activities/results to supervisor.
5. A comprehensive, innovative methodology for increasing programmatic outreach to underserved members of the local community is implemented.
6. Serves and actively participates and contributes meaningful ideas and solutions to a task force team.
7. Seeks and requests of supervisor additional duties outside of assigned areas of responsibilities and completion of those duties results in a significant contribution to the agency.

Supervisory Elements and Standards (Continued)

8. Optional Exceeds Fully Successful Standards to be added by Supervisor/Agency (See Optional Use Standards at End of Document).
9. Optional Fully Successful Standards to be added by Supervisor/Agency (See Optional Use Standards at End of Document).
10. Optional Fully Successful Standards to be added by Supervisor/Agency (See Optional Use Standards at End of Document).

805E – PROGRAM DELIVERY – FARM AND FARM LOAN PROGRAMS

These results-focused measures align with USDA Strategic Goal 1, Ensure USDA programs are delivered efficiently, effectively, and with integrity and a focus on customer service, Strategic Objective 1.2, Maintain a high-performing workforce through employee engagement and empowerment. These results-focused measures additionally align with FPAC Tactical Goal 1, Implement major process improvements and tools that save significant time, specifically for front-line staff and producers, while increasing transparency and accountability, FPAC Tactical Goal 2, Drive more efficient and effective data sharing across FPAC agencies, other federal agencies, and non-federal partners to improve service delivery, FPAC Tactical Goal 3, Effectively promote producer use of farmers.gov applications, eAuthentication, eSignature, and other functionalities as they come, and FSA Strategic Goal 1, Improve office processes and efficiencies at the county level.

OBJECTIVE: Provides leadership and/or expertise for USDA programs and services supporting efforts to accomplish the Department's, FPAC Mission Area's, Agency's goals and objectives. Serves as the primary USDA contact responsible for one or more FPAC-BC/FSA/NRCS/RMA programs and services and maintains appropriate and timely services and communication with internal and external customers and/or stakeholders ensuring that USDA delivers on its mission. Individuals demonstrate Business Acumen in Program Delivery (PD) through their ability to manage human, financial, and information resources strategically, providing support, representation and communication for USDA programs and services. Ensures staff is properly trained and complies with program requirements, regulations, and technical services.

RESULTS: The achievement of these standards will result in access to capital and more competitive, sustainable and productive farms and ranches.

FULLY SUCCESSFUL: Reliably performs duties and responsibilities. Work is of good quality. Fulfills position requirements, established goals and expectations are met. Solid performance results in valuable contributions to unit goals.

Supervisory Elements and Standards (Continued)

The following must be met to achieve the “Meets Fully Successful” level of this standard:

1. Technical oversight for assigned programs continually evaluates and improves them from a programmatic and cost-effective perspective; program and work practices are improved, including minimizing the complexity of processes whenever possible.
2. Use of technology and awareness of technological developments ensure access to and security of technology systems. Timely and reliable technical advice and assistance is provided to internal and external customers on pertinent matters with not more than 3-4 exceptions. Advice is based on knowledge and proper application of Federal regulations, precedent cases, and relationships among interested parties.
3. Collaboration with customers to review functional areas results in effective strategies to improve outcomes. Customers are informed of the status of relevant work issues with no more than 3-4 exceptions.
4. Professional relationships are developed and maintained with all stakeholders both internal and external to advance agency/department/division interests and promote collaboration, two-way communication, teamwork and results.
5. Work assignments demonstrate sound planning practices, organization, coordination and consultation with no more than 3-5 exceptions.
6. Meets FSA’s standards necessary for maintaining loan approval authority and loan servicing authority.
7. Ensures that FSA’s Corrective Action Plan Procedures are followed to ensure that payments are accurate, and that required payment documentation is up to date and on file.
8. Optional Fully Successful Standards to be added by Supervisor/Agency (See Optional Use Standards at End of Document).

EXCEEDS FULLY SUCCESSFUL: Works consistently at a superior level in most aspects of position, consistently exceeds goals and expectations. Employees performing at this level consistently display initiative, ownership and/or unusual independence. Employee makes an exceptional or distinctive contribution to the unit/department.

The Fully Successful standards must be met to achieve the Exceeds Fully Successful level, as well as at least **two** of the following:

1. Recurring problems are identified, analyzed and evaluated, and documented solutions are provided to management.
2. Ensure program deliverables are accurate and complete, and supporting documents are consistently up to date and on file.

Supervisory Elements and Standards (Continued)

3. Effective oversight and execution of the development and submission of core deliverables is within agreed upon timelines, and in accordance with Agency guidance.
4. During unusually heavy workload, employee volunteers or agrees to assist in another County, State, or National Office and submits summary of activities/results to supervisor.
5. A comprehensive, innovative methodology for increasing programmatic outreach to underserved members of the local community is implemented.
6. Serves and actively participates and contributes meaningful ideas and solutions to a task force team.
7. Seeks and requests of supervisor additional duties outside of assigned areas of responsibilities and completion of those duties results in a significant contribution to the agency.
8. Optional Exceeds Fully Successful Standards to be added by Supervisor/Agency (See Optional Use Standards at End of Document).
9. Optional Fully Successful Standards to be added by Supervisor/Agency (See Optional Use Standards at End of Document).
10. Optional Fully Successful Standards to be added by Supervisor/Agency (See Optional Use Standards at End of Document).

812A – INDIVIDUAL CONTRIBUTIONS TO THE TEAM

These results-focused measures align with USDA Strategic Goal 1, Ensure USDA programs are delivered efficiently, effectively, and with integrity and a focus on customer service, Strategic Objective 1.2, Maintain a high-performing workforce through employee engagement and empowerment. These results-focused measures additionally align with FPAC Tactical Goal 2, Drive more efficient and effective data sharing across FPAC agencies, other federal agencies, and non-federal partners to improve service delivery, and FSA Strategic Goal 3, Promote a culture of innovation and creativity.

OBJECTIVE: Ordinarily displays dependability and reliability. Promotes open communications. 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 with stakeholders and assists in resolving the problems. Works with team members to appropriately implement decisions by building collaborative partnerships. Is open minded to new ideas and approaches in implementing the team's goals. Willingly accepts and acts on constructive criticism.

RESULTS: The achievement of these standards will result in innovative solutions to resolve issues, improved efficiencies, effective decisions that achieve desired results, and increased available resources, and Improved cooperation.

Supervisory Elements and Standards (Continued)

FULLY SUCCESSFUL: Reliably performs duties and responsibilities. Work is of good quality. Fulfills position requirements, established goals and expectations are met. Solid performance results in valuable contributions to unit goals.

The following must be met to achieve the “Meets Fully Successful” level of this standard:

1. Uses a team-oriented leadership style and approach in planning and project management.
2. Tasks are completed and decisions implemented in collaboration with other staff; an open-minded approach to new ideas is applied in accomplishing the team's goals.
3. Problem resolution methods are identified, and recommendations are made for consideration by team members and the supervisor.
4. Optional Fully Successful Standards to be added by Supervisor/Agency (See Optional Use Standards at End of Document)
5. Optional Fully Successful Standards to be added by Supervisor/Agency (See Optional Use Standards at End of Document)
6. Optional Fully Successful Standards to be added by Supervisor/Agency (See Optional Use Standards at End of Document)

EXCEEDS FULLY SUCCESSFUL: Works consistently at a superior level in most aspects of position, consistently exceeds goals and expectations. Employees performing at this level consistently display initiative, ownership and/or unusual independence. Employee makes an exceptional or distinctive contribution to the unit/department.

The Fully Successful standards must be met to achieve the Exceeds Fully Successful level, as well as at least **two** of the following:

1. Serves as a member of a task force, training team or other group that provides feedback and input to senior leadership.
2. Plans and documents a knowledge management product that comprehensively captures the technical and practical knowledge needed to succeed in that, or a similar, position.
3. Identifies administrative processes that are hindering the work of the work unit and develops and implements significant process improvements.
4. Completes two (2) or more mutually agreed upon (with supervisor) significant projects to enhance the ability of the team to meet the agency's mission.
5. Assume leadership by providing the team with 2 or more educational or morale building events.

Supervisory Elements and Standards (Continued)

6. Optional Exceeds Fully Successful Standard to be added by Supervisor/Agency (See Optional Use Standards at End of Document)
7. Optional Exceeds Fully Successful Standard to be added by Supervisor/Agency (See Optional Use Standards at End of Document)
8. Optional Exceeds Fully Successful Standard to be added by Supervisor/Agency (See Optional Use Standards at End of Document)

801A – COMMUNICATIONS

These results-focused measures align with USDA Strategic Goal 1, Ensure USDA programs are delivered efficiently, effectively, and with integrity and a focus on customer service, Strategic Objective 1.2, Maintain a high-performing workforce through employee engagement and empowerment. These results-focused measures additionally align with FPAC Tactical Goal 2, Drive more efficient and effective data sharing across FPAC agencies, other federal agencies, and non-federal partners to improve service delivery, and FSA Strategic Goal 4, Enhance knowledge management and internal information sharing capabilities.

OBJECTIVE: 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.

RESULTS: The achievement of these standards will result in improved internal and external communications.

FULLY SUCCESSFUL: Reliably performs duties and responsibilities. Work is of good quality. Fulfills position requirements, established goals and expectations are met. Solid performance results in valuable contributions to unit goals.

The following must be met to achieve the “Meets Fully Successful” level of this standard:

1. Communications are professional and convey accountability and courtesy; promotes understanding. Articulates new or creative ideas and actively participates in team meetings resulting in added value to the team's products and services. Communication is tactful and meaningful in addressing problem areas and leads to successful resolution of problems.
2. Written and oral communications convey clear and accurate guidance, instruction, status updates and other essential information to customers and co-workers without factual misstatements or errors (whether unintentional or careless); errors do not exceed more than 4 per quarter.
3. Successfully tailor's communication style to the needs of each situation and audience. Communications show a respectful tone to colleagues and leadership.

Supervisory Elements and Standards (Continued)

4. Provides regular, consistent, and meaningful information to others; ensures appropriate individuals are informed, with little or no errors.
5. Optional Fully Successful Standard to be added by Supervisor/Agency (See Optional Use Standards at End of Document).
6. Optional Fully Successful Standard to be added by Supervisor/Agency (See Optional Use Standards at End of Document).
7. Optional Fully Successful Standard to be added by Supervisor/Agency (See Optional Use Standards at End of Document).

EXCEEDS FULLY SUCCESSFUL: Works consistently at a superior level in most aspects of position, consistently exceeds goals and expectations. Employees performing at this level consistently display initiative, ownership and/or unusual independence. Employee makes an exceptional or distinctive contribution to the unit/department.

The Fully Successful standards must be met to achieve the Exceeds Fully Successful level, as well as at least **two** of the following:

1. Ensures both internal and external communications are clear, professional, and accurate, and exceed set expectations and timeframes to serve the FPAC mission and the needs of customers.
2. Consistently provides clear and accurate work products that provide high level communications to customers without factual misstatements or errors, and errors do not exceed more than 2 per quarter.
3. Communications and actions support the partnership between all four FPAC agencies to improve and enhance efficiency, effectiveness, and customer service.
4. Communications provide clarification and understanding of information, direction, inquiry or objectives; agreed-upon understanding between stakeholders are documented.
5. Optional Exceeds Fully Successful Standard to be added by Supervisor/Agency (See Optional Use Standards at End of Document).
6. Optional Exceeds Fully Successful Standard to be added by Supervisor/Agency (See Optional Use Standards at End of Document).
7. Optional Exceeds Fully Successful Standard to be added by Supervisor/Agency (See Optional Use Standards at End of Document).

Non-Supervisory Elements and Standards

Following are the non-supervisory elements and standards.

801B – COMMUNICATIONS

These results-focused measures align with USDA Strategic Goal 1, Ensure USDA programs are delivered efficiently, effectively, and with integrity and a focus on customer service, Strategic Objective 1.2, Maintain a high-performing workforce through employee engagement and empowerment. These results-focused measures additionally align with FPAC Tactical Goal 2, Drive more efficient and effective data sharing across FPAC agencies, other federal agencies, and non-federal partners to improve service delivery, and FSA Strategic Goal 4, Enhance knowledge management and internal information sharing capabilities.

OBJECTIVE: Objective: 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.

RESULTS: The achievement of these standards will result in improved internal and external communications and an increase in the percentage of satisfied employees and customers.

FULLY SUCCESSFUL: Reliably performs duties and responsibilities. Work is of good quality. Fulfills position requirements, established goals and expectations are met. Solid performance results in valuable contributions to unit goals.

The following must be met to achieve the “Meets Fully Successful” level of this standard:

1. Communications are professional and convey accountability and courtesy; promotes understanding. Articulates new or creative ideas and actively participates in team meetings resulting in added value to the team's products and services. Communication is tactful and meaningful in addressing problem areas and leads to successful resolution of problems.
2. Written and oral communications convey clear and accurate guidance, instruction, status updates and other essential information to customers and co-workers without factual misstatements or errors (whether unintentional or careless); errors do not exceed more than 4 per quarter.
3. Successfully tailor’s communication style to the needs of each situation and audience. Communications show a respectful tone to colleagues and leadership.
4. Provides regular, consistent, and meaningful information to others; ensures appropriate individuals are informed, with little or no errors.
5. Optional Fully Successful Standard to be added by Supervisor/Agency (See Optional Use Standards at End of Document)
6. Optional Fully Successful Standard to be added by Supervisor/Agency (See Optional Use Standards at End of Document)
7. Optional Fully Successful Standard to be added by Supervisor/Agency (See Optional Use Standards at End of Document)

Non-Supervisory Elements and Standards (Continued)

EXCEEDS FULLY SUCCESSFUL: Works consistently at a superior level in most aspects of position, consistently exceeds goals and expectations. Employees performing at this level consistently display initiative, ownership and/or unusual independence. Employee makes an exceptional or distinctive contribution to the unit/department.

The Fully Successful standards must be met to achieve the Exceeds Fully Successful level, as well as at least **two** of the following:

1. Ensures both internal and external communications are clear, professional, and accurate, and exceed set expectations and timeframes to serve the FPAC mission and the needs of customers.
2. Consistently provides clear and accurate work products that provide high level communications to customers without factual misstatements or errors, and errors do not exceed more than 2 per quarter.
3. Communications and actions support the partnership between all four FPAC agencies to improve and enhance efficiency, effectiveness, and customer service.
4. Communications provide clarification and understanding of information, direction, inquiry or objectives; agreed-upon understanding between stakeholders are documented.
5. Optional Exceeds Fully Successful Standard to be added by Supervisor/Agency (See Optional Use Standards at End of Document).
6. Optional Exceeds Fully Successful Standard to be added by Supervisor/Agency (See Optional Use Standards at End of Document).
7. Optional Exceeds Fully Successful Standard to be added by Supervisor/Agency (See Optional Use Standards at End of Document).

Non-Supervisory Elements and Standards (Continued)**812B – INDIVIDUAL CONTRIBUTIONS TO THE TEAM**

These results-focused measures align with USDA Strategic Goal 1, Ensure USDA programs are delivered efficiently, effectively, and with integrity and a focus on customer service, Strategic Objective 1.2, Maintain a high-performing workforce through employee engagement and empowerment. These results-focused measures additionally align with FPAC Tactical Goal 2, Drive more efficient and effective data sharing across FPAC agencies, other federal agencies, and non-federal partners to improve service delivery, and FSA Strategic Goal 3, Promote a culture of innovation and creativity.

OBJECTIVE: Ordinarily displays dependability and reliability. Promotes open communications. 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 with stakeholders and assists in resolving the problems. Works with team members to appropriately implement decisions by building collaborative partnerships. Is open minded to new ideas and approaches in implementing the team's goals. Willingly accepts and acts on constructive criticism.

RESULTS: The achievement of these standards will result in innovative solutions to resolve issues, improved efficiencies, effective decisions that achieve desired results, and increased available resources, and Improved cooperation.

FULLY SUCCESSFUL: Reliably performs duties and responsibilities. Work is of good quality. Fulfills position requirements, established goals and expectations are met. Solid performance results in valuable contributions to unit goals.

The following must be met to achieve the "Meets Fully Successful" level of this standard:

1. The benefits of a team-oriented leadership style are understood and modeled, and a team approach is used in planning and project management, where appropriate.
2. Problems are independently resolved and adapted to priorities and changes in procedures without losing sight of results-oriented engagement.
3. Cooperates with coworkers and others in meeting commitments and accomplishing assigned work on time; such as, sharing information freely.
4. Fosters productive and cooperative working relationships by showing understanding, courtesy, tact, and politeness to the team with no more than 1-2 complaints.
5. Consistently raises concerns in a constructive manner and documents potential solutions. Consultation and advice provided is cogent, accurate, and responsive to Agency and Mission Area requirements.
6. Demonstrates ability to successfully practice time management and prioritizing of duties.

Non-Supervisory Elements and Standards (Continued)

7. Optional Fully Successful Standards to be added by Supervisor/Agency (See Optional Use Standards at End of Document)
8. Optional Fully Successful Standards to be added by Supervisor/Agency (See Optional Use Standards at End of Document)
9. Optional Fully Successful Standards to be added by Supervisor/Agency (See Optional Use Standards at End of Document)

EXCEEDS FULLY SUCCESSFUL: Works consistently at a superior level in most aspects of position, consistently exceeds goals and expectations. Employees performing at this level consistently display initiative, ownership and/or unusual independence. Employee makes an exceptional or distinctive contribution to the unit/department.

The Fully Successful standards must be met to achieve the Exceeds Fully Successful level, as well as at least **two** of the following:

1. Serves as a member of a task force, training team or other group that provides feedback and input to senior leadership. When there is an unusually heavy workload or emergency, participates in assisting another County, District, Zone, State or National Office.
2. Provides training on area of expertise for a specific team or teams, that contributes to the Mission.
3. Is communicative and utilizes team members' ideas to strategize; is consultative and innovative. Where there are obstacles, collaborates with team to eliminate barriers to success.
4. **Applicable to Entry:** Assists team members or supervisor by mentoring team members/colleagues to improve knowledge in an assigned function or organization.
5. **Applicable to Developmental and Advanced:** Mentors at least one individual to improve knowledge in an assigned function or organization.
6. Optional Exceeds Fully Successful Standards to be added by Supervisor/Agency (See Optional Use Standards at End of Document).
7. Optional Exceeds Fully Successful Standards to be added by Supervisor/Agency (See Optional Use Standards at End of Document).
8. Optional Exceeds Fully Successful Standards to be added by Supervisor/Agency (See Optional Use Standards at End of Document).

Non-Supervisory Elements and Standards (Continued)**825B – MISSION RESULTS**

These results-focused measures align with USDA Strategic Goal 1, Ensure USDA programs are delivered efficiently, effectively, and with integrity and a focus on customer service, Strategic Objective 1.2, Maintain a high-performing workforce through employee engagement and empowerment. These results-focused measures additionally align with FPAC Tactical Goal 1, Implement major process improvements and tools that save significant time, specifically for front-line staff and producers, while increasing transparency and accountability, FPAC Tactical Goal 2, Drive more efficient and effective data sharing across FPAC agencies, other federal agencies, and non-federal partners to improve service delivery, FSA Strategic Goal 1, Improve office processes and efficiencies at the county level, FSA Strategic Goal 2, Improve digital access for producers, FSA Strategic Goal 3, Promote a culture of innovation and creativity, and FSA Strategic Goal 4, Enhance knowledge management and internal information sharing capabilities.

OBJECTIVE: Demonstrates support for USDA, Departmental, Mission Area and Agency strategic goals and initiatives and contributes to its achievement. Personally accountable, makes timely and effective decisions and produces results through strategic thinking and decisive action.

RESULTS: The achievement of these standards will result in demonstrated support for agency strategic goals and initiatives within own organizational unit and contribute to the achievement of overall agency initiatives.

FULLY SUCCESSFUL: Reliably performs duties and responsibilities. Work is of good quality. Fulfills position requirements, established goals and expectations are met. Solid performance results in valuable contributions to unit goals.

The following must be met to achieve the “Meets Fully Successful” level of this standard:

- 1. Entry Level:** Has a common knowledge or understanding of program strategic goals and initiatives with in assigned functional areas and duties are performed satisfactory contributes to the accomplishment of strategic objectives. Stresses accountability and continuous improvement to employees and team members, makes timely and effective decisions, and produces results through strategic thinking and decisive action.

Developmental: Understands and can discuss program strategic goals and initiatives with in assigned functional areas and contributes to the overall accomplishment of strategic objectives. Demonstrates continuous commitment to financial integrity by providing proactive leadership for programmatic and financial management responsibilities throughout the organizational unit. As applicable, prompt and proper recording of financial obligations for programs, activities, and services; proper and timely obligation of contracts, grants, and agreements; planning and implementation of audit readiness and response strategies; carrying out audit sampling, mitigation, and improvement actions within required timeframes; and, responding timely and accurately to internal and external audit findings consistent with approved plans.

Advanced/Expert: Supports achievement of program strategic goals and initiatives within assigned functional areas of responsibility and contributes to the overall accomplishment of strategic objectives.

Non-Supervisory Elements and Standards (Continued)

- 2. Entry:** Understands and can articulate Division/Office efforts to leverage solutions to organizational priorities.

Developmental: Contributes to the identification and leveraging of effective solutions to advance organizational priorities in uncertain or rapidly changing environments.

Advanced/Expert: Independently identifies, leverages, and documents effective solutions to achieve organizational priorities in uncertain or rapidly changing environments.

- 3. Applicable to Entry, Developmental and Advanced:** Seeks and develops effective and professional relationships with others that contribute to achieving desired goals. Meetings with FPAC organizational components result in a positive exchange of information. New approaches and alternatives are proposed to improve organizational operations. Problem and conflicts are resolved in a constructive manner and solutions are implemented.

Entry: Works with supervisor to inform and guide decisions and optimize operations at entry level.

Advanced and Developmental: Uses data-driven approach, including workload analyses and productivity studies and tools, to inform and guide decisions and optimize operations.

- 4. Applicable to Entry, Developmental and Advanced:** Keeps management informed of issues that may arise via workload reports, maintains confidentiality, follows the chain of command, and exhibits internal and external support of management decisions.
- 5. Applicable to Entry, Developmental and Advanced:** Program delivery is balanced within the state and delivers all agency programs in service to customers; develops outreach plan (or a part of state business plan) that includes promoting **ALL** programs.
- 6. EEO/Civil Rights:** Mission responsibilities are carried out consistent with the expectations and protections specified in the USDA Civil Rights and Anti-Harassment Policy. Routinely displays courteous and tactful behavior towards internal and external customers, supervisors, coworkers, and team members. Projects a positive and professional image of USDA. Performs all duties in a manner that 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.

Personally Identifiable Information (PII): Demonstrates an understanding of the Privacy Act and applies the act correctly when exercising controls and safeguards to preserve the integrity and confidentiality of materials containing personally identifiable information (PII). Ensures that PII is protected at all times, including when being transferred, in accordance with USDA policy. Reports any violations to supervisor within 4 hours of becoming aware of a problem.

Safety and Health: Performance Objective (Safety and Health): Demonstrates a basic understanding of USDA safety and health programs. Outcome: To provide a safe and healthful work environment for all by taking personal responsibility for safety in the performance of assigned job duties.

Non-Supervisory Elements and Standards (Continued)

7. Successfully completes assigned training and training activities within established timeframes as required by 6-PM, Part 13, if applicable.
8. Optional Fully Successful Standard to be added by Supervisor/Agency (See Optional Use Standards at End of Document).
9. Optional Fully Successful Standard to be added by Supervisor/Agency (See Optional Use Standards at End of Document).

EXCEEDS FULLY SUCCESSFUL: Works consistently at a superior level in most aspects of position, consistently exceeds goals and expectations. Employees performing at this level consistently display initiative, ownership and/or unusual independence. Employee makes an exceptional or distinctive contribution to the unit/department.

The Fully Successful standards must be met to achieve the Exceeds Fully Successful level, as well as at least **two** of the following:

1. **Entry Level:** has more than a common knowledge or understanding of program goals and initiatives with in Division/Office and contributes to the overall accomplishment of strategic objectives.

Developmental: understands and can discuss (Division's) leadership's commitment and integration into the agency's strategic planning. Contributes to the development and implementation Division'/Office strategic goals which improve productivity, mission results, or operational efficiency, and/or generate substantial savings of time or money by exercising sound principles of business acumen.

Advanced/Expert: Demonstrates leadership commitment and integration into the agency's strategic planning. Conceives, develops and implements strategic goals which significantly improve productivity, mission results, or operational efficiency, and/or generate substantial savings of time or money by exercising sound principles of business acumen.

2. **Entry:** Understands and aids leadership in documenting staffing ideas and solutions on capacity, efficiencies process improvement and resource management to leadership in position papers, staffing recommendations, and change management solutions.

Developmental: contributes to staffing ideas and solutions on capacity, efficiencies, process improvement, resource management, staffing recommendations, and change management; solutions are documented accordingly

Advanced/Expert: independently proposes data-driven staffing ideas and solutions on capacity, efficiencies, process improvement and resource management to leadership in position papers, staffing recommendations, and change management solutions and is documented accordingly.

Non-Supervisory Elements and Standards (Continued)

3. **Applicable to Entry, Developmental and Advanced:** Conceives, develops and implements strategic goals which significantly improve productivity, mission results, or operational efficiency, and/or generate substantial savings of time or money by exercising sound principles of business acumen.
4. **Applicable to Entry, Developmental and Advanced:** Demonstrates reliance on accurate data and produces data-informed projects, assessments, or tools.
5. **Applicable to Entry, Developmental and Advanced:** Develops a statewide marketing campaign that provides for extensive outreach of underutilized programs.
6. **Applicable to Entry, Developmental and Advanced:** Undertakes additional job functions or duties, through their own initiative, that further the goals of and make significant contributions to the branch, Division, Agency or Department in EEO/ Civil Rights.
7. Optional Exceeds Fully Successful Standard to be added by Supervisor/Agency (See Optional Use Standards at End of Document).
8. Optional Exceeds Fully Successful Standard to be added by Supervisor/Agency (See Optional Use Standards at End of Document).
9. Optional Exceeds Fully Successful Standard to be added by Supervisor/Agency (See Optional Use Standards at End of Document).

808B – CUSTOMER EXPERIENCE

These results-focused measures align with USDA Strategic Goal 1, Ensure USDA programs are delivered efficiently, effectively, and with integrity and a focus on customer service, Strategic Objective 1.2, Maintain a high-performing workforce through employee engagement and empowerment. These results-focused measures additionally align with FPAC Tactical Goal 1, Implement major process improvements and tools that save significant time, specifically for front-line staff and producers, while increasing transparency and accountability, FPAC Tactical Goal 2, Drive more efficient and effective data sharing across FPAC agencies, other federal agencies, and non-federal partners to improve service delivery, FPAC Tactical Goal 3, Effectively promote producer use of farmers.gov applications, eAuthentication, eSignature, and other functionalities as they come, FSA Strategic Goal 1, Improve office processes and efficiencies at the county level, FSA Strategic Goal 2, Improve digital access for producers, and FSA Strategic Goal 3, Promote a culture of innovation and creativity.

OBJECTIVE: Routinely displays courteous and tactful behavior. Projects a positive and professional image of USDA. Provides responses to the customer that are prompt, consistent, professional, and address the individual customer's circumstances. 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. Refers issues when appropriate and ensures a final response or completion for the customer. Takes action to effectively solve problems before they have an adverse impact on the organization or other employees.

Non-Supervisory Elements and Standards (Continued)

RESULTS: The achievement of these standards will result in an increase in customer satisfaction with FSA programs and services.

FULLY SUCCESSFUL: Reliably performs duties and responsibilities. Work is of good quality. Fulfills position requirements, established goals and expectations are met. Solid performance results in valuable contributions to unit goals.

The following must be met to achieve the “Meets Fully Successful” level of this standard:

- 1. Entry:** With minimal assistance provides accurate and timely responses to e-mails and phone calls within 1-2 workdays (with no more than 5 exceptions during the year); provides an accurate response or acknowledges receipt of the inquiry and utilizes voice mail/email automated messages when out of the office.

Developmental: With little or no assistance provides accurate and timely responses to e-mails and phone calls within 1-2 workdays (with no more than 5 exceptions during the year); provides an accurate response or acknowledges receipt of the inquiry and utilizes voice mail/email automated messages when out of the office.

Advanced/ Expert: Independently provides accurate and timely responses to e-mails and phone calls within 1-2 workdays (with no more than 5 exceptions during the year); provides an accurate response or acknowledges receipt of the inquiry and utilizes voice mail/email automated messages when out of the office.

- 2. Entry:** With direction from supervisor initiates follow-up with customer to ensure that customer is periodically informed of the status of the deliverable/service and within 24-48 hours of completion, with no more than 4-5 exceptions during the year.

Developmental: initiates follow-up with customers to ensure that customer is periodically informed of the status of the deliverable/service within 24-48 hours of completion, with no more than 4-5 exceptions during the year

Advanced/Expert: Independently initiates follow up with customer to ensure that customer is periodically informed of the status of the deliverable/service and within 24-48 hours of completion, with no more than 4-5 exceptions during the year.

- 3. Entry:** With assistance from supervisor, is attentive to the quantity and quality of information delivered, and that the information provided increased the customers’ understanding of the Agency’s programs.

Developmental: With minimal assistance from supervisor ensures and verifies the quantity and quality of information delivered and that the information provided increases the customers’ understanding of the Agency’s programs.

Advanced: Independently ensures and verifies the quantity and quality of information delivered and that the information provided increases the customers’ understanding of the Agency’s programs.

Non-Supervisory Elements and Standards (Continued)

4. **Applicable to Entry, Developmental and Advanced:** Communicates clearly, concisely, and respectfully with a diverse workforce and client base; provides assistance and/or responses to colleagues and other employees within 24-48 hours of receiving requests for expertise and guidance with no more than 3 exceptions.
5. **Applicable to Entry, Developmental and Advanced:** Efficiency and effectiveness is accomplished by partnering and collaboration with the business center and other FPAC agencies. Collaborates and works within Mission Area on public affairs, workflow, and shared responsibilities. Proactively supports and represents a “OneUSDA” mindset by developing and proposing at least one (1) “OneUSDA” collaboration activity throughout the rating period.
6. Supports the Secretary’s receipt for service requirement by issuing receipts for service consistent with regulations, if applicable.
7. Optional Fully Successful Standards to be added by Supervisor/Agency (See Optional Use Standards at End of Document).
8. Optional Fully Successful Standards to be added by Supervisor/Agency (See Optional Use Standards at End of Document).

EXCEEDS FULLY SUCCESSFUL: Works consistently at a superior level in most aspects of position, consistently exceeds goals and expectations. Employees performing at this level consistently display initiative, ownership and/or unusual independence. Employee makes an exceptional or distinctive contribution to the unit/department.

The Fully Successful standards must be met to achieve the Exceeds Fully Successful level, as well as at least **two** of the following:

1. **Entry:** provides assistance to Supervisor/Team leads in identifying and evaluating recurring problems and assists in documenting solutions.

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Developmental: With minimal assistance from supervisors analyzes, and evaluates recurring problems and recommends, documents and presents problem solving solutions to team and supervisor.

Advanced/ Expert: Independently identifies, analyzes, and evaluates recurring problems and recommends, documents and presents problem solving solutions to team and supervisor.

2. **Entry:** is aware and knowledgeable of customer service improvements to meet or exceed internal and external customer needs and expectations with no more than 2-3 exceptions

Developmental: Supports, pursues and documents customer service improvements to meet or exceed internal and external customer needs and expectations with no more than 2-3 exceptions.

Advanced/Expert: Identifies, supports, pursues and documents customer service improvements to meet or exceed internal and external customer needs and expectations with no more than 2-3 exceptions.

Non-Supervisory Elements and Standards (Continued)

- 3. Entry:** Assists supervisor in addressing complex or significant customer delivery problems/issues and resolves within expected timeframes and documents.

Developmental: With the minor assistance of supervisor addresses complex or significant customer delivery problems/issues and resolves within expected timeframes and documents.

Advanced: Anticipates and independently addresses complex or significant customer delivery problems/issues and resolves within expected timeframes and provides documentation to supervisor.

- 4. Applicable to Entry, Developmental and Advanced:** Actively seeks and finds additional duties outside of assigned area of responsibilities and, with the approval of the supervisor, completes those duties and reports the results back to the supervisor with little to no exceptions.

- 5. Applicable to Entry, Developmental and Advanced:** Develops and implements a plan to share organization resources to improve customer service that demonstrates a cost savings to the government. An implemented FPAC partner strategy is adopted by at least one (1) other state or receives commendation from FPAC agency heads. (This could be developing a strategy/timeline for distributing agreements throughout the year or even sharing some good ideas for streamlining processes within the state that are adopted or lauded for effort by the FBC heads). Participates in and/or leads at least two (2) "OneUSDA" activities or farm conservation tours in the state to encourage collaboration and innovation.

- 6. Optional Exceeds Full Successful Standards to be added by Supervisor/Agency (See Optional Use Standards at End of Document)**

- 7. Optional Exceeds Full Successful Standards to be added by Supervisor/Agency (See Optional Use Standards at End of Document)**

- 8. Optional Exceeds Full Successful Standards to be added by Supervisor/Agency (See Optional Use Standards at End of Document)**

805F – PROGRAM DELIVERY

These results-focused measures align with USDA Strategic Goal 1, Ensure USDA programs are delivered efficiently, effectively, and with integrity and a focus on customer service, Strategic Objective 1.2, Maintain a high-performing workforce through employee engagement and empowerment. These results-focused measures additionally align with FPAC Tactical Goal 1, Implement major process improvements and tools that save significant time, specifically for front-line staff and producers, while increasing transparency and accountability, FPAC Tactical Goal 2, Drive more efficient and effective data sharing across FPAC agencies, other federal agencies, and non-federal partners to improve service delivery, FPAC Tactical Goal 3, Effectively promote producer use of farmers.gov applications, eAuthentication, eSignature, and other functionalities as they come, and FSA Strategic Goal 1, Improve office processes and efficiencies at the county level.

Non-Supervisory Elements and Standards (Continued)

OBJECTIVE: Provides leadership and/or expertise for USDA programs and services supporting efforts to accomplish the Department's, FPAC Mission Area's, Agency's goals and objectives. Serves as the primary USDA contact responsible for one or more FPAC-BC/FSA/NRCS/RMA programs and services and maintains appropriate and timely services and communication with internal and external customers and/or stakeholders ensuring that USDA delivers on its mission. Individuals demonstrate Business Acumen in Program Delivery (PD) through their ability to manage human, financial, and information resources strategically, providing support, representation and communication for USDA programs and services.

RESULTS: The achievement of these standards will result in access to capital and more competitive, sustainable and productive farms and ranches.

FULLY SUCCESSFUL: Reliably performs duties and responsibilities. Work is of good quality. Fulfills position requirements, established goals and expectations are met. Solid performance results in valuable contributions to unit goals.

The following must be met to achieve the "Meets Fully Successful" level of this standard:

1. Entry – With minimal supervision has common knowledge or understanding of technical oversight for assigned programs and works to improve understanding. Achieves or demonstrates progress in improving program and work practices.

Developmental – With minimal supervision provides technical oversight for assigned programs and works to continually evaluate and improve them from a programmatic and cost-effective perspective. Achieves or demonstrates progress in improving program and work practices, including minimizing the complexity of processes whenever possible.

Advanced/Expert – Independently Provides technical oversight for assigned programs and works to continually evaluate and improve them from a programmatic and cost-effective perspective. Achieves, demonstrates, and demonstrates progress in improving program and work practices, including minimizing the complexity of processes whenever possible.

2. Entry – Has a basic knowledge or understanding of technical subject matter and can provide basic technical advice to internal and external customers with not more than 3-4 exceptions. Advice is based on good knowledge and proper application of Federal regulations.

Developmental – Provides timely and reliable technical advice and assistance to internal and external customers on pertinent matters with not more than 3-4 exceptions. Advice is based on technical knowledge and proper application of Federal regulations, precedent cases, and relationships among interested parties.

Advanced/Expert – Keeps up-to-date on technological developments. Makes effective use of technology to achieve results. Ensures access to and security of technology systems. Provides timely and reliable technical advice and assistance to internal and external customers on pertinent matters with no more than 3-4 exceptions. Advice is based on technical knowledge and proper application of Federal regulations, precedent cases, and relationships among interested parties.

Non-Supervisory Elements and Standards (Continued)

- 3. Entry** – Documents customer issues impacting functional areas and works with supervisors to identify effective strategies to improve outcomes. Informs customers of the status of relevant work issues with no more than 3-4 exceptions.

Developmental - With minimal assistance from supervisor, works collaboratively with customers to review and document issues impacting functional areas and identify effective strategies to improve outcomes. Informs customers at least bi-weekly of the status of relevant work issues with no more than 3-4 exceptions.

Advanced – Works collaboratively with customers to review and document issues impacting functional areas and identify effective strategies to improve outcomes. Informs customers of the status of relevant work issues with no more than 3-4 exceptions.

- 4. Entry** – With assistance from supervisor, develops and documents plans to achieve program objectives and assess/improve work products, services and processes.

Developmental – With minimal assistance, develops, documents, and implements plans to achieve program objectives and assess/improve work products, services and processes.

Advanced – Develops, documents, and implements plans to achieve program objectives and assess/improve work products, services and processes, and demonstrates measurable results in program accomplishment and improvement.

- 5. Applicable to Entry, Developmental and Advanced:** Achieves or demonstrates progress to developing and maintaining professional relationships with all stakeholders both internal and external that advance the organization's interests and promote collaboration, two-way communication, teamwork and results.
- 6. Applicable to Entry, Developmental and Advanced:** Completes work assignments that demonstrate good planning, organization, coordination and consultation with no more than 3-5 exceptions.
- 7. Optional Fully Successful Standard to be added by Supervisor/Agency (See Optional Use Standards at End of Document).**
- 8. Optional Fully Successful Standard to be added by Supervisor/Agency (See Optional Use Standards at End of Document).**
- 9. Optional Fully Successful Standard to be added by Supervisor/Agency (See Optional Use Standards at End of Document).**

EXCEEDS FULLY SUCCESSFUL: Works consistently at a superior level in most aspects of position, consistently exceeds goals and expectations. Employees performing at this level consistently display initiative, ownership and/or unusual independence. Employee makes an exceptional or distinctive contribution to the unit/department.

Non-Supervisory Elements and Standards (Continued)

The Fully Successful standards must be met to achieve the Exceeds Fully Successful level, as well as at least **two** of the following:

1. **Entry** – Has an understanding of reoccurring problems and with the assistance of the supervisor, recommends solution to management with the expected timeframes.

Developmental - With minimal direction from supervisors/leadership, identifies, analyzes and evaluates recurring problems and initiates, recommends, documents and presents solutions to management within the prescribed timeframes.

Advanced/Expert – Independently identifies, analyzes and evaluates recurring problems and initiates, recommends, documents and presents solutions to management within the prescribed timeframes.

2. **Entry** – With some assistance, ensures program deliverables are accurate, and necessary supporting documents are consistently up to date and on file and applications are complete.

Developmental – With minimal assistance, ensures program deliverables are accurate, and necessary supporting documents are consistently up to date and on file and applications are complete.

Advanced - Demonstrates an exceptional track record of ensuring and surpasses expected timeframes.

3. **Entry** – With minimal assistance from supervisor, develops, maintains and expands customer relationships and ensures change strategies are implemented.

Developmental - With minimal assistance from supervisor develops, maintains and expands unprecedented customer relationships and ensures change strategies are consistently implemented with little or no exception.

Advanced - Independently develops, maintains and expands unprecedented customer relationships and ensures change strategies are consistently implemented with no more than two exceptions.

4. Optional Exceeds Fully Successful Standard to be added by Supervisor/Agency (See Optional Use Standards at End of Document).
5. Optional Exceeds Fully Successful Standard to be added by Supervisor/Agency (See Optional Use Standards at End of Document).
6. Optional Exceeds Fully Successful Standard to be added by Supervisor/Agency (See Optional Use Standards at End of Document).

Non-Supervisory Elements and Standards (Continued)**805G – PROGRAM DELIVERY – ADMINISTRATIVE PROGRAMS**

These results-focused measures align with USDA Strategic Goal 1, Ensure USDA programs are delivered efficiently, effectively, and with integrity and a focus on customer service, Strategic Objective 1.2, Maintain a high-performing workforce through employee engagement and empowerment. These results-focused measures additionally align with FPAC Tactical Goal 1, Implement major process improvements and tools that save significant time, specifically for front-line staff and producers, while increasing transparency and accountability, FPAC Tactical Goal 2, Drive more efficient and effective data sharing across FPAC agencies, other federal agencies, and non-federal partners to improve service delivery, and FSA Strategic Goal 1, Improve office processes and efficiencies at the county level.

OBJECTIVE: Provides leadership and/or expertise for USDA programs and services supporting efforts to accomplish the Department's, FPAC Mission Area's, Agency's goals and objectives. Serves as the primary USDA contact responsible for one or more FPAC-BC/FSA/NRCS/RMA programs and services and maintains appropriate and timely services and communication with internal and external customers and/or stakeholders ensuring that USDA delivers on its mission. Individuals demonstrate Business Acumen in Program Delivery (PD) through their ability to manage human, financial, and information resources strategically, providing support, representation and communication for USDA programs and services.

RESULTS: The achievement of these standards will result in more efficient management of the agency's human capital and fiscal resources.

FULLY SUCCESSFUL: Reliably performs duties and responsibilities. Work is of good quality. Fulfills position requirements, established goals and expectations are met. Solid performance results in valuable contributions to unit goals.

The following must be met to achieve the "Meets Fully Successful" level of this standard:

1. Entry – With minimal supervision has common knowledge or understanding of technical oversight for assigned programs and works to improve understanding. Achieves or demonstrates progress in improving program and work practices.

Developmental – With minimal supervision provides technical oversight for assigned programs and works to continually evaluate and improve them from a programmatic and cost-effective perspective. Achieves or demonstrates progress in improving program and work practices, including minimizing the complexity of processes whenever possible.

Advanced/Expert – Independently Provides technical oversight for assigned programs and works to continually evaluate and improve them from a programmatic and cost-effective perspective. Achieves, demonstrates, and demonstrates progress in improving program and work practices, including minimizing the complexity of processes whenever possible.

Non-Supervisory Elements and Standards (Continued)

2. **Entry** – Has a basic knowledge or understanding of technical subject matter and can provide basic technical advice to internal and external customers with not more than 3-4 exceptions. Advice is based on good knowledge and proper application of Federal regulations.

Developmental – Provides timely and reliable technical advice and assistance to internal and external customers on pertinent matters with not more than 3-4 exceptions. Advice is based on technical knowledge and proper application of Federal regulations, precedent cases, and relationships among interested parties.

Advanced/Expert – Keeps up-to-date on technological developments. Makes effective use of technology to achieve results. Ensures access to and security of technology systems. Provides timely and reliable technical advice and assistance to internal and external customers on pertinent matters with no more than 3-4 exceptions. Advice is based on technical knowledge and proper application of Federal regulations, precedent cases, and relationships among interested parties.

3. **Entry** – Documents customer issues impacting functional areas and works with supervisors to identify effective strategies to improve outcomes. Informs customers of the status of relevant work issues with no more than 3-4 exceptions.

Developmental - With minimal assistance from supervisor, works collaboratively with customers to review and document issues impacting functional areas and identify effective strategies to improve outcomes. Informs customers at least bi-weekly of the status of relevant work issues with no more than 3-4 exceptions.

Advanced – Works collaboratively with customers to review and document issues impacting functional areas and identify effective strategies to improve outcomes. Informs customers of the status of relevant work issues with no more than 3-4 exceptions.

4. **Entry** – With assistance from supervisor, develops and documents plans to achieve program objectives and assess/improve work products, services and processes.

Developmental – With minimal assistance, develops, documents, and implements plans to achieve program objectives and assess/improve work products, services and processes.

Advanced – Develops, documents, and implements plans to achieve program objectives and assess/improve work products, services and processes, and demonstrates measurable results in program accomplishment and improvement.

5. **Applicable to Entry, Developmental and Advanced:** Achieves or demonstrates progress to developing and maintaining professional relationships with all stakeholders both internal and external that advance the organization's interests and promote collaboration, two-way communication, teamwork and results.
6. **Applicable to Entry, Developmental and Advanced:** Completes work assignments that demonstrate good planning, organization, coordination and consultation with no more than 3-5 exceptions.

Non-Supervisory Elements and Standards (Continued)

7. Optional Fully Successful Standard to be added by Supervisor/Agency (See Optional Use Standards at End of Document).
8. Optional Fully Successful Standard to be added by Supervisor/Agency (See Optional Use Standards at End of Document).
9. Optional Fully Successful Standard to be added by Supervisor/Agency (See Optional Use Standards at End of Document).

EXCEEDS FULLY SUCCESSFUL: Works consistently at a superior level in most aspects of position, consistently exceeds goals and expectations. Employees performing at this level consistently display initiative, ownership and/or unusual independence. Employee makes an exceptional or distinctive contribution to the unit/department.

The Fully Successful standards must be met to achieve the Exceeds Fully Successful level, as well as at least **two** of the following:

1. **Entry** – Has an understanding of reoccurring problems and with the assistance of the supervisor, recommends solution to management with the expected timeframes.

Developmental - With minimal direction from supervisors/leadership, identifies, analyzes and evaluates recurring problems and initiates, recommends, documents and presents solutions to management within the prescribed timeframes.

Advanced/Expert – Independently identifies, analyzes and evaluates recurring problems and initiates, recommends, documents and presents solutions to management within the prescribed timeframes.

2. **Entry** – With some assistance, ensures program deliverables are accurate, and necessary supporting documents are consistently up to date and on file and applications are complete.

Developmental – With minimal assistance, ensures program deliverables are accurate, and necessary supporting documents are consistently up to date and on file and applications are complete.

Advanced - Demonstrates an exceptional track record of ensuring and surpasses expected timeframes.

3. **Entry** – With minimal assistance from supervisor, develops, maintains and expands customer relationships and ensures change strategies are implemented.

Developmental - With minimal assistance from supervisor develops, maintains and expands unprecedented customer relationships and ensures change strategies are consistently implemented with little or no exception.

Non-Supervisory Elements and Standards (Continued)

Advanced - Independently develops, maintains and expands unprecedented customer relationships and ensures change strategies are consistently implemented with no more than two exceptions.

4. Optional Exceeds Fully Successful Standard to be added by Supervisor/Agency (See Optional Use Standards at End of Document).
5. Optional Exceeds Fully Successful Standard to be added by Supervisor/Agency (See Optional Use Standards at End of Document).
6. Optional Exceeds Fully Successful Standard to be added by Supervisor/Agency (See Optional Use Standards at End of Document).

805H – PROGRAM DELIVERY – FARM PROGRAMS

These results-focused measures align with USDA Strategic Goal 1, Ensure USDA programs are delivered efficiently, effectively, and with integrity and a focus on customer service, Strategic Objective 1.2, Maintain a high-performing workforce through employee engagement and empowerment. These results-focused measures additionally align with FPAC Tactical Goal 1, Implement major process improvements and tools that save significant time, specifically for front-line staff and producers, while increasing transparency and accountability, FPAC Tactical Goal 2, Drive more efficient and effective data sharing across FPAC agencies, other federal agencies, and non-federal partners to improve service delivery, FPAC Tactical Goal 3, Effectively promote producer use of farmers.gov applications, eAuthentication, eSignature, and other functionalities as they come, and FSA Strategic Goal 1, Improve office processes and efficiencies at the county level.

OBJECTIVE: Provides leadership and/or expertise for USDA programs and services supporting efforts to accomplish the Department's, FPAC Mission Area's, Agency's goals and objectives. Serves as the primary USDA contact responsible for one or more FPAC-BC/FSA/NRCS/RMA programs and services and maintains appropriate and timely services and communication with internal and external customers and/or stakeholders ensuring that USDA delivers on its mission. Individuals demonstrate Business Acumen in Program Delivery (PD) through their ability to manage human, financial, and information resources strategically, providing support, representation and communication for USDA programs and services.

RESULTS: The achievement of these standards will result in more competitive, sustainable and productive farms and ranches.

FULLY SUCCESSFUL: Reliably performs duties and responsibilities. Work is of good quality. Fulfills position requirements, established goals and expectations are met. Solid performance results in valuable contributions to unit goals.

Non-Supervisory Elements and Standards (Continued)

The following must be met to achieve the “Meets Fully Successful” level of this standard:

- 1. Entry** – With minimal supervision has common knowledge or understanding of technical oversight for assigned programs and works to improve understanding. Achieves or demonstrates progress in improving program and work practices.

Developmental – With minimal supervision provides technical oversight for assigned programs and works to continually evaluate and improve them from a programmatic and cost-effective perspective. Achieves or demonstrates progress in improving program and work practices, including minimizing the complexity of processes whenever possible.

Advanced/Expert – Independently Provides technical oversight for assigned programs and works to continually evaluate and improve them from a programmatic and cost-effective perspective. Achieves, demonstrates, and demonstrates progress in improving program and work practices, including minimizing the complexity of processes whenever possible.

- 2. Entry** – Has a basic knowledge or understanding of technical subject matter and can provide basic technical advice to internal and external customers with not more than 3-4 exceptions. Advice is based on good knowledge and proper application of Federal regulations.

Developmental – Provides timely and reliable technical advice and assistance to internal and external customers on pertinent matters with not more than 3-4 exceptions. Advice is based on technical knowledge and proper application of Federal regulations, precedent cases, and relationships among interested parties.

Advanced/Expert – Keeps up-to-date on technological developments. Makes effective use of technology to achieve results. Ensures access to and security of technology systems. Provides timely and reliable technical advice and assistance to internal and external customers on pertinent matters with no more than 3-4 exceptions. Advice is based on technical knowledge and proper application of Federal regulations, precedent cases, and relationships among interested parties.

- 3. Entry** – Documents customer issues impacting functional areas and works with supervisors to identify effective strategies to improve outcomes. Informs customers of the status of relevant work issues with no more than 3-4 exceptions.

Developmental - With minimal assistance from supervisor, works collaboratively with customers to review and document issues impacting functional areas and identify effective strategies to improve outcomes. Informs customers at least bi-weekly of the status of relevant work issues with no more than 3-4 exceptions.

Advanced – Works collaboratively with customers to review and document issues impacting functional areas and identify effective strategies to improve outcomes. Informs customers of the status of relevant work issues with no more than 3-4 exceptions.

Non-Supervisory Elements and Standards (Continued)

4. **Entry** – With assistance from supervisor, develops and documents plans to achieve program objectives and assess/improve work products, services and processes.

Developmental – With minimal assistance, develops, documents, and implements plans to achieve program objectives and assess/improve work products, services and processes.

Advanced – Develops, documents, and implements plans to achieve program objectives and assess/improve work products, services and processes, and demonstrates measurable results in program accomplishment and improvement.

5. **Applicable to Entry, Developmental and Advanced:** Achieves or demonstrates progress to developing and maintaining professional relationships with all stakeholders both internal and external that advance the organization's interests and promote collaboration, two-way communication, teamwork and results.

6. **Applicable to Entry, Developmental and Advanced:** Completes work assignments that demonstrate good planning, organization, coordination and consultation with no more than 3-5 exceptions.

7. Ensures that FSA's Corrective Action Plan Procedures are followed to ensure that payments are accurate, and that required payment documentation is up to date and on file.

8. Optional Fully Successful Standard to be added by Supervisor/Agency (See Optional Use Standards at End of Document)

9. Optional Fully Successful Standard to be added by Supervisor/Agency (See Optional Use Standards at End of Document)

EXCEEDS FULLY SUCCESSFUL: Works consistently at a superior level in most aspects of position, consistently exceeds goals and expectations. Employees performing at this level consistently display initiative, ownership and/or unusual independence. Employee makes an exceptional or distinctive contribution to the unit/department.

The Fully Successful standards must be met to achieve the Exceeds Fully Successful level, as well as at least **two** of the following:

1. **Entry** – Has an understanding of reoccurring problems and with the assistance of the supervisor, recommends solution to management with the expected timeframes.

Developmental - With minimal direction from supervisors/leadership, identifies, analyzes and evaluates recurring problems and initiates, recommends, documents and presents solutions to management within the prescribed timeframes.

Advanced/Expert – Independently identifies, analyzes and evaluates recurring problems and initiates, recommends, documents and presents solutions to management within the prescribed timeframes.

Non-Supervisory Elements and Standards (Continued)

- 2. Entry** – With some assistance, ensures program deliverables are accurate, and necessary supporting documents are consistently up to date and on file and applications are complete.

Developmental – With minimal assistance, ensures program deliverables are accurate, and necessary supporting documents are consistently up to date and on file and applications are complete.

Advanced - Demonstrates an exceptional track record of ensuring and surpasses expected timeframes.

- 3. Entry** – With minimal assistance from supervisor, develops, maintains and expands customer relationships and ensures change strategies are implemented.

Developmental - With minimal assistance from supervisor develops, maintains and expands unprecedented customer relationships and ensures change strategies are consistently implemented with little or no exception.

Advanced - Independently develops, maintains and expands unprecedented customer relationships and ensures change strategies are consistently implemented with no more than two exceptions.

- 4. Optional Exceeds Fully Successful Standard to be added by Supervisor/Agency (See Optional Use Standards at End of Document).**
- 5. Optional Exceeds Fully Successful Standard to be added by Supervisor/Agency (See Optional Use Standards at End of Document).**
- 6. Optional Exceeds Fully Successful Standard to be added by Supervisor/Agency (See Optional Use Standards at End of Document).**

805I – PROGRAM DELIVERY – FARM LOAN PROGRAMS

These results-focused measures align with USDA Strategic Goal 1, Ensure USDA programs are delivered efficiently, effectively, and with integrity and a focus on customer service, Strategic Objective 1.2, Maintain a high-performing workforce through employee engagement and empowerment. These results-focused measures additionally align with FPAC Tactical Goal 1, Implement major process improvements and tools that save significant time, specifically for front-line staff and producers, while increasing transparency and accountability, FPAC Tactical Goal 2, Drive more efficient and effective data sharing across FPAC agencies, other federal agencies, and non-federal partners to improve service delivery, FPAC Tactical Goal 3, Effectively promote producer use of farmers.gov applications, eAuthentication, eSignature, and other functionalities as they come, and FSA Strategic Goal 1, Improve office processes and efficiencies at the county level.

Non-Supervisory Elements and Standards (Continued)

OBJECTIVE: Provides leadership and/or expertise for USDA programs and services supporting efforts to accomplish the Department's, FPAC Mission Area's, Agency's goals and objectives. Serves as the primary USDA contact responsible for one or more FPAC-BC/FSA/NRCS/RMA programs and services and maintains appropriate and timely services and communication with internal and external customers and/or stakeholders ensuring that USDA delivers on its mission. Individuals demonstrate Business Acumen in Program Delivery (PD) through their ability to manage human, financial, and information resources strategically, providing support, representation and communication for USDA programs and services.

RESULTS: The achievement of these standards will result in access to capital and more competitive, sustainable and productive farms and ranches.

FULLY SUCCESSFUL: Reliably performs duties and responsibilities. Work is of good quality. Fulfills position requirements, established goals and expectations are met. Solid performance results in valuable contributions to unit goals.

The following must be met to achieve the "Meets Fully Successful" level of this standard:

1. Entry – With minimal supervision has common knowledge or understanding of technical oversight for assigned programs and works to improve understanding. Achieves or demonstrates progress in improving program and work practices.

Developmental – With minimal supervision provides technical oversight for assigned programs and works to continually evaluate and improve them from a programmatic and cost-effective perspective. Achieves or demonstrates progress in improving program and work practices, including minimizing the complexity of processes whenever possible.

Advanced/Expert – Independently Provides technical oversight for assigned programs and works to continually evaluate and improve them from a programmatic and cost-effective perspective. Achieves, demonstrates, and demonstrates progress in improving program and work practices, including minimizing the complexity of processes whenever possible.

2. Entry – Has a basic knowledge or understanding of technical subject matter and can provide basic technical advice to internal and external customers with not more than 3-4 exceptions. Advice is based on good knowledge and proper application of Federal regulations.

Developmental – Provides timely and reliable technical advice and assistance to internal and external customers on pertinent matters with not more than 3-4 exceptions. Advice is based on technical knowledge and proper application of Federal regulations, precedent cases, and relationships among interested parties.

Advanced/Expert – Keeps up-to-date on technological developments. Makes effective use of technology to achieve results. Ensures access to and security of technology systems. Provides timely and reliable technical advice and assistance to internal and external customers on pertinent matters with no more than 3-4 exceptions. Advice is based on technical knowledge and proper application of Federal regulations, precedent cases, and relationships among interested parties.

Non-Supervisory Elements and Standards (Continued)

- 3. Entry** – Documents customer issues impacting functional areas and works with supervisors to identify effective strategies to improve outcomes. Informs customers of the status of relevant work issues with no more than 3-4 exceptions.

Developmental - With minimal assistance from supervisor, works collaboratively with customers to review and document issues impacting functional areas and identify effective strategies to improve outcomes. Informs customers at least bi-weekly of the status of relevant work issues with no more than 3-4 exceptions.

Advanced – Works collaboratively with customers to review and document issues impacting functional areas and identify effective strategies to improve outcomes. Informs customers of the status of relevant work issues with no more than 3-4 exceptions.

- 4. Entry** – With assistance from supervisor, develops and documents plans to achieve program objectives and assess/improve work products, services and processes.

Developmental – With minimal assistance, develops, documents, and implements plans to achieve program objectives and assess/improve work products, services and processes.

Advanced – Develops, documents, and implements plans to achieve program objectives and assess/improve work products, services and processes, and demonstrates measurable results in program accomplishment and improvement.

- 5. Applicable to Entry, Developmental and Advanced:** Achieves or demonstrates progress to developing and maintaining professional relationships with all stakeholders both internal and external that advance the organization's interests and promote collaboration, two-way communication, teamwork and results.

- 6. Applicable to Entry, Developmental and Advanced:** Completes work assignments that demonstrate good planning, organization, coordination and consultation with no more than 3-5 exceptions.

- 7.** Acquires and meets FSA's standards for maintaining loan approval authority and loan servicing authority, if applicable.

- 8.** Ensures that FSA's Corrective Action Plan Procedures are followed to ensure that payments are accurate, and that required payment documentation is up to date and on file.

- 9.** Optional Fully Successful Standard to be added by Supervisor/Agency (See Optional Use Standards at End of Document)

EXCEEDS FULLY SUCCESSFUL: Works consistently at a superior level in most aspects of position, consistently exceeds goals and expectations. Employees performing at this level consistently display initiative, ownership and/or unusual independence. Employee makes an exceptional or distinctive contribution to the unit/department.

Non-Supervisory Elements and Standards (Continued)

The Fully Successful standards must be met to achieve the Exceeds Fully Successful level, as well as at least **two** of the following:

1. **Entry** – Has an understanding of reoccurring problems and with the assistance of the supervisor, recommends solution to management with the expected timeframes.

Developmental - With minimal direction from supervisors/leadership, identifies, analyzes and evaluates recurring problems and initiates, recommends, documents and presents solutions to management within the prescribed timeframes.

Advanced/Expert – Independently identifies, analyzes and evaluates recurring problems and initiates, recommends, documents and presents solutions to management within the prescribed timeframes.

2. **Entry** – With some assistance, ensures program deliverables are accurate, and necessary supporting documents are consistently up to date and on file and applications are complete.

Developmental – With minimal assistance, ensures program deliverables are accurate, and necessary supporting documents are consistently up to date and on file and applications are complete.

Advanced - Demonstrates an exceptional track record of ensuring and surpasses expected timeframes.

3. **Entry** – With minimal assistance from supervisor, develops, maintains and expands customer relationships and ensures change strategies are implemented.

Developmental - With minimal assistance from supervisor develops, maintains and expands unprecedented customer relationships and ensures change strategies are consistently implemented with little or no exception.

Advanced - Independently develops, maintains and expands unprecedented customer relationships and ensures change strategies are consistently implemented with no more than two exceptions.

4. Optional Exceeds Fully Successful Standard to be added by Supervisor/Agency (See Optional Use Standards at End of Document)
5. Optional Exceeds Fully Successful Standard to be added by Supervisor/Agency (See Optional Use Standards at End of Document)
6. Optional Exceeds Fully Successful Standard to be added by Supervisor/Agency (See Optional Use Standards at End of Document)

Non-Supervisory Elements and Standards (Continued)**805J – PROGRAM DELIVERY – FARM AND FARM LOAN PROGRAMS**

These results-focused measures align with USDA Strategic Goal 1, Ensure USDA programs are delivered efficiently, effectively, and with integrity and a focus on customer service, Strategic Objective 1.2, Maintain a high-performing workforce through employee engagement and empowerment. These results-focused measures additionally align with FPAC Tactical Goal 1, Implement major process improvements and tools that save significant time, specifically for front-line staff and producers, while increasing transparency and accountability, FPAC Tactical Goal 2, Drive more efficient and effective data sharing across FPAC agencies, other federal agencies, and non-federal partners to improve service delivery, FPAC Tactical Goal 3, Effectively promote producer use of farmers.gov applications, eAuthentication, eSignature, and other functionalities as they come, and FSA Strategic Goal 1, Improve office processes and efficiencies at the county level.

OBJECTIVE: Provides leadership and/or expertise for USDA programs and services supporting efforts to accomplish the Department's, FPAC Mission Area's, Agency's goals and objectives. Serves as the primary USDA contact responsible for one or more FPAC-BC/FSA/NRCS/RMA programs and services and maintains appropriate and timely services and communication with internal and external customers and/or stakeholders ensuring that USDA delivers on its mission. Individuals demonstrate Business Acumen in Program Delivery (PD) through their ability to manage human, financial, and information resources strategically, providing support, representation and communication for USDA programs and services.

RESULTS: The achievement of these standards will result in access to capital and more competitive, sustainable and productive farms and ranches.

FULLY SUCCESSFUL: Reliably performs duties and responsibilities. Work is of good quality. Fulfills position requirements, established goals and expectations are met. Solid performance results in valuable contributions to unit goals.

The following must be met to achieve the "Meets Fully Successful" level of this standard:

1. Entry – With minimal supervision has common knowledge or understanding of technical oversight for assigned programs and works to improve understanding. Achieves or demonstrates progress in improving program and work practices.

Developmental – With minimal supervision provides technical oversight for assigned programs and works to continually evaluate and improve them from a programmatic and cost-effective perspective. Achieves or demonstrates progress in improving program and work practices, including minimizing the complexity of processes whenever possible.

Advanced/Expert – Independently Provides technical oversight for assigned programs and works to continually evaluate and improve them from a programmatic and cost-effective perspective. Achieves, demonstrates, and demonstrates progress in improving program and work practices, including minimizing the complexity of processes whenever possible.

Non-Supervisory Elements and Standards (Continued)

- 2. Entry** – Has a basic knowledge or understanding of technical subject matter and can provide basic technical advice to internal and external customers with not more than 3-4 exceptions. Advice is based on good knowledge and proper application of Federal regulations.

Developmental – Provides timely and reliable technical advice and assistance to internal and external customers on pertinent matters with not more than 3-4 exceptions. Advice is based on technical knowledge and proper application of Federal regulations, precedent cases, and relationships among interested parties.

Advanced/Expert – Keeps up-to-date on technological developments. Makes effective use of technology to achieve results. Ensures access to and security of technology systems. Provides timely and reliable technical advice and assistance to internal and external customers on pertinent matters with no more than 3-4 exceptions. Advice is based on technical knowledge and proper application of Federal regulations, precedent cases, and relationships among interested parties.

- 3. Entry** – Documents customer issues impacting functional areas and works with supervisors to identify effective strategies to improve outcomes. Informs customers of the status of relevant work issues with no more than 3-4 exceptions.

Developmental - With minimal assistance from supervisor, works collaboratively with customers to review and document issues impacting functional areas and identify effective strategies to improve outcomes. Informs customers at least bi-weekly of the status of relevant work issues with no more than 3-4 exceptions.

Advanced – Works collaboratively with customers to review and document issues impacting functional areas and identify effective strategies to improve outcomes. Informs customers of the status of relevant work issues with no more than 3-4 exceptions.

- 4. Entry** – With assistance from supervisor, develops and documents plans to achieve program objectives and assess/improve work products, services and processes.

Developmental – With minimal assistance, develops, documents, and implements plans to achieve program objectives and assess/improve work products, services and processes.

Advanced – Develops, documents, and implements plans to achieve program objectives and assess/improve work products, services and processes, and demonstrates measurable results in program accomplishment and improvement.

- 5. Applicable to Entry, Developmental and Advanced:** Achieves or demonstrates progress to developing and maintaining professional relationships with all stakeholders both internal and external that advance the organization's interests and promote collaboration, two-way communication, teamwork and results.
- 6. Applicable to Entry, Developmental and Advanced:** Completes work assignments that demonstrate good planning, organization, coordination and consultation with no more than 3-5 exceptions.

Non-Supervisory Elements and Standards (Continued)

7. Acquires and meets FSA's standards for maintaining loan approval authority and loan servicing authority, if applicable.
8. Ensures that FSA's Corrective Action Plan Procedures are followed to ensure that payments are accurate, and that required payment documentation is up to date and on file.
9. Optional Fully Successful Standard to be added by Supervisor/Agency (See Optional Use Standards at End of Document).

EXCEEDS FULLY SUCCESSFUL: Works consistently at a superior level in most aspects of position, consistently exceeds goals and expectations. Employees performing at this level consistently display initiative, ownership and/or unusual independence. Employee makes an exceptional or distinctive contribution to the unit/department.

The Fully Successful standards must be met to achieve the Exceeds Fully Successful level, as well as at least **two** of the following:

1. **Entry** – Has an understanding of reoccurring problems and with the assistance of the supervisor, recommends solution to management with the expected timeframes.

Developmental - With minimal direction from supervisors/leadership, identifies, analyzes and evaluates recurring problems and initiates, recommends, documents and presents solutions to management within the prescribed timeframes.

Advanced/Expert – Independently identifies, analyzes and evaluates recurring problems and initiates, recommends, documents and presents solutions to management within the prescribed timeframes.

2. **Entry** – With some assistance, ensures program deliverables are accurate, and necessary supporting documents are consistently up to date and on file and applications are complete.

Developmental – With minimal assistance, ensures program deliverables are accurate, and necessary supporting documents are consistently up to date and on file and applications are complete.

Advanced - Demonstrates an exceptional track record of ensuring and surpasses expected timeframes.

3. **Entry** – With minimal assistance from supervisor, develops, maintains and expands customer relationships and ensures change strategies are implemented.

Developmental - With minimal assistance from supervisor develops, maintains and expands unprecedented customer relationships and ensures change strategies are consistently implemented with little or no exception.

Advanced - Independently develops, maintains and expands unprecedented customer relationships and ensures change strategies are consistently implemented with no more than two exceptions.

Non-Supervisory Elements and Standards (Continued)

4. Optional Exceeds Fully Successful Standard to be added by Supervisor/Agency (See Optional Use Standards at End of Document)
5. Optional Exceeds Fully Successful Standard to be added by Supervisor/Agency (See Optional Use Standards at End of Document)
6. Optional Exceeds Fully Successful Standard to be added by Supervisor/Agency (See Optional Use Standards at End of Document)

806 – SPECIAL PROJECTS

These results-focused measures align with USDA Strategic Goal 1, Ensure USDA programs are delivered efficiently, effectively, and with integrity and a focus on customer service, Strategic Objective 1.2, Maintain a high-performing workforce through employee engagement and empowerment. These results-focused measures additionally align with FPAC Tactical Goal 1, Implement major process improvements and tools that save significant time, specifically for front-line staff and producers, while increasing transparency and accountability, FPAC Tactical Goal 2, Drive more efficient and effective data sharing across FPAC agencies, other federal agencies, and non-federal partners to improve service delivery, and FSA Strategic Goal 3, Promote a culture of innovation and creativity.

OBJECTIVE: 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.

RESULTS: The achievement of these standards will result in the increase of customer satisfaction with FSA programs and services.

FULLY SUCCESSFUL: Reliably performs duties and responsibilities. Work is of good quality. Fulfills position requirements, established goals and expectations are met. Solid performance results in valuable contributions to unit goals.

The following must be met to achieve the “Meets Fully Successful” level of this standard:

1. Special project deliverables are submitted within agreed upon timeframes. Develops plans, schedules and milestones to track and monitor the deployment of new projects. Information provided is accurate and provided within established milestones. As applicable, provides officials with accurate technical assistance.
2. Program information is adequately researched; data and applicable laws, policies, and regulations are analyzed. Substantial corrections of project deliverables are not required. Written deliverables clearly communicate writer’s intent and no additional explanation is needed.

Non-Supervisory Elements and Standards (Continued)

3. Stays informed of system changes, technological advances, and new business processes or practices related to incumbent's position. Identifies to others who may need to know (peers, supervisors, customers) the impact of changes or enhancements to systems or process through written updates and verbal briefings.
4. Training activities within the organization are supported by identifying and recommending at least 1 existing training activity or attending at least 1 additional work-related training; other training or learning opportunities ensure competencies required for the position are maintained and/or developed, and mentoring, training, and coaching are sought out.
5. Optional Fully Successful Standard to be added by Supervisor/Agency (See Optional Use Standards at End of Document)
6. Optional Fully Successful Standard to be added by Supervisor/Agency (See Optional Use Standards at End of Document)
7. Optional Fully Successful Standard to be added by Supervisor/Agency (See Optional Use Standards at End of Document)

EXCEEDS FULLY SUCCESSFUL: Works consistently at a superior level in most aspects of position, consistently exceeds goals and expectations. Employees performing at this level consistently display initiative, ownership and/or unusual independence. Employee makes an exceptional or distinctive contribution to the unit/department.

The Fully Successful standards must be met to achieve the Exceeds Fully Successful level, as well as at least **two** of the following:

1. Complex special project deliverables are submitted ahead of schedule and display a level of performance which shows quality work in support of the mission.
2. The special project may be outside of employee's required knowledge base (knowledge base to perform employee job duties) and demonstrates the employees understanding of the project from an agency-wide perspective. Investigates complex or challenging regulations, activities, or procedures when conducting the special project or when making recommendation(s).
3. Serves as a subject matter expert or trainer to a panel or group in the support of a special project.
4. The special project brings a measurable (qualitative or quantitative) operational improvement to operations or increased adoption of designed strategies that led to improvements.
5. Develops and implements at least 1 new internal training tool.
6. Optional Exceeds Fully Successful Standard to be added by Supervisor/Agency (See Optional Use Standards at End of Document).

Non-Supervisory Elements and Standards (Continued)

7. Optional Exceeds Fully Successful Standard to be added by Supervisor/Agency (See Optional Use Standards at End of Document).
8. Optional Exceeds Fully Successful Standard to be added by Supervisor/Agency (See Optional Use Standards at End of Document).

802 – RESEARCH AND ANALYSIS

These results-focused measures align with USDA Strategic Goal 1, Ensure USDA programs are delivered efficiently, effectively, and with integrity and a focus on customer service, Strategic Objective 3, Reduce the regulatory burden and streamline processes. These results-focused measures additionally align with FPAC Tactical Goal 6, Identify and adopt approaches, tools, and products that enhance producer's economic viability, and FSA Strategic Goal 3, Promote a culture of innovation and creativity.

OBJECTIVE: The ability to perform relevant and thorough research, while involving skillful analysis and critical thought to provide information on viable options or decide upon the most appropriate option/outcome to achieve organizational results; and using data and reference sources, applicable laws, or regulations.

RESULTS: The achievement of these standards will result in more accurate products and solutions.

FULLY SUCCESSFUL: Reliably performs duties and responsibilities. Work is of good quality. Fulfills position requirements, established goals and expectations are met. Solid performance results in valuable contributions to unit goals.

The following must be met to achieve the "Meets Fully Successful" level of this standard:

1. Primary and secondary research, complete data analysis, and compelling written products result in high-level summaries of strategic issues, findings, and implications.
2. Products, services, business strategies, and operational issues are analyzed to provide innovative solutions to existing and potential future issues and challenges; and develop practical suggestions for improvement.
3. Qualitative and quantitative research methods are applied to develop white papers or other written materials related to financial, economic, business, international, technology, operational, stakeholder, or customer policy issues.
4. Research partners/stakeholders are consulted as needed, and participate in the preparation of statements of work, selection process, and monitoring of work to ensure quality of deliverables and compliance with objectives and timetables.

Non-Supervisory Elements and Standards (Continued)

5. Briefings to leadership are prepared and organized to share findings and gain insights on specific research topics. Conferences and other public events are attended/participated in, for the purpose of networking with individual subject matter experts (SMEs) involved in the team's research topics.
6. Optional Fully Successful Standard to be added by Supervisor/Agency (See Optional Use Standards at End of Document).
7. Optional Fully Successful Standard to be added by Supervisor/Agency (See Optional Use Standards at End of Document).
8. Optional Fully Successful Standard to be added by Supervisor/Agency (See Optional Use Standards at End of Document).

EXCEEDS FULLY SUCCESSFUL: Works consistently at a superior level in most aspects of position, consistently exceeds goals and expectations. Employees performing at this level consistently display initiative, ownership and/or unusual independence. Employee makes an exceptional or distinctive contribution to the unit/department.

The Fully Successful standards must be met to achieve the Exceeds Fully Successful level, as well as at least **two** of the following:

1. A research project is completed and documented and results in a knowledge management product that comprehensively captures technical and practical knowledge.
2. Research is developed and results in implementation of a comprehensive, innovative methodology for increasing programmatic outreach.
3. Administrative processes that are hindering the work of the work unit, are identified and results in significant process improvements.
4. Mentoring a newly appointed or promoted colleague prepares them in successfully carrying out new program responsibilities.
5. Optional Exceeds Fully Successful Standard to be added by Supervisor/Agency (See Optional Use Standards at End of Document).
6. Optional Exceeds Fully Successful Standard to be added by Supervisor/Agency (See Optional Use Standards at End of Document).
7. Optional Exceeds Full Successful Standard to be added by Supervisor/Agency (See Optional Use Standards at End of Document).

FSA Optional Performance Standards

The following Standards are made available for your optional use. Feel free to use these or to create your own Standard(s) that align with the employee's specific job duties.

(CED) = County Executive Director

(DD) = District Director

(EX) = Exceeds Standard

(FLM) = Farm Loan Manager

(FS) = Fully Successful Standard

(PT) = Program Technician

Mission Results – Supervisory

1. (FS) Provides training to staff members on new programs and programs changes within established or otherwise reasonable timelines for efficient delivery, using methods such as scheduled staff meetings, individual consultations, or other means.
2. (FS) To provide enhanced customer service, ensures that all staff employees are cross trained in all programs, including those that are not their primary duties.
3. (FS) Ensures that County Committees are updated on key deadlines, updated policies and procedure and COC responsibilities. Supervisor ensures that COC is kept abreast of Service Center performance with regards to delivering programs.
4. (FS) Collaborates with the County Committee to ensure that County Committee elections are properly advertised and that all producers have the opportunity to participate. Makes sure that the deadlines and timeframes are followed.
5. (FS) (District Directors) District Director shall meet face-to-face with County Committee twice per year and Managers at least quarterly with no more than one exception.
6. (EX) (District Directors) District Director shall meet face-to-face with County Committees at least quarterly and Managers at least quarterly.
7. (FS) (DD) Performs as a liaison ensuring COC is kept abreast of the agency's priorities and policies. Also advises the SED and STC of any legitimate concerns that arise with no more than 1 exception.
8. (EX) (DD) Actively participates in teams, committees, or task forces to make recommendations to STC and SED directly impacting statewide policies and priorities.

FSA Optional Performance Standards (Continued)

9. (FS) (DD) and/or (CED) Actively seeks increased customer interaction and completes marketing and outreach with goals to achieve higher levels of Farm Program and/or activity participation as follows.
 - Increase 2020 FSFL activity by closing no less than ___ to ___ FSFL's over FY2019 participation levels.
 - Increase MAL's dispersed in FY 2020, resulting in no less than ___ to ___ loans over FY2019 participation levels.
 - Increase number of 2020 NAP crops enrolled by ___ to ___ over FY2019 participation levels.
 - Increase non-participating and/or new farms reporting 2020 acreage by no less than ___ to ___ farms over FY2019 participation levels.
 - Due to the 2018 Farm Bill – we will continue to focus on preforming activities to be prepared for the 2020 ARCPLC enrollment.
 - Due to the 2018 Farm Bill – we will continue to focus on preforming activities that support the existing CRP/CREP contracts and maintaining lists of interested producers.

Mission Results – Non-Supervisory

1. (FS) Consistently treats customers/producers with respect, fairness, and politeness including SDA and persons with disabilities with no valid complaints.
2. (FS) Continually tracks work performed by the program and activity that most accurately reflects the tasks completed. Workload is accurately and completely entered into WebTA timely with no more than 2-3 exceptions.
3. (FS) Ensures efficient program delivery and increased customer service by maintaining appropriate contacts with a variety of stakeholder, such as commodity groups, sister agencies, and local clubs and associations serving the agricultural community. Contacts are kept aware of relevant program updates and agency announcements with no more than 1-3 exceptions.
4. (FS) Attends COC meetings on a regular basis to inform the committee on developments and progress related to assigned programs. Works with supervisor and COC Chairperson to ensure that matters requiring COC action are promptly presented with no more than 1 exception.
5. (FS) Promotes SDA and Beginning Farmer programs to achieve or work towards achieving the state's goal set by National Office for funding of these programs. Cross-check obligations to determine proper coding of SDA and BF loans as assigned with no more than 2-3 valid exceptions.
6. (FS) Participates in 1-2 activities targeted at underserved producers that include beginning farmers and ranchers, local and/or organic producers, and/or veteran farmers and ranchers.

FSA Optional Performance Standards (Continued)**Supervision**

1. (FS) Successfully transitions new hires into the position by promptly providing an orientation into the workforce and establishing performance elements and standards. Ensures training is developed and provided for the duties assigned. Supervisor provides ongoing feedback and coaching and makes appropriate use of the probationary period to assess the new hire's ability to perform to the positions and updates the COC quarterly.
2. (FS) Monitors subordinate duties to ensure that position descriptions are comprehensive and accurately contain the primary responsibilities of the employee. Ensures that employees have a clear understanding of their responsibilities at all times.
3. (FS) Utilizes appropriate tools and reports to routinely review office workload with the COC for complexity and volume and adjusts priorities in work assignments as applicable. Workload is balanced among staff equitably in consideration of the difficulty and requirements of their responsibilities.
4. (FS) Regularly monitors subordinate efficiency and identifies and addresses obstacles to success. As needed, provides or arranges for further development and training.
5. (FS) Constantly monitors the performance and conduct of subordinates and when needed, effects minor disciplinary measures, such as warning and reprimands, while providing reference to appropriate policy and procedure. In more serious cases, or in instances of repeated infractions, makes appropriate consultations to implement proportionate remedies.
6. (FS) (District Directors) Within two weeks of State District Director Meetings, regularly schedules Managers Meetings with County Executive Directors and Farm Loan Managers with no more than one exception.
7. (EX) (District Directors) In addition to Managers Meetings, hosts a bi-weekly conference call for all Managers to provide program updates and address employee concerns.
8. (FS) Ensures staff timely receive and complete required applicable training in assigned program areas with no more than 2 or 3 exceptions.
9. (EX) (DD) Coordinate quarterly district program workshops / meetings to continue education, enhance proficiency, and maintain consistency between offices.

Program Delivery – Supervisory

1. (FS) Ensures plans are developed to provide ongoing training for all staff in the program areas for which each employee is responsible. Monitors appropriate reports to ensure delivery is efficient and accessible.
2. (FS) Prepares complete and accurate reports and other assignments required with duties. Ensures reviews and inspections are conducted and deadlines are met within established timeframes.

FSA Optional Performance Standards (Continued)

3. (FS) Resolves program disputes, addresses outstanding issues, answers questions and makes decisions on program matters in the supervisor's control within X days of being presented with such issues. Independently reads/reviews procedure before elevating questions to a higher authority with no more than X valid exceptions.
4. (FS) Ensures that differing and competing program deadlines are met through prioritization and management of assignments.
5. (FS) (District Director) – District Director shall invite State Office Program Specialists to meet with Program Technicians and/or Managers during Managers Meeting at least two to five times per fiscal year with no more than two exceptions.
6. (EX) (District Director) District Director drafts, creates, organizes, and facilitates program training for Program Technicians or management training for Managers in the district at least once per fiscal year.
7. (EX) (District Directors) Fosters productive and cooperative working relationships locally, with other offices, with the State Office and with outside stakeholders by showing understanding, courtesy, tact, and politeness to others with no more than 2 complaints.
8. (EX) (District Directors) Raises concerns in constructive manner and consults, advises and collaborates with STO and/or other county offices to exchange information and/or resolve technical problems related to program delivery with no more than 2 exceptions.
9. (FS) (DD) Ensures that 90% of FLP applications are processed within state established timeframe goals.
10. (FS) (DD) and/or (FLM).

Loan Making:

- Reduces first year delinquency rates on new loans to no more than ___%.
- Increases lending to minorities, women and beginning farmers by at least ___%.
- Reduces direct loan processing time to no more than ___ days.
- Reduces guaranteed loan processing time to no more than ___ days.

Loan Servicing:

- Reduce direct loan delinquency rate to no more than ___%.
- Reduce guaranteed loan delinquency rate to no more than ___%.
- Reduce primary loan servicing processing time resulting in at least ___% of primary loan servicing processing being completed timely.

FSA Optional Performance Standards (Continued)

11. (EX) (DD) Consistently recognizes program delivery needs and allocates resources accordingly.
12. (FS) (CED) Meets deadlines established by Deputy Administrator for Farm Programs (DAFP), Deputy Administrator for Field Operations (DAFO) or the State Office, with no more than three (3) exceptions. Includes reporting and training deadlines provided in notices, handbooks and via email.
13. (FS) (CED) Reviews and analyzes notices and handbook procedure, as well as guidance provided by the State Office, within 24 hours of receipt with no more than three (3) exceptions. Ensures information is understood by applicable program staff, and provides clarification when necessary, with no more than three (3) exceptions.
14. (FS) (CED) Routine reviews of county office payment procedures are conducted. Ensures that all necessary FSA prepayment requirements are met, including receipt of necessary documents and the proper completion of all forms, and that accurate payments are made within required timeframes, as outlined by Prompt Payment Act, with no more than 5 (grade 12), 8 (grade 11), 10 (grade 9) exceptions.
15. (FS) (CED) Submits complete case files when making requests for review or action to the State Office or State Committee with no more than two (2) exceptions.
16. (EX) (CED) Has an exceptional track record of ensuring payment amounts are accurate, necessary supporting documents are consistently up to date and on file and applications are complete.
17. (EX) (CED) Consistently manages with the established budget and notifies appropriate individual of potential budget shortfalls, anticipating budget overruns and taking corrective actions.
18. (EX) (CED) Consistently provides innovative and effective oversight and/or execution on the development and implementation of programs within timelines and in accordance with Agency guidance.
19. (EX) (CED) Without exception, regularly cooperates with coworkers and others in meeting commitments and accomplishing assigned work on time; such as, sharing information freely.

Program Delivery – Non-Supervisory

1. (FS) Prepares reports required with duties that are accurate and completed within established timeframes with no more than 2 valid exceptions. (i.e.: Farm Business Plan (FBP) reports should be submitted with analysis of data to the FLC semi-annually as required by 1-FLP Exhibit 15. PLCE/FMMI Unliquidated Obligations Reports should be completed and submitted to National Office as required.)

FSA Optional Performance Standards (Continued)

2. (FS) Achieves or makes progress towards ensuring assigned work is accurate and complete. (i.e.: processes purchase orders and invoice payment requests received from county office FLP staff in FMMI within 48 hours of receipt with no more than 3-5 valid exceptions. Processes TOP offset delete requests received from county office FLP staff in ADPS within 48 hours of system availability with no more than 3-5 valid exceptions.
3. (FS) (PT) Prepares reports and paperwork required with duties that are accurate and complete within established timeframes with no more than three (3) exceptions. Reports include, tracking spreadsheets which are required in any circumstance where follow-up from more than three (3) producers is necessary. Applicable program tracking spreadsheets are maintained and kept in a location where the CED has access. Entries are required within two (2) workdays of change or receipt of documentation, with no more than two (2) exceptions.
4. (FS) (PT) Ensures that payment amounts are accurate, that necessary supporting documents are up to date and on file, and that applications are complete, with no more than three (3) exceptions. If the application is incomplete or incorrect, the eligibility and/ or supporting documentation is not on file, or clarification is needed, the producer is notified within ten (10) days of the application being received, with no more than three (3) exceptions. A phone call can be made but is no substitute for a written response and is clear, concise, and understandable. A copy of the written notification is maintained in the applicable program file, with no more than three (3) exceptions.
5. (FS) (PT) Review of program files/ documentation demonstrates an understanding of program procedure, including completion of the applicable checklist (CCC/ FSA-770). A minimum of ten (10) program files, or all program files if less than ten (10), will be reviewed. After the initial review, at least an eighty (80) percent accuracy rate needs to be obtained. The subsequent review of the files requires a one hundred (100) percent accuracy rate.
6. (EX) (PT) Actively seeking out and identifying additional duties outside of assigned areas of responsibly, and with the approval of the supervisor, completes those duties and reports the results back to the supervisor.
7. (EX) (PT) Regularly identifies obstacles in program delivery and recommends sound procedures to streamline and/ or enhance work products and/ or processes with identifiable and documentable positive results for the office and/or customers.
8. (EX) (PT) Throughout the FY, fields and answers questions on areas of technical competence for other employees, borrowers, or applicants above and beyond the normal expectations of the position duties which resulted in improved customer service and participation.

FSA Optional Performance Standards (Continued)**Communications – Non-Supervisory**

1. (FS) Responds to customer questions accurately and according to procedures with no more than 3-5 valid exceptions. Respond by at least acknowledging receipt of any inquiry within 48 hours, either answering the question or confirming elevation of the question. Follow-up on final response until final resolution is complete.

Individual Contributions to the Team – Non-Supervisory

1. (FS) Actively seeking and finding additional duties outside of assigned area of responsibilities and with the approval of the supervisor, completing those duties and reporting the results back to the supervisor.

Customer Experience – Supervisory

1. (FS) (DD) District Director shall verify quarterly that each County Executive Director and Farm Loan Manager conducts the necessary outreach for respective programs, including GovDelivery bulletins/newsletters, newspaper articles, County Committee Election Plan, and producer update meetings (as applicable) with no more than four exceptions.
2. (EX) (DD) District Director organizes and hosts one outreach initiative event for employees in the district.
3. (FS) (DD) Assures offices have adequate staff coverage or provided alternative resources to assure customers receive consistent and quality service with no more than 2 criticisms by the SED.
4. (EX) (DD) When faced with difficult staffing challenges in COFs, worked with local management and state leadership to identify resources that minimized disruption of customer service.

Customer Experience – Non-Supervisory

1. (FS) Provides timely and reliable FSA program information and assistance to at least 5 or more potential/new customers annually through various outreach activities, with no more than 2 exceptions. Activities include counter assistance, meetings, and telephone calls.
2. (FS) (PT) Provides timely and accurate FSA program information and assistance to all potential/new and existing customers assisted with no more than four (4) valid complaints. For example, responses to emails and voice mails should be within twenty-four (24) hours of receipt. The requirement to respond within twenty-four (24) hours does not mean the request must be fulfilled (completed) within twenty-four (24) hours, but rather an acknowledgement that the message was received, and the expected response date/ time are established with the customer.

FSA Optional Performance Standards (Continued)

3. (FS) (PT) Recognizes when follow-up with a customer is warranted and initiates contact to ensure the customer is informed of the status of the service, with no more than three (3) exceptions. Ensures that service provided has been completed to the satisfaction of the customer.
4. (EX) (PT) Works within their district or state to improve processes and offers technical expertise on program or administrative matters which results in improved customer service and program delivery.
5. (EX) (PT) Consistently delivers clear, concise, comprehensive, organized, and grammatically correct products in all forms of communication. Expresses complex ideas and information clearly, logically, and accurately.

FPAC Proficiency Levels

The following table provides FPAC Proficiency levels.

ENTRY LEVEL	1 - Fundamental Awareness (basic knowledge)
	Has a common knowledge or an understanding of basic techniques and concepts.
	<ul style="list-style-type: none"> • Focus is on learning
	2 - Novice (limited experience)
	Has the level of experience gained in a classroom and/or experimental scenarios or as a trainee on-the-job. Expected to need help when performing this skill.
	<ul style="list-style-type: none"> • Focus is on developing through on-the-job experience; • Understands and can discuss terminology, concepts, principles and issues related to this competency; • Utilizes the full range of reference and resource materials in this competency.
DEVELOPMENTAL	3 - Intermediate (practical application)
	<p>Able to successfully complete tasks in this competency as requested. Help from an expert may be required from time to time but can usually perform the skill independently.</p> <ul style="list-style-type: none"> • Focus is on applying and enhancing knowledge or skill; • Applies this competency to situations occasionally while needing minimal guidance to perform successfully; • Understands and can discuss the application and implications of changes to processes, policies, and procedures in this area.

FPAC Proficiency Levels (Continued)

ADVANCED	4 - Advanced (applied theory)
	<p>Can perform the actions associated with this skill without assistance. Recognized within immediate organization as "a person to ask" when difficult questions arise regarding this skill.</p> <ul style="list-style-type: none"> • Focus is on broad organizational/professional issues; • Consistently provides practical/relevant ideas and perspectives on process or practice improvements which may easily be implemented; • Is capable of coaching others in the application of this competency by translating complex nuances relating to this competency into easy to understand terms; • Participates in senior level discussions regarding this competency; • Assists in the development of reference and resource materials in this competency.
	5 - Expert (recognized authority)
	<p>Known as an expert in this area. Can provide guidance, troubleshoot and answer questions related to this area of expertise and the field where the skill is used.</p> <ul style="list-style-type: none"> • Focus is strategic; • Demonstrates consistent excellence in applying this competency across multiple projects and/or organizations; • Is considered the “go to” person in this area within the Agency and/or outside organizations; • Creates new applications for and/or leads the development of reference and resource materials for this competency; • Can diagram or explain the relevant process elements and issues in relation to organizational issues and trends in sufficient detail during discussions and presentations, to foster a greater understand among internal and external colleagues and constituents.

USDA Strategic Plan Goals and Objectives – FY 2018-2022

Following are the USDA Strategic Plan Goals and Objectives – FY 2018-2022.

<p>STRATEGIC GOAL 1: Ensure USDA Programs Are Delivered Efficiently, Effectively, With Integrity and a Focus on Customer Service</p> <p>Objective 1.1: Modernize Information Technology Infrastructure, Facilities, and Support Services to Improve the Customer Experience</p> <p>Objective 1.2: Maintain a High-Performing Workforce Through Employee Engagement and Empowerment</p> <p>Objective 1.3: Reduce the Regulatory Burden and Streamline Processes</p> <p>Objective 1.4: Improve Stewardship of Resources and Utilize Data-Driven Analyses to Maximize the Return on Investment</p>	<p>STRATEGIC GOAL 5: Strengthen the Stewardship of Private Lands Through Technology and Research</p> <p>Objective 5.1: Enhance Conservation Planning with Science-Based Tools and Information</p> <p>Objective 5.2: Promote Productive Working Lands</p> <p>Objective 5.3: Enhance Productive Agricultural Landscapes</p>
<p>STRATEGIC GOAL 2: Maximize the Ability of American Agricultural Producers to Prosper by Feeding and Clothing the World</p> <p>Objective 2.1: Provide an Effective Financial Safety Net for Farmers and Ranchers to Sustain Economically Viable Agricultural Production and Support Rural Jobs and Economic Growth</p> <p>Objective 2.2: Increase Agricultural Opportunities and Support Economic Growth by Creating New Markets and Supporting a Competitive Agricultural System</p> <p>Objective 2.3: Protect Agricultural Health by Preventing and Mitigating the Spread of Agricultural Pests and Disease</p>	<p>STRATEGIC GOAL 6: Ensure Productive and Sustainable Use of Our National Forest System Lands</p> <p>Objective 6.1: Contribute to the Economic Health of Rural Communities Through Use and Access Opportunities</p> <p>Objective 6.2: Ensure Lands and Watersheds Are Sustainable, Healthy, and Productive</p> <p>Objective 6.3: Mitigate Wildfire Risk</p>

USDA Strategic Plan Goals and Objectives – FY 2018-2022 (Continued)

<p>STRATEGIC GOAL 3: Promote American Agricultural Products and Exports</p> <p>Objective 3.1: Expand International Marketing Opportunities</p> <p>Objective 3.2: Prevent or Resolve Barriers to Trade That Hinder U.S. Food and Agricultural Exports</p> <p>Objective 3.3: Build Demand in Developing Countries Through Trade Capacity Building</p>	<p>STRATEGIC GOAL 7: Provide All Americans Access to a Safe, Nutritious, and Secure Food Supply</p> <p>Objective 7.1: Prevent Foodborne Illness and Protect Public Health</p> <p>Objective 7.2: Provide Access to Safe and Nutritious Food for Low-Income People While Supporting a Pathway to Self-Sufficiency</p> <p>Objective 7.3: Support and Encourage Healthy Dietary Choices Through Data-Driven, Flexible, Customer-Focused Approaches</p>
<p>STRATEGIC GOAL 4: Facilitate Rural Prosperity and Economic Development</p> <p>Objective 4.1: Expand Rural Business Opportunity and Rural Quality of Life with Access to Capital; Improved Infrastructure, Broadband Access, and Connectivity; and Support for Workforce Availability</p>	

FY 2020-21 FPAC Tactical Goals

Following are the FY 2020-21 FPAC Tactical Goals.

- **Tactical Goal 1:** Implement major process improvements and tools that save significant time, specifically for front-line staff and producers, while increasing transparency and accountability
- **Tactical Goal 2:** Drive more efficient and effective data sharing across FPAC agencies, other federal agencies, and non-federal partners to improve service delivery
- **Tactical Goal 3:** Effectively promote producer use of farmers.gov applications, eAuthentication, eSignature, and other functionalities as they come online
- **Tactical Goal 4:** Integrate and deploy improved acreage reporting and mapping capabilities
- **Tactical Goal 5:** Expand conservation partnerships and initiatives that increase water quantity and improve water quality
- **Tactical Goal 6:** Identify and adopt approaches, tools, and products that enhance producers' economic viability.

FY 2020 FSA Strategic Goals

Following are the FY 2020 FSA Strategic Goals.

Goal 1: Improve office processes and efficiencies at the county level

FSA provides farmers, ranchers, foresters, and agricultural producers with the tools necessary to increase efficiency and productivity while preserving and fostering long-held traditional relationships between local USDA offices and producers. FSA State and county offices manage an expanding workload with decreasing resources.

FSA understands the need to streamline current processes with an emphasis on hiring, training, and information capture to better equip staff in the field to operate at maximum productivity. FSA, in conjunction with the FPAC BC, utilizes task forces to review, standardize and implement county hiring processes, execute new training programs, and revise handbooks and other guidance materials to educate field staff.

In doing so FSA will improve execution of program delivery and services, provide consistent aid for producers, and build a repository to capture and share best practices to leverage outcomes for the future.

Goal 2: Improve digital access for producers

As FSA continues to focus on the Secretaries #1 goal of customer service, FSA will improve online access for producers to simplify access to FSA's programs and save time for processing and program delivery. Goal 2 initiatives also serve to decrease workload on field staff by allowing them to more efficiently and effectively manage their time and customer base.

FSA strives to provide services that reduce the burden on our farmers, ranchers, foresters, and agricultural producers.

Goal 3: Promote a culture of innovation and creativity.

Aligned with USDA's vision under Secretary Perdue, FSA committed to be more customer-oriented, while modernizing and optimizing Information Technology (IT) to improve delivery of services and maximize efficiencies. To that end, FSA has identified initiatives that will take the necessary steps forward to better meet the needs of farmers, ranchers, producers, and consumers to better execute our mission while promoting a culture of innovation and creativity.

FSA understands the need to modernize its current technology in order to improve existing application of services to its customers. FSA must continue to meet customer needs, but also ensure it builds an agile environment to sustain progress moving forward.

FSA will rely on metrics to enforce data-driven decisions and ensure performance is sustainable for the Agency moving forward. At the National and field level, FSA will leverage existing optimal performance models to identify, plan for, and mitigate skills gaps affecting performance and workload.

FY 2020 FSA Strategic Goals (Continued)

FSA will foster a collaborative, inclusive and capable workforce that promotes the exchange of different ideas, philosophies, and perspectives. Employees become invested with the Agency when encouraged to be innovative, offer opinions which management considers and acts on, which translates to high performance.

Goal 4: Enhance knowledge management and internal information sharing capabilities.

FSA is committed to offering opportunities for employees to continue to grow and develop professionally through information sharing. FSA identified a number of initiatives that will promote individual development, team development and organizational development.

By supporting the establishment of community of practice (COP) repositories for groups of specialized employees both at Headquarters and the field, FSA will promote information sharing, increased collaboration, and enhance networking opportunities. FSA made a commitment to develop COPs at both the field and headquarters.

FSA plans to improve orientation and transition practices with the organization by developing and distributing Agency “How To” videos. These videos will provide guidance and assist the new employee’s orientation to their job and FSA. Other learning and development opportunities include promoting cross-training and employee development opportunities. FSA has a long-standing history of supporting cross training programs through details, Peer-to-Peer Program, and Acting assignments. FSA will continue to grow and expand cross-training programs. FSA remains committed to offering employees an opportunity to try something new in a safe learning environment.

FSA plans to leverage FSA’s Performance Management System to document and hold employees and the leadership team accountable for their development actions. FSA has also made a commitment to focus on the preparation and implementation of comprehensive Performance Plans and Individual Development Plans.

A Knowledge Management system would not be complete without a plan to establish SOPs. SOPs serve as the documentation/guidance required to perform the roles and responsibilities of mission critical functions. FSA will begin by developing SOPs on Directives and Performance, Accountability and Risk (PAR). These SOPs will serve as the foundation for developing a Knowledge Management system that will support the transfer of knowledge among workers and provide a repository that provides information to individuals moving into new roles.

Goal 5: Establish FSA tools to track and monitor program progress and ensure Agency accountability.

FSA has a stated goal to develop and implement tools that will support the Agency’s ability to track and monitor program progress and ensure an environment of accountability. FSA will leverage sound business practices such as enterprise-wide dashboards.

FSA plans to assess all other goals by creating an enterprise-wide dashboard. The enterprise-wide dashboard will serve as a means for identifying and tracking initiatives real-time against milestones, timelines and resource allocation. FSA will use this information to support the development of budget requirements, allocations, and impacts during the planning cycle.