

For: FSA Employees

Fiscal Year (FY) 2021 Performance Plans

Approved by: Acting Administrator



1 Overview

A Background

Departmental Regulation **4040-430** (issued June 24, 2020) set forth a new two-tier (Fully Successful/Unacceptable) performance management system for USDA employees. Under this new system, all performance plan elements must be critical and plans will no longer have “Exceeds Fully Successful” standards. If any element is rated “Does Not Meet,” the summary rating is “Unacceptable.”

With the implementation of this new two-tier performance management system, plans will now be entered into EPMA (<https://ehrapps.usda.gov/systems/epma/>) instead of EmpowHR.

Note: This notice does not apply to employees:

- covered by the National Treasury Employees Union Chapter 264 collective bargaining unit with a duty station of Kansas City, MO; instructions for KC employees will be provided directly to those supervisors
- appointed to excepted service positions who are not reasonably expected to be employed longer than the 90-day minimum appraisal period in a consecutive 12-month period.

B Purpose

This notice:

- provides guidance on the deadline for completing FY 2021 performance plans
- provides information on template plans available in EPMA and instructions on entering those plans

Disposal Date	Distribution
December 1, 2021	All FSA employees; State Offices relay to County Offices

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2 Required Performance Elements

A Overview

Template plans have been created in EPMA for FSA positions that contain all mandatory performance elements. All elements are critical and contain the necessary alignment with USDA, FPAC, and Agency goals. No elements should be added to the template plans.

B Supervisory Employees

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

- Leadership and Supervision
- Program Delivery
- Customer Experience
- Mission Results.

Note: The FSA HQ Outreach Director also has “Communications” as a mandatory element.

C Non-Supervisory Employees

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

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

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

- Customer Experience
- Individual Contributions to the Team
- Mission Results
- one of the following based on position according to Exhibit 1:
 - Program Delivery
 - Communications
 - Research and Analysis.

3 Required Performance Standards

A Standards in Template Plans

Template plans in EPMA include required performance plan standards which shall not be modified or deleted unless expressly authorized under subparagraphs B or C. Supervisors may add additional standards to the performance plan templates.

For reference, Exhibit 2 provides supervisory elements and Exhibit 3 provides non-supervisory elements that have been pre-loaded in EPMA for field office employees. Exhibit 4 provides supervisory elements and Exhibit 5 provides non-supervisory elements that have been pre-loaded in EPMA for Headquarter employees.

B Additional Mandatory Standards

The following additional standards will be mandatory for certain positions:

- CED's with loan approval authority (add the following standard to the Program Delivery element):
 - Meets FSA's standards necessary for maintaining loan approval authority and loan servicing authority.
- FLOT Trainer (add the following standard to the Leadership & Supervision element, under the "General" subtab in the "Goal Initiative Description" box):
 - Gives clear directions; lays out assignments in a well-planned and organized manner with no more than 2 exceptions as determined by FLOT coordinator and FLC.
 - Provides timely feedback and coaching for improvement with no more than 2 legitimate complaints, as determined by FLOT coordinator and FLC, received from the trainee that feedback is **not** provided.
 - Maintains two-way dialogue with trainee on work and results with no more than 2 legitimate complaints as determined by FLOT coordinator and FLC. Any communications problems are brought to FLOT coordinator's attention within 24 to 30 hours.
 - Ensures that monthly, quarterly, or interim reports are submitted within established deadlines with no more than 1 exception.

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3 Required Performance Standards (Continued)

C Deleting Performance Standards

Supervisors **must not** delete any standards other than the following standards specifically authorized for deletion.

- Deleting inapplicable entry, developmental, or advanced FPAC proficiency level standards in nonsupervisory plans.

Note: See Exhibit 6 for a description of the proficiency levels.

- For FLPT's and Key GS FLPT's, delete standard 7 in the Program Delivery element, "Acquires and meets FSA's standards for maintaining loan approval authority and loan servicing authority."
- Deleting all inapplicable Deputy Administrators' accountability sections within the following FSA HQ templates:
 - Leadership & Supervision
 - Mission Results (Supervisory)
 - Mission Results (Non-Supervisory).
- Deleting all inapplicable Deputy Administrators' sections within the following FSA HQ templates:
 - Program Delivery (Supervisory)
 - Program Delivery (Non-Supervisory).

4 Recording Plans in EPMA

A Overview

FY 2021 performance plan templates have been loaded into EPMA. FY 2021 templates in EPMA streamline the development time for supervisors as they include all required elements for the position.

B Action

Supervisors will access EPMA to record FY 2021 performance plans. Instructions for entering performance plans can be found on the DAFO **PPOD SharePoint site** for field office employees.

Plans must be recorded and signatures logged in EPMA according to the instructions in this notice **no later than January 15, 2021**.

Additional Performance Element Matrix for FSA HQ Non-Supervisory Employees

Position	Communications	Research and Analysis	Program Delivery
Chief of Staff			MC
Executive Assistant	MC		
Secretary	MC		
Confidential Assistant	MC		
Administrative Support Specialist	MC		
Administrative Assistant	MC		
Mgmt and Program Analysis Officer		MC	
Field Operations Data Analyst		MC	
Correspondence Analyst		MC	
Program Analyst		MC	
Appraiser		MC	
Management Analyst	MC		
Technology Specialist	MC		
Outreach Specialist	MC		
Field Operations Manager	MC		
Field Operations Specialist	MC		
Program Assistant	MC		
Assistant to Deputy Director			MC
Program Specialist			MC
Program Manager			MC
Assistant to Branch Chief			MC
Assistant to Director			MC
Team Lead			MC
Loan Officer			MC
Loan Specialist			MC
National BFR Coordinator			MC

Supervisory Elements and Standards

Following are the supervisory elements and standards.

LEADERSHIP & SUPERVISION (ALL FIELD OFFICE SUPERVISORS)

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.

DEFINITION OF 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 pass this standard:

1. **Performance Management:** Employee performance is effectively managed, supporting the core principles of employee engagement and ensuring the mission and functions of the organization are carried out successfully. 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. Employees' plans meet the requirements in DR 4040-430 Section 5d. Performance conversations are held with all direct reports at least once each quarter. If employees fall below Fully Successful on any element at any point, steps to initiate the DO process are taken within 15 days. Subordinate employees' performance ratings are completed and issued to employees by October 30th.

Supervisory Elements and Standards (Continued)**LEADERSHIP & SUPERVISION (ALL FIELD OFFICE SUPERVISORS) (Continued)****2. 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.
3. 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.
 4. 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)**LEADERSHIP & SUPERVISION (ALL FIELD OFFICE SUPERVISORS) (Continued)**

5. Conflicts, disagreements, employee problem situations (misconduct, chronic poor attendance, interpersonal conflicts) are managed and resolved in a constructive manner.
6. Business processes are continually assessed to identify opportunities to increase effectiveness and efficiency, resulting in short-term, low-cost solutions.
7. **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.
8. **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.
9. **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 EEO/CR policies and responsibilities of agency and departmental goals of valuing a diverse and unified workforce.

Supervisory Elements and Standards (Continued)**PROGRAM DELIVERY (FARM PROGRAM CHIEF, CED, PT in CHARGE)**

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, Deploy applications and e-Sign technology through farmers.gov. Implement and promote use of eAuthentication and eSignature for customers, 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.

DEFINITION OF 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 pass this standard:

1. Conducts technical oversight for assigned programs and 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. Ensures that any IPIA findings are timely addressed and that training is provided to employees to improve future program delivery and reduce improper payments.
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 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)

PROGRAM DELIVERY (FARM PROGRAM CHIEF, CED, PT in CHARGE) (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 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 4 exceptions.
6. Ensures that applications for benefits are complete, supporting documentation is updated and on file, and payments are processed accurately and within required timeframes with no more than 5 exceptions.

Supervisory Elements and Standards (Continued)**PROGRAM DELIVERY (SED, DD, FARM LOAN CHIEF, FLM)**

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, Deploy applications and e-Sign technology through farmers.gov. Implement and promote use of eAuthentication and eSignature for customers, 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.

DEFINITION OF 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 pass this standard:

1. Conducts technical oversight for assigned programs and 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. Ensures that any IPFA findings are timely addressed and that training is provided to employees to improve future program delivery and reduce improper payments.
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 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)

PROGRAM DELIVERY (SED, DD, FARM LOAN CHIEF, FLM) (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 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 4 exceptions.
6. Meets FSA's standards necessary for maintaining loan approval authority and loan servicing authority.
7. Ensures that applications for benefits are complete, supporting documentation is updated and on file, and payments are processed accurately and within required timeframes with no more than 5 exceptions.

Supervisory Elements and Standards (Continued)**PROGRAM DELIVERY (AO, EO)**

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 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.

DEFINITION OF 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 pass this standard:

1. Conducts technical oversight for assigned programs and 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. Ensures that any IPFA findings are timely addressed and that training is provided to employees to improve future program delivery and reduce improper payments.
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 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 4 exceptions.

Supervisory Elements and Standards (Continued)

PROGRAM DELIVERY (AO, EO) (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 4 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.

Supervisory Elements and Standards (Continued)**CUSTOMER EXPERIENCE (ALL FIELD OFFICE SUPERVISORS)**

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, Deploy applications and e-Sign technology through farmers.gov. Implement and promote use of eAuthentication and eSignature for customers, 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.

DEFINITION OF 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 pass 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 2 workdays (with no more than 5 exceptions during the year) and are timely resolved according to their complexity.
3. Follows-up with customers ensure that customer is periodically informed of the status of the deliverable/service and within 48 hours of completion, with no more than 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)**CUSTOMER EXPERIENCE (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 services consistent with regulations.

Supervisory Elements and Standards (Continued)**MISSION RESULTS (ALL FIELD OFFICE SUPERVISORS)**

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 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.

DEFINITION OF 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 pass this standard:

1. Significantly improves 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 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. Ensures that subordinates submit an IDP and complete required training by the deadlines with no more than 4 exceptions.

Non-Supervisory Elements**PROGRAM DELIVERY (FARM PROGRAM SPECIALIST, COT/CEDT, CO PT, CHIEF PT, CO KEY PT, GS NON-FLP KEY PT, LEAD PT)**

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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 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.

DEFINITION OF FULLY SUCCESSFUL:

The following must be met to pass this standard:

ENTRY

1. 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.
2. Has a basic knowledge or understanding of technical subject matter and can provide basic technical advice to internal and external customers with no more than 4 exceptions. Advice is based on good knowledge and proper application of Federal regulations.
3. Documents customer issues impacting functional areas and works with supervisor to identify effective strategies to improve outcomes. Informs customers of the status of relevant work issues with no more than 4 exceptions.
4. With assistance from supervisor, develops and documents plans to achieve program objectives and assess/improve work products, services and processes.

Non-Supervisory Elements (Continued)**PROGRAM DELIVERY (FARM PROGRAM SPECIALIST, COT/CEDT, CO PT, CHIEF PT, CO KEY PT, GS NON-FLP KEY PT, LEAD PT) (Continued)****ENTRY (Continued)**

5. 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. Completes work assignments that demonstrate good planning, organization, coordination and consultation with no more than 4 exceptions.
7. Ensures that applications for benefits are complete, supporting documentation is updated and on file, and payments are processed accurately and within required timeframes with no more than 3 exceptions.

DEVELOPMENTAL

1. 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.
2. Provides timely and reliable technical advice and assistance to internal and external customers on pertinent matters with no more than 4 exceptions. Advice is based on technical knowledge and proper application of Federal regulations, precedent cases, and relationships among interested parties.
3. 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 4 exceptions.
4. With minimal assistance, develops, documents, and implements plans to achieve program objectives and assess/improve work products, services and processes.
5. 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. Completes work assignments that demonstrate good planning, organization, coordination and consultation with no more than 4 exceptions.
7. Ensures that applications for benefits are complete, supporting documentation is updated and on file, and payments are processed accurately and within required timeframes with no more than 3 exceptions.

Non-Supervisory Elements (Continued)**PROGRAM DELIVERY (FARM PROGRAM SPECIALIST, COT/CEDT, CO PT, CHIEF PT, CO KEY PT, GS NON-FLP KEY PT, LEAD PT) (Continued)****ADVANCED**

1. 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. 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 exceptions. Advice is based on technical knowledge and proper application of Federal regulations, precedent cases, and relationships among interested parties.
3. 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 exceptions.
4. 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. 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. Completes work assignments that demonstrate good planning, organization, coordination and consultation with no more than 4 exceptions.
7. Ensures that applications for benefits are complete, supporting documentation is updated and on file, and payments are processed accurately and within required timeframes with no more than 3 exceptions.

Non-Supervisory Elements (Continued)**PROGRAM DELIVERY (FARM LOAN SPECIALIST, SFLO, FLO, FLOT, LOAN ANALYST, GS KEY FLPT, FLPT)**

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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.

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.

DEFINITION OF FULLY SUCCESSFUL:

The following must be met to pass this standard:

ENTRY

1. 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.
2. Has a basic knowledge or understanding of technical subject matter and can provide basic technical advice to internal and external customers with no more than 4 exceptions. Advice is based on good knowledge and proper application of Federal regulations.
3. Documents customer issues impacting functional areas and works with supervisor to identify effective strategies to improve outcomes. Informs customers of the status of relevant work issues with no more than 3 exceptions.

Non-Supervisory Elements (Continued)**PROGRAM DELIVERY (FARM LOAN SPECIALIST, SFLO, FLO, FLOT, LOAN ANALYST, GS KEY FLPT, FLPT) (Continued)****ENTRY (Continued)**

4. With assistance from supervisor, develops and documents plans to achieve program objectives and assess/improve work products, services and processes.
5. 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. Completes work assignments that demonstrate good planning, organization, coordination and consultation with no more than 4 exceptions.
7. Acquires and meets FSA's standards for maintaining loan approval authority and loan servicing authority.
8. Ensures that applications for benefits are complete, supporting documentation is updated and on file, and payments are processed accurately and within required timeframes with no more than 3 exceptions.

DEVELOPMENTAL

1. 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.
2. Provides timely and reliable technical advice and assistance to internal and external customers on pertinent matters with no more than 4 exceptions. Advice is based on technical knowledge and proper application of Federal regulations, precedent cases, and relationships among interested parties.
3. 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 4 exceptions.
4. With minimal assistance, develops, documents, and implements plans to achieve program objectives and assess/improve work products, services and processes.
5. 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. Completes work assignments that demonstrate good planning, organization, coordination and consultation with no more than 4 exceptions.

Non-Supervisory Elements (Continued)**PROGRAM DELIVERY (FARM LOAN SPECIALIST, SFLO, FLO, FLOT, LOAN ANALYST, GS KEY FLPT, FLPT) (Continued)****DEVELOPMENTAL (Continued)**

7. Acquires and meets FSA's standards for maintaining loan approval authority and loan servicing authority.
8. Ensures that applications for benefits are complete, supporting documentation is updated and on file, and payments are processed accurately and within required timeframes with no more than 3 exceptions.

ADVANCED

1. 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. 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 exceptions. Advice is based on technical knowledge and proper application of Federal regulations, precedent cases, and relationships among interested parties.
3. 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 exceptions.
4. 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. 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. Completes work assignments that demonstrate good planning, organization, coordination and consultation with no more than 4 exceptions.
7. Acquires and meets FSA's standards for maintaining loan approval authority and loan servicing authority.
8. Ensures that applications for benefits are complete, supporting documentation is updated and on file, and payments are processed accurately and within required timeframes with no more than 3 exceptions.

Non-Supervisory Elements (Continued)**PROGRAM DELIVERY (ADMINISTRATIVE SPECIALIST, ADMINISTRATIVE TECHNICIAN, SUPPORT SERVICES TECHNICIAN)**

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 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.

DEFINITION OF 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 pass this standard:

ENTRY

1. 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.
2. 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 4 exceptions. Advice is based on good knowledge and proper application of Federal regulations.
3. 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 4 exceptions.
4. With assistance from supervisor, develops and documents plans to achieve program objectives and assess/improve work products, services and processes.

Non-Supervisory Elements (Continued)**PROGRAM DELIVERY (ADMINISTRATIVE SPECIALIST, ADMINISTRATIVE TECHNICIAN, SUPPORT SERVICES TECHNICIAN) (Continued)****ENTRY (Continued)**

5. 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. Completes work assignments that demonstrate good planning, organization, coordination and consultation with no more than 4 exceptions.

DEVELOPMENTAL

1. 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.
2. Provides timely and reliable technical advice and assistance to internal and external customers on pertinent matters with not more than 4 exceptions. Advice is based on technical knowledge and proper application of Federal regulations, precedent cases, and relationships among interested parties.
3. 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 4 exceptions.
4. With minimal assistance, develops, documents, and implements plans to achieve program objectives and assess/improve work products, services and processes.
5. 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. Completes work assignments that demonstrate good planning, organization, coordination and consultation with no more than 4 exceptions.

Non-Supervisory Elements (Continued)**PROGRAM DELIVERY (ADMINISTRATIVE SPECIALIST, ADMINISTRATIVE TECHNICIAN, SUPPORT SERVICES TECHNICIAN) (Continued)****ADVANCED**

1. 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. 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 exceptions. Advice is based on technical knowledge and proper application of Federal regulations, precedent cases, and relationships among interested parties.
3. 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 exceptions.
4. 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. 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. Completes work assignments that demonstrate good planning, organization, coordination and consultation with no more than 4 exceptions.

Non-Supervisory Elements (Continued)**PROGRAM DELIVERY (MANAGEMENT ANALYST, EXECUTIVE ASSISTANT/SECRETARY, TECHNOLOGY SPECIALIST, OUTREACH COORDINATOR, EGOV COORDINATOR)**

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, Deploy applications and e-Sign technology through farmers.gov. Implement and promote use of eAuthentication and eSignature for customers, 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.

DEFINITION OF 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 pass this standard:

ENTRY

1. 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.
2. 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 4 exceptions. Advice is based on good knowledge and proper application of Federal regulations.
3. 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 4 exceptions.

Non-Supervisory Elements (Continued)**PROGRAM DELIVERY (MANAGEMENT ANALYST, EXECUTIVE ASSISTANT/SECRETARY, TECHNOLOGY SPECIALIST, OUTREACH COORDINATOR, EGOV COORDINATOR) (Continued)****ENTRY (Continued)**

4. With assistance from supervisor, develops and documents plans to achieve program objectives and assess/improve work products, services and processes.
5. 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. Completes work assignments that demonstrate good planning, organization, coordination and consultation with no more than 4 exceptions.

DEVELOPMENTAL

1. 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.
2. Provides timely and reliable technical advice and assistance to internal and external customers on pertinent matters with not more than 4 exceptions. Advice is based on technical knowledge and proper application of Federal regulations, precedent cases, and relationships among interested parties.
3. 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 4 exceptions.
4. With minimal assistance, develops, documents, and implements plans to achieve program objectives and assess/improve work products, services and processes.
5. 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. Completes work assignments that demonstrate good planning, organization, coordination and consultation with no more than 4 exceptions.

Non-Supervisory Elements (Continued)**PROGRAM DELIVERY (MANAGEMENT ANALYST, EXECUTIVE ASSISTANT/SECRETARY, TECHNOLOGY SPECIALIST, OUTREACH COORDINATOR, EGOV COORDINATOR) (Continued)****ADVANCED**

1. 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. 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 exceptions. Advice is based on technical knowledge and proper application of Federal regulations, precedent cases, and relationships among interested parties.
3. 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 exceptions.
4. 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. 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. Completes work assignments that demonstrate good planning, organization, coordination and consultation with no more than 4 exceptions.

Non-Supervisory Elements (Continued)**CUSTOMER EXPERIENCE (ALL FIELD OFFICE NON-SUPERVISORS)**

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, Deploy applications and e-Sign technology through farmers.gov. Implement and promote use of eAuthentication and eSignature for customers, 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.

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

DEFINITION OF 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 pass this standard:

ENTRY:

1. With minimal assistance provides accurate and timely responses to e-mails and phone calls within 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. 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 48 hours of completion, with no more than 5 exceptions during the year.
3. 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.

Non-Supervisory Elements (Continued)**CUSTOMER EXPERIENCE (ALL FIELD OFFICE NON-SUPERVISORS) (Continued)****ENTRY (Continued)**

4. 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. 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.

DEVELOPMENTAL

1. With little or no assistance provides accurate and timely responses to e-mails and phone calls within 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. Initiates follow-up with customers to ensure that customer is periodically informed of the status of the deliverable/service within 48 hours of completion, with no more than 5 exceptions during the year.
3. 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.
4. 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. 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.

Non-Supervisory Elements (Continued)**CUSTOMER EXPERIENCE (ALL FIELD OFFICE NON-SUPERVISORS) (Continued)****ADVANCED**

1. Independently provides accurate and timely responses to e-mails and phone calls within 2 workdays (with no more than 4 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. Independently initiates follow up with customer to ensure that customer is periodically informed of the status of the deliverable/service and within 48 hours of completion, with no more than 4 exceptions during the year.
3. 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.
4. 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. 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.

Non-Supervisory Elements (Continued)**INDIVIDUAL CONTRIBUTIONS TO THE TEAM (ALL FIELD OFFICE NON-SUPERVISORS)**

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 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.

DEFINITION OF 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 pass 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 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 (Continued)**MISSION RESULTS (ALL FIELD OFFICE NON-SUPERVISORS)**

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 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, Departmental, 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.

DEFINITION OF FULLY SUCCESSFUL:

ENTRY

1. 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.
2. Understands and can articulate Division/Office efforts to leverage solutions to organizational priorities.
3. 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.
4. Works with supervisor to inform and guide decisions and optimize operations at entry level.
5. 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.
6. 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.

Non-Supervisory Elements (Continued)**MISSION RESULTS (ALL FIELD OFFICE NON-SUPERVISORS) (Continued)****ENTRY (Continued)**

7. 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.
8. 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.
9. 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.
10. Successfully completes assigned training and training activities within established timeframes as required by 6-PM, Part 13, if applicable. Submits an IDP and completes required training by the deadline with no more than 2 exceptions.

DEVELOPMENTAL

1. Understands and can discuss program strategic goals and initiatives with in assigned functional areas and contributes to the overall accomplishment of strategic objectives. 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.
2. Contributes to the identification and leveraging of effective solutions to advance organizational priorities in uncertain or rapidly changing environments.
3. 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.

Non-Supervisory Elements (Continued)**MISSION RESULTS (ALL FIELD OFFICE NON-SUPERVISORS) (Continued)****DEVELOPMENTAL (Continued)**

4. Uses data-driven approach, including workload analyses and productivity studies and tools, to inform and guide decisions and optimize operations.
5. 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.
6. 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.
7. 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.
8. 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.
9. 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.
10. Successfully completes assigned training and training activities within established timeframes as required by 6-PM, Part 13, if applicable. Submits an IDP and completes required training by the deadline with no more than 2 exceptions.

Non-Supervisory Elements (Continued)**MISSION RESULTS (ALL FIELD OFFICE NON-SUPERVISORS) (Continued)****ADVANCED**

1. Supports achievement of program strategic goals and initiatives within assigned functional areas of responsibility and contributes to the overall accomplishment of strategic objectives. Stresses accountability and continuous improvement to other employees and team members, makes timely and effective decisions, and produces results through strategic thinking and decisive action. 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.
2. Independently identifies, leverages, and documents effective solutions to achieve organizational priorities in uncertain or rapidly changing environments.
3. 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.
4. Uses data-driven approach, including workload analyses and productivity studies and tools, to inform and guide decisions and optimize operations.
5. 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.
6. 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.
7. 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.

Non-Supervisory Elements (Continued)**MISSION RESULTS (ALL FIELD OFFICE NON-SUPERVISORS) (Continued)**

8. 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.
9. 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.
10. Successfully completes assigned training and training activities within established timeframes as required by 6-PM, Part 13, if applicable. Submits an IDP and completes required training by the deadline with no more than 2 exceptions.

FSA HQ Supervisory Elements and Standards

Following are the FSA HQ supervisory elements and standards.

FSA HQ LEADERSHIP & SUPERVISION (All FSA HQ supervisors)

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.

DEFINITION OF 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 pass 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.

FSA HQ Supervisory Elements and Standards (Continued)

FSA HQ LEADERSHIP & SUPERVISION (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.
 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.

FSA HQ Supervisory Elements and Standards (Continued)

FSA HQ LEADERSHIP & SUPERVISION (Continued)

7. **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.
8. **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 EEO/CR policies and responsibilities of agency and departmental goals of valuing a diverse and unified workforce.

DAFLP Supervisors Accountability

1. Ensures employees/Branch Chief are timely and accurately requesting funding and monitoring usage to ensure that supplemental funding, when possible, is requested timely to avert the potential of funds depletion with no exceptions.
2. Ensures automation specialists are including program integrity in software to ensure adequate internal controls compliance for all programs.
3. Reviews annual reports of program integrity and works to create a DAFLP-wide plan in collaboration with OMS by June 30 to ensure adequate internal controls compliance for all programs.

DAFP Policy Division Directors or Branch Chiefs Supervisors Accountability

1. Ensure that program managers/specialists are timely and accurately requesting apportionments and monitoring funding to ensure that reapportionments are requested timely to avert the potential of funds depletion with no exceptions.
2. Reviews annual reports of program integrity and creates a division-wide plan in collaboration with OMS by June 30 to ensure adequate internal controls compliance for all programs.

DAFP Automation Director or Branch Chief Supervisors Accountability

1. Ensure that automation specialists are including program integrity in software to ensure adequate internal controls compliance for all programs.

FSA HQ Supervisory Elements and Standards (Continued)**FSA HQ COMMUNICATIONS (Supervisory Outreach Director)**

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 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.

DEFINITION OF 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 pass 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.
3. Successfully tailors 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 no more than 3 exceptions.

FSA HQ Supervisory Elements and Standards (Continued)**FSA HQ COMMUNICATIONS (Supervisory Outreach Director) (Continued)**

5. 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.
6. 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.
7. Successfully tailors communication style to the needs of each situation and audience. Communications show a respectful tone to colleagues and leadership.
8. Provides regular, consistent, and meaningful information to others; ensures appropriate individuals are informed, with no more than 3 exceptions.

FSA HQ PROGRAM DELIVERY (General Supervisory – Director, Deputy Director, Branch Chief, Section Head)

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 3, Deploy applications and e-Sign technology through farmers.gov. Implement and promote use of eAuthentication and eSignature for customers, 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.

FSA HQ Supervisory Elements and Standards (Continued)**FSA HQ PROGRAM DELIVERY (General Supervisory – Director, Deputy Director, Branch Chief, Section Head)**

DEFINITION OF 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 pass 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 no more than 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 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 4 exceptions.
6. 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 4 exceptions.
7. 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.
8. Work assignments demonstrate sound planning practices, organization, coordination and consultation with no more than 4 exceptions

FSA HQ Supervisory Elements and Standards (Continued)**FSA HQ PROGRAM DELIVERY (General Supervisory – Director, Deputy Director, Branch Chief, Section Head) (Continued)**

9. 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 4 exceptions.
10. 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.
11. Work assignments demonstrate sound planning practices, organization, coordination and consultation with no more than 4 exceptions.

FSA HQ PROGRAM DELIVERY (Supervisory Administrative Programs - Director, Deputy Director, Branch Chief, Section Head)

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

DEFINITION OF 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 pass 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 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 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.

FSA HQ Supervisory Elements and Standards (Continued)**FSA HQ PROGRAM DELIVERY (Supervisory Administrative Programs - Director, Deputy Director, Branch Chief, Section Head) (Continued)**

5. 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.
6. Work assignments demonstrate sound planning practices, organization, coordination and consultation with no more than 4 exceptions.
7. 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.

FSA HQ PROGRAM DELIVERY (Supervisory Farm Loan Programs - Director, Deputy Director, Branch Chief, Section Head)

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, Deploy applications and e-Sign technology through farmers.gov. Implement and promote use of eAuthentication and eSignature for customers, and FSA Strategic Goal 1, Improve office processes and efficiencies at the county level.

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

DEFINITION OF 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 pass 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 4 exceptions. Advice is based on knowledge and proper application of Federal regulations, precedent cases, and relationships among interested parties.

FSA HQ Supervisory Elements and Standards (Continued)**FSA HQ PROGRAM DELIVERY (Supervisory Farm Loan Programs - Director, Deputy Director, Branch Chief, Section Head) (Continued)**

3. 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.
4. 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 4 exceptions. Advice is based on knowledge and proper application of Federal regulations, precedent cases, and relationships among interested parties.
5. 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.
6. 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 4 exceptions. Advice is based on knowledge and proper application of Federal regulations, precedent cases, and relationships among interested parties.
7. 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 4 exceptions.
8. 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.
9. Work assignments demonstrate sound planning practices, organization, coordination and consultation with no more than 4 exceptions.
10. Meets FSA's standards necessary for maintaining loan approval authority and loan servicing authority.
11. Ensures that applications for benefits are complete, supporting documentation is updated and on file, and payments are processed accurately and within required timeframes with no more than 5 exceptions.
12. Handbook updates are reviewed and submitted to Directives within 120 days of the enactment of the policy/software change with no more than 1 exception.

FSA HQ Supervisory Elements and Standards (Continued)**FSA HQ PROGRAM DELIVERY (Supervisory Farm Loan Programs - Director, Deputy Director, Branch Chief, Section Head) (Continued)**

13. Handbook updates are reviewed and submitted to Directives within 120 days of the enactment of the policy/software change with no more than 1 exception.
14. Works collaboratively with the program and IT staffs to ensure that software requirements are written according to program regulations and policy with no more than 1 exception. Ensures that software is developed and released according to written requirements with no more than 1 exception. within their control.
15. Works collaboratively with the program and IT staffs to ensure the implementation plan is followed and briefs the supervisor during the initial kickoff and during the lifecycle of the project, continually provides updates regarding the plan throughout the project/program, and provides an annual FY -end report.

FSA HQ PROGRAM DELIVERY (Supervisory Farm Programs - Director, Deputy Director, Branch Chief, Section Head)

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, Deploy applications and e-Sign technology through farmers.gov. Implement and promote use of eAuthentication and eSignature for customers, 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.

DEFINITION OF 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.

FSA HQ Supervisory Elements and Standards (Continued)**FSA HQ PROGRAM DELIVERY (Supervisory Farm Programs - Director, Deputy Director, Branch Chief, Section Head) (continued)**

The following must be met to pass 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 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 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 4 exceptions.
6. Ensures that applications for benefits are complete, supporting documentation is updated and on file, and payments are processed accurately and within required timeframes with no more than 5 exceptions.

FSA HQ PROGRAM DELIVERY (Supervisory Farm and Farm Loan Programs - Director, Deputy Director, Branch Chief, Section Head)

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, Deploy applications and e-Sign technology through farmers.gov. Implement and promote use of eAuthentication and eSignature for customers, and FSA Strategic Goal 1, Improve office processes and efficiencies at the county level.

FSA HQ Supervisory Elements and Standards (Continued)**FSA HQ PROGRAM DELIVERY (Supervisory Farm and Farm Loan Programs - Director, Deputy Director, Branch Chief, Section Head) (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. 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.

DEFINITION OF 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 pass 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 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 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 4 exceptions.

FSA HQ Supervisory Elements and Standards (Continued)**FSA HQ PROGRAM DELIVERY (Supervisory Farm and Farm Loan Programs - Director, Deputy Director, Branch Chief, Section Head) (Continued)**

6. Meets FSA's standards necessary for maintaining loan approval authority and loan servicing authority.
7. Ensures that applications for benefits are complete, supporting documentation is updated and on file, and payments are processed accurately and within required timeframes with no more than 5 exceptions.
8. Handbook updates are reviewed and submitted to Directives within 120 days of the enactment of the policy/software change with no more than 1 exception.
9. Works collaboratively with the program and IT staffs to ensure that software requirements are written according to program regulations and policy with no more than 1 exception. Ensures that software is developed and released according to written requirements with no more than 1 exception. within their control.
10. Works collaboratively with the program and IT staffs to ensure the implementation plan is followed and briefs the supervisor during the initial kickoff and during the lifecycle of the project, continually provides updates regarding the plan throughout the project/program, and provides an annual FY -end report.

FSA HQ MISSION RESULTS (Supervisory - Director, Branch Chief, Section Head, Outreach Director)

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 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.

DEFINITION OF 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.

FSA HQ Supervisory Elements and Standards (Continued)**FSA HQ MISSION RESULTS (Supervisory - Director, Branch Chief, Section Head, Outreach Director) (Continued)**

The following must be met to pass this standard:

1. Significantly improves 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 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. Ensures that subordinates submit an IDP and complete required training by the deadlines with no more than 4 exceptions.

DAFLP Accountability Standards

1. Works collaboratively with OMS, EPAD, and FPAC-BC Budget to determine the appropriate initial funding. Monitors program funding to ensure that supplemental funding is requested timely when possible, to avert the potential of funds depletion with no exceptions.
2. Proactively includes processes for program integrity in procedure, provides timely monitoring of program administration, alerts supervisor immediately as issues of potential concern arise, works collaboratively with supervisor and DAFLP to provide DAFO meaningful program performance data.
3. Monitors program participation, obligation and distribution of funds, goals and accomplishments and provides updates to the supervisor daily/weekly/monthly and identifies potential areas of concern.
4. Works collaboratively to proactively include processes for program integrity, including internal controls and a proper audit trail, in software and alerts supervisor immediately as issues of potential concern arise.
5. Monitors software status and alerts supervisor immediately as issues of potential concern arise.

FSA HQ Supervisory Elements and Standards (Continued)

FSA HQ MISSION RESULTS (Supervisory - Director, Branch Chief, Section Head, Outreach Director) (Continued)

DAFO Accountability Standards - Policy Division Director or Branch Chief

1. Ensures that employees are providing timely program and organizational metrics to field supervisors. Monitors field program performance and cooperatively holds State and County employees accountable for organizational management and program integrity.

DAFP Accountability Standards - Policy Division Director or Branch Chief

1. Monitors program enrollment, obligation, and payment status in States and provides updates to the supervisor weekly and identifies potential areas of concern.

DAFP Accountability Standards - Automation Director or Branch Chief

1. Monitors software status and alerts supervisor immediately as issues of potential concern arise.

FSA HQ Non-Supervisory Elements and Standards (Continued)**FSA HQ RESEARCH AND ANALYSIS (Non-Supervisory – Management and Program Analysis Officer, Field Operations Data Analyst, Correspondence Analyst, Program Analyst, Appraiser)**

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 1, Implement major process improvements and tools that save significant time for front-line staff and producers while increasing transparency and accountability, 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; using data and reference sources, applicable laws, or regulations.

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

DEFINITION OF 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 pass 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.
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.

FSA HQ Non-Supervisory Elements and Standards (Continued)**FSA HQ PROGRAM DELIVERY (General Non-Supervisory - Chief of Staff, Assistant to Deputy Director, Program Specialist, Program Manager, Assistant to Branch Chief, Assistant to Director, Team Lead, Loan Officer, Loan Specialist, National BFR Coordinator)**

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, Deploy applications and e-Sign technology through farmers.gov. Implement and promote use of eAuthentication and eSignature for customers, 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.

DEFINITION OF 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 pass 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.

FSA HQ Non-Supervisory Elements and Standards (Continued)

**FSA HQ PROGRAM DELIVERY (General Non-Supervisory - Chief of Staff, Assistant to Deputy Director, Program Specialist, Program Manager, Assistant to Branch Chief, Assistant to Director, Team Lead, Loan Officer, Loan Specialist, National BFR Coordinator)
(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 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 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 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 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 4 exceptions.

Advanced – 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 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.

FSA HQ Non-Supervisory Elements and Standards (Continued)**FSA HQ PROGRAM DELIVERY (General Non-Supervisory - Chief of Staff, Assistant to Deputy Director, Program Specialist, Program Manager, Assistant to Branch Chief, Assistant to Director, Team Lead, Loan Officer, Loan Specialist, National BFR Coordinator)
(Continued)**

5. 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. Completes work assignments that demonstrate good planning, organization, coordination and consultation with no more than 4 exceptions.

DAFLP Accountability Standards

1. Handbook updates are reviewed and submitted to Directives within 120 days of the enactment of the policy/software change with no more than 1 exception.
2. Works collaboratively with the program and IT staffs to ensure that software requirements are written according to program regulations and policy with no more than 1 exception. Ensures that software is developed and released according to written requirements with no more than 1 exception. within their control.
3. Works collaboratively with the program and IT staffs to ensure the implementation plan is followed and briefs the supervisor during the initial kickoff and during the lifecycle of the project, continually provides updates regarding the plan throughout the project/program, and provides an annual FY -end report.

DAFP Accountability Standards - Program Manager or Program Specialist

1. Handbook updates are reviewed and submitted to Directives within 120 days of the enactment of the policy/software change with no more than 1 exception.
2. Works collaboratively with the automation specialist to ensure that software requirements are written according to program regulations and policy with no more than 1 exception. Ensures that software is developed and released according to written requirements with no more than 1 exception.
3. Works collaboratively with the automation specialist to create a project/program implementation plan for assigned program(s), provides the plan to the supervisor within 30 days of program enactment or change, continually updates the plan throughout the project/program, and provides an annual update no later than 30 days prior to the start of each project/program.

DAFP Accountability Standards – Automation Specialist

1. Handbook updates are reviewed and submitted to Directives within 120 days of the enactment of the policy/software change with no more than 1 exception.

FSA HQ Non-Supervisory Elements and Standards (Continued)**FSA HQ PROGRAM DELIVERY (General Non-Supervisory - Chief of Staff, Assistant to Deputy Director, Program Specialist, Program Manager, Assistant to Branch Chief, Assistant to Director, Team Lead, Loan Officer, Loan Specialist, National BFR Coordinator)
(Continued)**

2. Works collaboratively with the policy Program Manager/program specialists to ensure that software requirements are written according to program regulations and policy with no more than 1 exception. Ensures that software is developed and released according to written requirements with no more than 1 exception.

FSA HQ PROGRAM DELIVERY (Non-Supervisory Administrative Programs - Chief of Staff, Assistant to Deputy Director, Program Specialist, Program Manager, Assistant to Branch Chief, Assistant to Director, Team Lead, Loan Officer, Loan Specialist, National BFR Coordinator)

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 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.

DEFINITION OF 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 pass 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.

FSA HQ Non-Supervisory Elements and Standards (Continued)

FSA HQ PROGRAM DELIVERY (Non-Supervisory Administrative Programs - Chief of Staff, Assistant to Deputy Director, Program Specialist, Program Manager, Assistant to Branch Chief, Assistant to Director, Team Lead, Loan Officer, Loan Specialist, National BFR Coordinator) (Continued)

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 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 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 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 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 4 exceptions.

Advanced – 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 exceptions.

4. 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.

FSA HQ Non-Supervisory Elements and Standards (Continued)**FSA HQ PROGRAM DELIVERY (Non-Supervisory Administrative Programs - Chief of Staff, Assistant to Deputy Director, Program Specialist, Program Manager, Assistant to Branch Chief, Assistant to Director, Team Lead, Loan Officer, Loan Specialist, National BFR Coordinator) (Continued)**

5. 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. Completes work assignments that demonstrate good planning, organization, coordination and consultation with no more than 4 exceptions.

FSA HQ PROGRAM DELIVERY (Non-Supervisory Farm Loan Programs - Chief of Staff, Assistant to Deputy Director, Program Specialist, Program Manager, Assistant to Branch Chief, Assistant to Director, Team Lead, Loan Officer, Loan Specialist, National BFR Coordinator)

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, Deploy applications and e-Sign technology through farmers.gov. Implement and promote use of eAuthentication and eSignature for customers, 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.

DEFINITION OF 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.

FSA HQ Non-Supervisory Elements and Standards (Continued)

FSA HQ PROGRAM DELIVERY (Non-Supervisory Farm Loan Programs - Chief of Staff, Assistant to Deputy Director, Program Specialist, Program Manager, Assistant to Branch Chief, Assistant to Director, Team Lead, Loan Officer, Loan Specialist, National BFR Coordinator) (Continued)

The following must be met to pass 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 no more than 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 no more than 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 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 supervisor to identify effective strategies to improve outcomes. Informs customers of the status of relevant work issues with no more than 3 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 4 exceptions.

FSA HQ Non-Supervisory Elements and Standards (Continued)

FSA HQ PROGRAM DELIVERY (Non-Supervisory Farm Loan Programs - Chief of Staff, Assistant to Deputy Director, Program Specialist, Program Manager, Assistant to Branch Chief, Assistant to Director, Team Lead, Loan Officer, Loan Specialist, National BFR Coordinator) (Continued)

Advanced – 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 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. 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. Completes work assignments that demonstrate good planning, organization, coordination and consultation with no more than 4 exceptions.
7. Acquires and meets FSA's standards for maintaining loan approval authority and loan servicing authority.
8. Ensures that applications for benefits are complete, supporting documentation is updated and on file, and payments are processed accurately and within required timeframes with no more than 3 exceptions.

DAFLP Accountability Standards

1. Handbook updates are reviewed and submitted to Directives within 120 days of the enactment of the policy/software change with no more than 1 exception.
2. Works collaboratively with the program and IT staffs to ensure that software requirements are written according to program regulations and policy with no more than 1 exception. Ensures that software is developed and released according to written requirements with no more than 1 exception. within their control.
3. Works collaboratively with the program and IT staffs to ensure the implementation plan is followed and briefs the supervisor during the initial kickoff and during the lifecycle of the project, continually provides updates regarding the plan throughout the project/program, and provides an annual FY -end report.

FSA HQ Non-Supervisory Elements and Standards (Continued)

FSA HQ PROGRAM DELIVERY (Non-Supervisory Farm Programs - Chief of Staff, Assistant to Deputy Director, Program Specialist, Program Manager, Assistant to Branch Chief, Assistant to Director, Team Lead, Loan Officer, Loan Specialist, National BFR Coordinator)

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, Deploy applications and e-Sign technology through farmers.gov. Implement and promote use of eAuthentication and eSignature for customers, 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.

DEFINITION OF 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 pass 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.

FSA HQ Non-Supervisory Elements and Standards (Continued)

FSA HQ PROGRAM DELIVERY (Non-Supervisory Farm Programs - Chief of Staff, Assistant to Deputy Director, Program Specialist, Program Manager, Assistant to Branch Chief, Assistant to Director, Team Lead, Loan Officer, Loan Specialist, National BFR Coordinator) (Continued)

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 no more than 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 no more than 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 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 supervisor to identify effective strategies to improve outcomes. Informs customers of the status of relevant work issues with no more than 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 4 exceptions.

Advanced – 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 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.

FSA HQ Non-Supervisory Elements and Standards (Continued)**FSA HQ PROGRAM DELIVERY (Non-Supervisory Farm Programs - Chief of Staff, Assistant to Deputy Director, Program Specialist, Program Manager, Assistant to Branch Chief, Assistant to Director, Team Lead, Loan Officer, Loan Specialist, National BFR Coordinator) (Continued)**

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. 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. Completes work assignments that demonstrate good planning, organization, coordination and consultation with no more than 4 exceptions.
7. Ensures that applications for benefits are complete, supporting documentation is updated and on file, and payments are processed accurately and within required timeframes with no more than 3 exceptions.

DAFP Accountability Standards - Program Manager or Program Specialist

1. Handbook updates are reviewed and submitted to Directives within 120 days of the enactment of the policy/software change with no more than 1 exception.
2. Works collaboratively with the automation specialist to ensure that software requirements are written according to program regulations and policy with no more than 1 exception. Ensures that software is developed and released according to written requirements with no more than 1 exception.
3. Works collaboratively with the automation specialist to create a project/program implementation plan for assigned program(s), provides the plan to the supervisor within 30 days of program enactment or change, continually updates the plan throughout the project/program, and provides an annual update no later than 30 days prior to the start of each project/program.

DAFP Accountability Standards – Automation Specialist

1. Handbook updates are reviewed and submitted to Directives within 120 days of the enactment of the policy/software change with no more than 1 exception.
2. Works collaboratively with the policy Program Manager/program specialists to ensure that software requirements are written according to program regulations and policy with no more than 1 exception. Ensures that software is developed and released according to written requirements with no more than 1 exception.

FSA HQ Non-Supervisory Elements and Standards (Continued)**FSA HQ PROGRAM DELIVERY (Non-Supervisory Farm and Farm Loan Programs - Chief of Staff, Assistant to Deputy Director, Program Specialist, Program Manager, Assistant to Branch Chief, Assistant to Director, Team Lead, Loan Officer, Loan Specialist, National BFR Coordinator)**

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, Deploy applications and e-Sign technology through farmers.gov. Implement and promote use of eAuthentication and eSignature for customers, 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.

DEFINITION OF 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 pass 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.

FSA HQ Non-Supervisory Elements and Standards (Continued)

FSA HQ PROGRAM DELIVERY (Non-Supervisory Farm and Farm Loan Programs - Chief of Staff, Assistant to Deputy Director, Program Specialist, Program Manager, Assistant to Branch Chief, Assistant to Director, Team Lead, Loan Officer, Loan Specialist, National BFR Coordinator) (Continued)

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 no more than 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 no more than 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 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 supervisor to identify effective strategies to improve outcomes. Informs customers of the status of relevant work issues with no more than 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 4 exceptions.

Advanced – 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 exceptions.

FSA HQ Non-Supervisory Elements and Standards (Continued)**FSA HQ PROGRAM DELIVERY (Non-Supervisory Farm and Farm Loan Programs - Chief of Staff, Assistant to Deputy Director, Program Specialist, Program Manager, Assistant to Branch Chief, Assistant to Director, Team Lead, Loan Officer, Loan Specialist, National BFR Coordinator) (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. 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. Completes work assignments that demonstrate good planning, organization, coordination and consultation with no more than 4 exceptions.
7. Acquires and meets FSA's standards for maintaining loan approval authority and loan servicing authority.
8. Ensures that applications for benefits are complete, supporting documentation is updated and on file, and payments are processed accurately and within required timeframes with no more than 3 exceptions.

DAFLP Accountability Standards

1. Handbook updates are reviewed and submitted to Directives within 120 days of the enactment of the policy/software change with no more than 1 exception.
2. Works collaboratively with the program and IT staffs to ensure that software requirements are written according to program regulations and policy with no more than 1 exception. Ensures that software is developed and released according to written requirements with no more than 1 exception. within their control.
3. Works collaboratively with the program and IT staffs to ensure the implementation plan is followed and briefs the supervisor during the initial kickoff and during the lifecycle of the project, continually provides updates regarding the plan throughout the project/program, and provides an annual FY -end report.

FSA HQ Non-Supervisory Elements and Standards (Continued)**FSA HQ PROGRAM DELIVERY (Non-Supervisory Farm and Farm Loan Programs - Chief of Staff, Assistant to Deputy Director, Program Specialist, Program Manager, Assistant to Branch Chief, Assistant to Director, Team Lead, Loan Officer, Loan Specialist, National BFR Coordinator) (Continued)**DAFP Accountability Standards - Program Manager or Program Specialist

1. Handbook updates are reviewed and submitted to Directives within 120 days of the enactment of the policy/software change with no more than 1 exception.
2. Works collaboratively with the automation specialist to ensure that software requirements are written according to program regulations and policy with no more than 1 exception. Ensures that software is developed and released according to written requirements with no more than 1 exception.
3. Works collaboratively with the automation specialist to create a project/program implementation plan for assigned program(s), provides the plan to the supervisor within 30 days of program enactment or change, continually updates the plan throughout the project/program, and provides an annual update no later than 30 days prior to the start of each project/program.

DAFP Accountability Standards – Automation Specialist

1. Handbook updates are reviewed and submitted to Directives within 120 days of the enactment of the policy/software change with no more than 1 exception.
2. Works collaboratively with the policy Program Manager/program specialists to ensure that software requirements are written according to program regulations and policy with no more than 1 exception. Ensures that software is developed and released according to written requirements with no more than 1 exception.

FSA HQ Non-Supervisory Elements and Standards (Continued)**CUSTOMER EXPERIENCE (ALL HQ NON-SUPERVISORS)**

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, Deploy applications and e-Sign technology through farmers.gov. Implement and promote use of eAuthentication and eSignature for customers, 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.

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

DEFINITION OF 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 pass this standard:

ENTRY:

1. With minimal assistance provides accurate and timely responses to e-mails and phone calls within 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. 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 48 hours of completion, with no more than 5 exceptions during the year.

FSA HQ Non-Supervisory Elements and Standards (Continued)**CUSTOMER EXPERIENCE (ALL HQ NON-SUPERVISORS) (Continued)**

3. 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.
4. 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. 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.

DEVELOPMENTAL

1. With little or no assistance provides accurate and timely responses to e-mails and phone calls within 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. Initiates follow-up with customers to ensure that customer is periodically informed of the status of the deliverable/service within 48 hours of completion, with no more than 5 exceptions during the year.
3. 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.
4. 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. 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.

FSA HQ Non-Supervisory Elements and Standards (Continued)**CUSTOMER EXPERIENCE (ALL HQ NON-SUPERVISORS) (Continued)****DEVELOPMENTAL (Continued)**

6. Supports the Secretary's receipt for service requirement by issuing receipts for service consistent with regulations.

ADVANCED

1. Independently provides accurate and timely responses to e-mails and phone calls within 2 workdays (with no more than 4 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. Independently initiates follow up with customer to ensure that customer is periodically informed of the status of the deliverable/service and within 48 hours of completion, with no more than 4 exceptions during the year.
3. 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.
4. 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. 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.

FSA HQ Non-Supervisory Elements and Standards (Continued)**INDIVIDUAL CONTRIBUTIONS TO THE TEAM (ALL HQ NON-SUPERVISORS)**

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 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.

DEFINITION OF 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 pass 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 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.

FSA HQ Non-Supervisory Elements and Standards (Continued)**COMMUNICATIONS (FSA HQ Non-Supervisory – Executive Assistant, Secretary, Confidential Assistant Administrative Support Specialist, Administrative Assistant, Management Analyst, Technology Specialist, Outreach Specialist, Field Operations Manager, Field Operations Specialist, Program Assistant)**

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 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.

DEFINITION OF 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 pass 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 tailors 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.

FSA HQ Non-Supervisory Elements and Standards (Continued)**FSA HQ MISSION RESULTS (Non-Supervisory – All HQ except Team Lead or Deputy Director)**

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 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, Departmental, 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.

DEFINITION OF 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 pass this standard:

1. **Entry:** 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.

Developmental: Understands and can discuss program strategic goals and initiatives with in assigned functional areas and contributes to the overall accomplishment of strategic objectives. 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.

FSA HQ Non-Supervisory Elements and Standards (Continued)

FSA HQ MISSION RESULTS (Non-Supervisory – All HQ except Team Lead or Deputy Director) (Continued)

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. Stresses accountability and continuous improvement to other employees and team members, makes timely and effective decisions, and produces results through strategic thinking and decisive action. 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.

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. 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.

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

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

5. 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.
6. 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.

FSA HQ Non-Supervisory Elements and Standards (Continued)

FSA HQ MISSION RESULTS (Non-Supervisory – All HQ except Team Lead or Deputy Director) (Continued)

7. **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.
8. **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.
9. **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.
10. Successfully completes assigned training and training activities within established timeframes as required by 6-PM, Part 13, if applicable. Submits an IDP and completes required training by the deadline with no more than 2 exceptions.

DAFLP Accountability Standards

1. Works collaboratively with OMS, EPAD, and FPAC-BC Budget to determine the appropriate initial funding. Monitors program funding to ensure that supplemental funding is requested timely when possible, to avert the potential of funds depletion with no exceptions.
2. Proactively includes processes for program integrity in procedure, provides timely monitoring of program administration, alerts supervisor immediately as issues of potential concern arise, works collaboratively with supervisor and DAFLP to provide DAFO meaningful program performance data.
3. Monitors program participation, obligation and distribution of funds, goals and accomplishments and provides updates to the supervisor *daily/weekly/monthly* and identifies potential areas of concern.
4. Works collaboratively to proactively include processes for program integrity, including internal controls and a proper audit trail, in software and alerts supervisor immediately as issues of potential concern arise.

FSA HQ Non-Supervisory Elements and Standards (Continued)**FS HQ MISSION RESULTS (Non-Supervisory – All HQ except Team Lead or Deputy Director) (Continued)**DAFLP Accountability Standards (Continued)

5. Monitors software status and alerts supervisor immediately as issues of potential concern arise.

DAFP Accountability Standards - Program Manager or Program Specialist

1. Works collaboratively with OMS, EPAD, FPAC-BC Budget, and automation specialist to determine the appropriate initial apportionment. Monitors program funding to ensure that reapportionments are requested timely to avert the potential of funds depletion with no exceptions.
2. Proactively includes processes for program integrity in procedure, provides timely monitoring of program administration, alerts supervisor immediately as issues of potential concern arise, works collaboratively with DAFO to provide meaningful performance data for States and Counties, and submits an annual report to the supervisor of the status by March 31.
3. Monitors program enrollment, obligation, and payment status in States and provides updates to the supervisor weekly and identifies potential areas of concern.

DAFP Accountability Standards - Automation Specialist

1. Works collaboratively with Policy Program Manager/Specialist to proactively include processes for program integrity, including internal controls and a proper audit trail, in software and alerts supervisor immediately as issues of potential concern arise.

FSA HQ Non-Supervisory Elements and Standards (Continued)**FSA HQ MISSION RESULTS (Non-Supervisory – Team Lead or Deputy Director)**

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 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, Departmental, 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.

DEFINITION OF 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 pass this standard:

1. 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 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 the organizational unit are mentored, and their work-related knowledge and orientation are enhanced.

FSA HQ Non-Supervisory Elements and Standards (Continued)

FSA HQ MISSION RESULTS (Non-Supervisory – Team Lead or Deputy Director)
(Continued)

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.
7. **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.
8. **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.
9. Submits an IDP and completes required training by the deadline with no more than 2 exceptions.

DAFLP Accountability Standards

1. Works collaboratively with OMS, EPAD, and FPAC-BC Budget to determine the appropriate initial funding. Monitors program funding to ensure that supplemental funding is requested timely when possible, to avert the potential of funds depletion with no exceptions.
2. Proactively includes processes for program integrity in procedure, provides timely monitoring of program administration, alerts supervisor immediately as issues of potential concern arise, works collaboratively with supervisor and DAFLP to provide DAFO meaningful program performance data.
3. Monitors program participation, obligation and distribution of funds, goals and accomplishments and provides updates to the supervisor *daily/weekly/monthly* and identifies potential areas of concern.
4. Works collaboratively to proactively include processes for program integrity, including internal controls and a proper audit trail, in software and alerts supervisor immediately as issues of potential concern arise.
5. Monitors software status and alerts supervisor immediately as issues of potential concern arise.

FSA HQ Non-Supervisory Elements and Standards (Continued)**FSA HQ MISSION RESULTS (Non-Supervisory – Team Lead or Deputy Director)
(Continued)**DAFP Accountability Standards - Program Manager or Program Specialist

1. Works collaboratively with OMS, EPAD, FPAC-BC Budget, and automation specialist to determine the appropriate initial apportionment. Monitors program funding to ensure that reapportionments are requested timely to avert the potential of funds depletion with no exceptions.
2. Proactively includes processes for program integrity in procedure, provides timely monitoring of program administration, alerts supervisor immediately as issues of potential concern arise, works collaboratively with DAFO to provide meaningful performance data for States and Counties, and submits an annual report to the supervisor of the status by March 31.
3. Monitors program enrollment, obligation, and payment status in States and provides updates to the supervisor weekly and identifies potential areas of concern.

DAFP Accountability Standards - Automation Specialist

1. Works collaboratively with Policy Program Manager/Specialist to proactively include processes for program integrity, including internal controls and a proper audit trail, in software and alerts supervisor immediately as issues of potential concern arise.

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
	You have a common knowledge or an understanding of basic techniques and concepts.
	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.
	You have the level of experience gained in a classroom and/or experimental scenarios or as a trainee on-the-job. You are expected to need help when performing this skill.
	<ul style="list-style-type: none"> • Focus on developing through on-the-job experience;
	<ul style="list-style-type: none"> • You understand and can discuss terminology, concepts, principles and issues related to this competency;
	<ul style="list-style-type: none"> • You utilize the full range of reference and resource materials in this competency.

FPAC Proficiency Levels (Continued)

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.
	<p>You are able to successfully complete tasks in this competency as requested. Help from an expert may be required from time to time, but you can usually perform the skill independently.</p>
	<ul style="list-style-type: none"> • Focus is on applying and enhancing knowledge or skill;
	<ul style="list-style-type: none"> • You have applied this competency to situations occasionally while needing minimal guidance to perform successfully;
	<ul style="list-style-type: none"> • You understand 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.
	<p>5 - Expert (recognized authority)</p> <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.