

## *Driving Organizational Results*

Module

**1**

### **About the Executive Performance Management System**

Department of Defense  
Executive Performance Workshops

- You learn
  - Key definitions
  - Certification requirements
    - 5 U.S.C. Chapter 43
    - Office of Personnel Management (OPM)
  - An overview of the system

- Before we get started, there are key terms you should be familiar with (a complete list of definitions is available in SC 920)
  - **Annual Summary Rating** – The final rating of record approved by the Authorizing Official at the end of the performance appraisal period.
  - **Appraisal** – The annual process under which results-driven Performance Requirements are established, reviewed, evaluated and rewarded.
  - **Authorizing Official** – The head of a DoD Component or delegated official.
  - **Balanced measures** – Indicators of the two-way communications, dialogue, and collaboration with customers and employees that inform executive actions and decision making.
  - **Initial Summary Rating** – Proposed rating of record by the Rating Official.
  - **Pay Pool** – A combination of organizational elements and/or tier structures that is defined for the purpose of determining Performance Payouts.

*If you are familiar with these terms, go to slide 7...*

- **Pay Pool Funding Factor** – The sum of 3 variables – (1) GPI for Senior Professionals or the President’s Adjustment to Executive Pay (PAEP) for SES; (2) pay progression budget; and (3) bonus budget – that becomes part of the overall formula to calculate a Performance Payout.
- **Pay Pool Manager** – The individual charged effective operations of the Pay Pool and for distributing funds in a manner consistent with policies.
- **Pay Pool Value** – The amount of money available for Performance Payouts.
- **Performance Elements** – The critical components of an executive’s or senior professional’s work that contribute to organizational goals and results. They are so important that unsatisfactory performance of any one of the Performance Elements results in an overall rating of unsatisfactory. There are seven elements (described in later in the lesson).
- **Performance Payout** – The total monetary value of a basic pay increase and Performance Bonus.

- **Performance Rating** – The written assessment of performance compared to the Performance Elements and the Performance Requirements for the position. There are five rating levels: Exceptional Results; Exceeds Expected Results; Achieved Expectations; Minimally Satisfactory; and Unsatisfactory.
- **Performance Requirements** – Written statements of measurable results expected to be achieved. Typically, there are between one and four SMART-Q (see definition on Slide 1-6) written Performance Requirements for each Performance Elements. Performance Requirements describe “what is expected” and “how it will be accomplished” and are written at the “Achieved Expectations” level. These are the performance standards required to evaluate performance.
- **Performance Review Board (PRB)** – A panel of individuals providing oversight to ensure balance, equity and fairness in the evaluation and scoring process and there are meaningful distinctions in performance.

- **Performance Score** – The numeric value between 0 and 100 associated with a Performance Rating.
- **Rating Official** – The supervisor responsible for assessing performance.
- **Share** – A notional representation of a portion of the Pay Pool Fund.
- **Share value** – Represents a fixed percentage used to calculate the Performance Payout.
- **SMART-Q** – A framework used for developing measurable results-driven Performance Requirements. The acronym stands for:
  - **Specific (define results)**
  - **Measurable (define quality, quantity and/or effectiveness)**
  - **Aligned (support specific strategic goals)**
  - **Realistic/Relevant (requirements are achievable yet challenging)**
  - **Timely (define a deadline/timeframe for completion) – typically the end of the appraisal cycle**
  - **Quality (identify the degree of excellence expected)**

*Now that we are familiar with the terms, let's look at the system requirements...*

## *A Performance Management System Focused on Outcomes*

- DoD's performance management system makes meaningful distinctions in performance
  - Based on relative performance and organizational performance
  - Meets requirements identified in 5 U.S.C. Chapter 43
  - Meets OPM certification requirements

A performance culture that encourages a results-driven executive workforce by creating a direct link between the results you achieve and your pay and rewards.

## ***Title 5 Certification Requirements***

- Key Performance System Requirements
  - Using performance requirements that provide for a accurate evaluation of performance based on objective criteria related to the job
  - Engaging employees in establishing performance requirements
  - Monitoring and appraising performance fairly
  - Using the results of performance appraisals as a basis for paying, training, rewarding, promoting and other personnel actions
  - Rigorously evaluating employees based upon individual and organization performance
  - Using a rating scale that includes at least three levels of performance

*In addition to complying with this criteria, our system must meet OPM criteria – let's take a look...*

## *OPM Requires Specific Elements for Certification*

- OPM certifies our Executive Performance Management System
- Why is this important?
  - Simply put: A certified system allows DoD to compensate its high performing executives at Level II of the Executive Schedule
- To receive certification DoD submits a sample of performance plans for scoring
- To receive certification, the reviewed plans must receive a score of 80% or higher

*Certification requirements are specific – let's take a look...*

# *OPM Certification Requirements*

- Performance Requirements must meet six criteria
  - Accountability
  - Alignment
  - Balanced measures
  - Consultation
  - Diversity
  - Measurable results

*What this really means...*

- Your Performance Requirements must address:
  - Accountability Criteria (SES and SL/ST who supervise) – Accountability for subordinate performance management
    - Must specifically have a statement that holds executives accountable for subordinate performance
      - Ensuring that subordinate performance plans are aligned to organizational goals
      - Appraising subordinates against clear, measurable standards of performance
    - Must be SMART-Q written at Level 3 – “Achieved Results”
    - Include Leadership/Supervision Performance Element

- Your Performance Requirements must address:
  - Alignment Criteria – Performance plan must
    - Link to organizational goals
      - ❖ Strategic Plans
      - ❖ Annual performance plans or
      - ❖ Other organizational planning or budget documents
  - Each Requirement must
    - Cite the actual plan and/or goal
    - The citation may be abbreviated , e.g., (Goal 1.1 of CPP Strategic Plan)
    - The referenced plan must be available, upon request, to submit to DoD as part of the evidence required for OPM certification

## ***OPM Certification Criteria – Balanced Measures***

- Your Performance Requirements must address:
  - Balanced Measures Criteria – Measures or indicators of the collection and uses of employee and customer/ stakeholder feedback
    - Must include employee and customer/stakeholder feedback was solicited and used in achieving a performance result
    - Must be SMART-Q written at Level 3 – “Achieving Expectations”
    - Include in any one of the Performance Elements, e.g., Contribution to Mission Accomplishment or Customer Care

## ***OPM Certification Criteria – Consultation and Diversity***

- Your Performance Requirements must address:
  - Consultation Criteria – Requirement to involve the executive and rater in developing Performance Requirements
    - Executives and Raters must co develop the Performance Requirements
    - Signature of the Executive and Rater is required in Part B-1 of the Executive Performance Appraisal Form
  - Diversity Criteria – DoD Requirement
    - Performance plans must have a Performance Requirement that holds executives accountable for achieving results in promoting diversity in the workforce and furthering equal employment opportunity in the workplace

- Your Performance Requirements must address:
  - Measurable Results Criteria– Output or outcome that includes observable and or verifiable results in terms of quality, quantity, timeliness, and or cost effectiveness
    - All Performance Requirements under Contribution to Mission Accomplishment must be results-driven (SMART-Q)
    - Measures can include
      - ❖ Efficiency or accuracy rates,
      - ❖ Improvement from survey results
      - ❖ Acceptance of articles by jury journals
      - ❖ Presidential Management Agenda metrics or other program metrics
      - ❖ Attributes of value, thoroughness, excellence of an effort, or result

- Your Performance Plan must
  - Focus on the right type of standards
    - Write to the six criteria just discussed
    - Make sure your measures are tangible, specific and focused on outcomes, output and results
    - Incorporate balanced measures – how you engage and consider customer and employee feedback
    - Explicitly align your work with specific organizational goals – a simple statement of the connection to a specific goal suffices

- As supervisors of executives, you are responsible for
  - Training executives on the system
  - Using Component/organizational assessment information as an element to evaluate and rate employee performance (see slide 1-35)
  - Communicating performance results to your employees and executives
  - Communicating how organizational performance is taken into consideration when determining ratings, pay adjustments and awards
  - Making pay differentiations so that those who have demonstrated the highest levels of individual receive the highest summary ratings and performance-based payouts
- DoD is responsible for overseeing the performance appraisal process to ensure fairness and compliance

## ***Certification – What does it mean for you?***

- Signals to the workforce that DoD has a creditable, transparent, fair and equitable executive performance management system
- Instills confidence in the workforce that supervisors are capable of making meaningful distinctions in performance and pay
- Provides authority to apply the higher aggregate limitation on pay – equivalent to the rate payable to the Vice President
- Provides authority to increase in the maximum rate of basic pay from Level III to Level II of the Executive Schedule (SES)

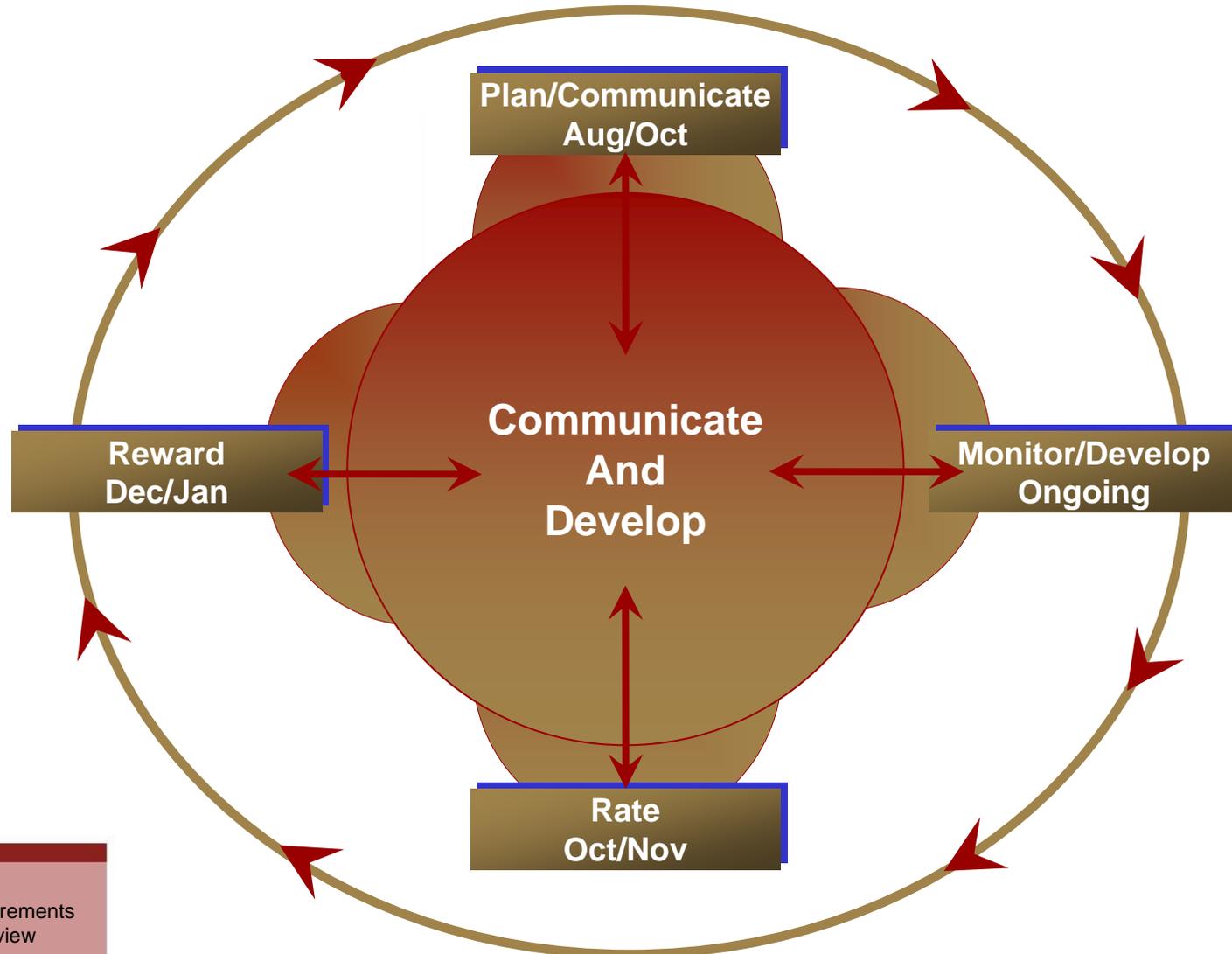
***Bottom Line – Certification allows use  
to compensate at higher levels***

## *What is Your Responsibility?*

- Work with your rating official to establish a performance plan that meets the certification criteria
- Seek training and learning opportunities to understand system requirements and develop effective performance plans that drive individual and organizational performance

*Let's look at our Performance Management System and learn about the key features...*

# Performance Management Cycle At a Glance



- The performance cycle is October 1 through September 30
- You must be on an approved plan 30 days after the cycle begins
- You must be on an approved plan for 90 days to be rated
- Your supervisor and you must establish your plan together
- Your plan must include:
  - Required Performance Elements
  - Performance Requirements
- The mandatory or necessary elements and requirements are different for SES and Senior Professionals

- Performance Elements are the ***critical*** components of an executive's or senior professional's work that contribute to organizational goals and results
- Unsatisfactory performance in ***any one*** of the Performance Elements results in an executive's overall job performance rating as unsatisfactory
- Performance Elements are defined by standardized benchmark descriptors
  - Included as a resource at the end of this module
- There are seven Performance Elements...three are mandatory

Performance Element	Mandatory Application	Mandatory Weight
Leadership/Supervision	SES, SP as applicable	
Contribution to Mission Accomplishment	SES, SP	<b>60%</b>
Customer Care	SES	
Communications		
Cooperation/Teamwork		
Resource Management		
Technical Competence/Problem Solving	SP	

- The remaining four Performance Elements may be
  - Used as stand alone Performance Elements or
  - Embedded into one or all of the three mandatory Performance Elements

- All Performance Elements included in your plan are critical
- Performance Elements must be weighted
- Contribution to Mission Performance Element comprises 60% of your plan
- The sum of the weights for all Performance Elements used must equal 100 percent

### *Your Take Away*

*Make the Contribution to Mission  
Accomplishment Element compliant –  
it is critical to your success*

- Each Performance Element has Performance Requirements
- Typically between **one** and **four** Performance Requirements are used for each Performance Element
- Performance Requirements
  - Are written in the SMART-Q framework
  - Must describe a requirement/outcome that is of sufficient depth and complexity to reflect the high-level work of an Executive or Senior Professional
  - Must be written at “Achieved Expectations”
  - Allow for meaningful distinctions in performance to be made

*These are the performance standards against which your performance is appraised*

- SMART-Q Performance Requirements
  - Apply to your areas of responsibility
  - Are linked with strategic plans and Department/Component initiatives
  - Reflect expected agency or organizational performance
  - Clearly describe performance that is measurable or verifiable and focused on tangible outputs, outcomes, milestones
  - Include balanced measures considering perspectives of distinct groups including customers and employees

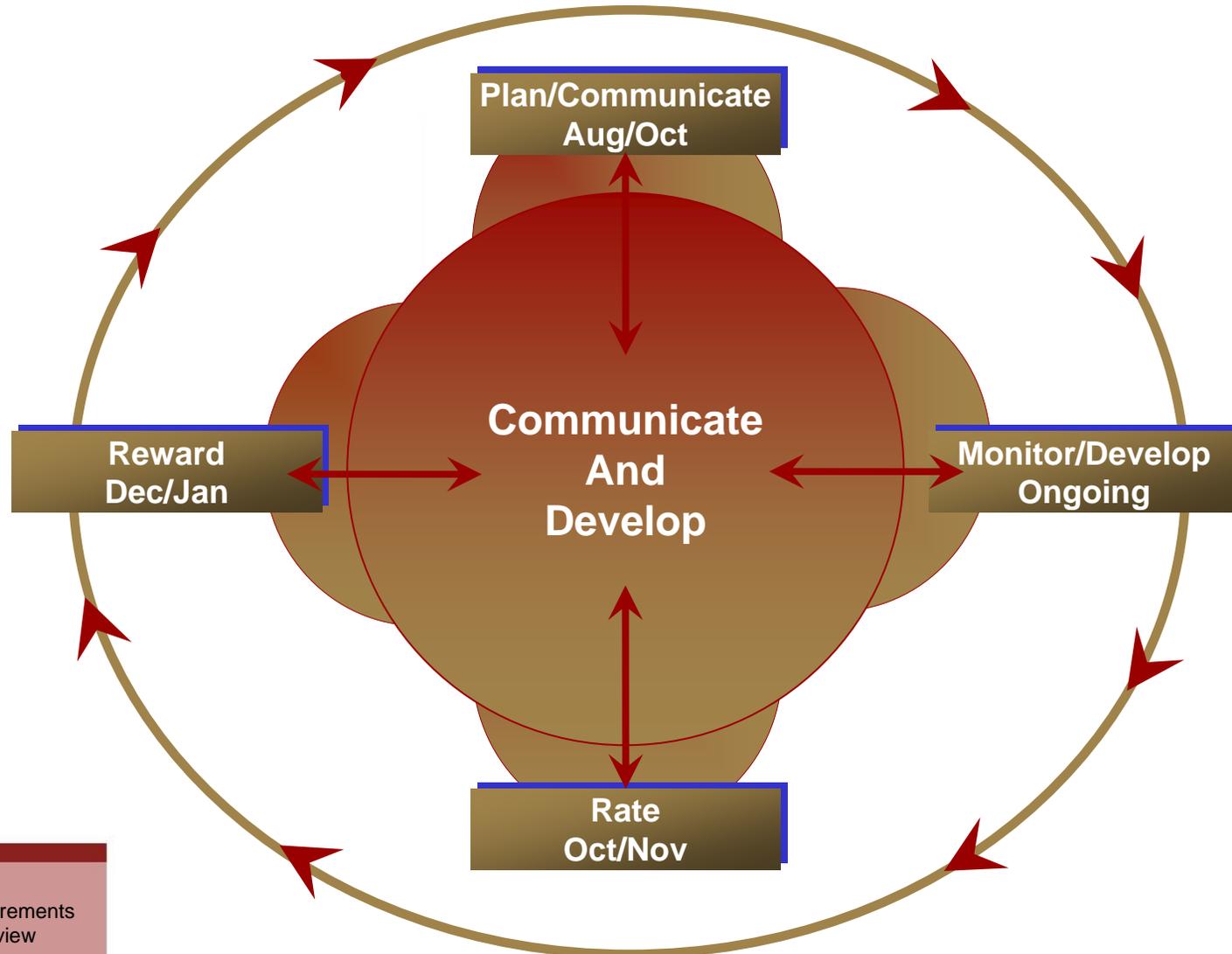
- An important consideration
  - Generally, all Performance Requirements must be results-oriented
  - Some Performance Requirements require competency-based outcomes
  - If this is the case, at least 60 percent of the other Performance Requirements must be results-oriented and in the SMART-Q format

*Critical Point*

*The Mission Accomplishment Performance Element must contain only measurable results-oriented Performance Requirements.*

- For supervisory positions
  - Two mandatory Performance Requirements as part of the Leadership/Supervision Performance Element
    - Subordinate employee Performance Plans must be
      - ❖ Aligned with organizational goals
      - ❖ Rigorously and realistically appraised against clear and measurable performance standards
      - ❖ Employee and customer views are considered in achieving organizational results
    - Executive achieves results in promoting equal employment opportunity, affirmative action, and diversity

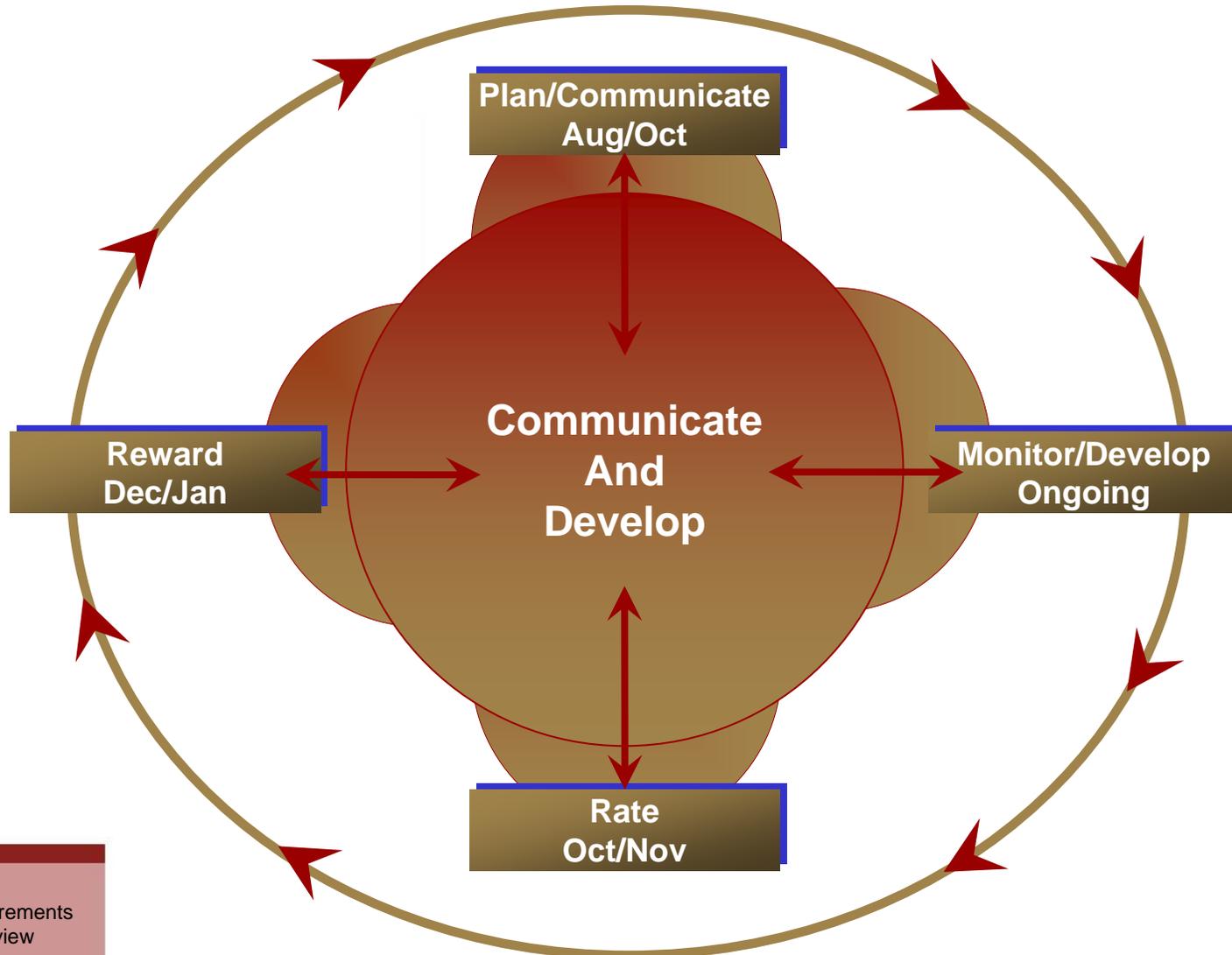
# Performance Management Cycle At a Glance



- Your performance must be monitored throughout the performance cycle
- You should receive feedback on your progress in accomplishing the Performance Elements and Requirements
- You should seek opportunities for knowledge enhancement
- You are encouraged to seek opportunities to expand your experiences, broaden perspectives and view responsibilities in the larger DoD context
- Unacceptable performance must be immediately addressed – you deserve to know what the concerns are and what is requirement to demonstrate improvement

- At least one progress review is required
  - Documented by the Rating Official on the Performance Appraisal Form
- An Interim Rating is required when
  - Either you or your Rating Official leaves his/her position and
  - You have been on an approved Performance Plan for at least 90 days
- Developing performance is integrated with the performance management process
- Performance Elements and Requirements may serve as the basis for providing a framework for discussing developmental needs

# Performance Management Cycle At a Glance



- Your performance must be
  - Appraised in writing
  - Include an Initial Summary Rating
  - Discussed with you
- Your appraisal must be based upon
  - Individual and organizational performance
  - The degree to which you accomplished your Performance Elements and Requirements
- Performance ratings and scores are not forced or artificially constrained

## Performance Rating Levels

- There are five rating levels

Performance Rating Level	Benchmark Definition
<b>Exceptional Results (5)</b>	Performance that far exceeds what is expected in the attainment of the Performance Requirement, as evidenced by exceptional accomplishments or contributions to the mission.
<b>Exceeds Expected Results (4)</b>	Performance that surpasses what is expected in the attainment of the Performance Requirements and/or results in the achievement of unexpected outcomes that contribute to the mission.
<b>Achieved Expectations (3)</b>	Performance that fully meets the attainment of the Performance Requirements as defined by the Performance Plan.
<b>Minimally Satisfactory (2)</b>	Performance that partially meets or demonstrates some progress toward the attainment of the Performance Requirements described in the Performance Plan.
<b>Unsatisfactory (1)</b>	Performance that fails to meet the Performance Requirements for any element in the Performance Plan.
<b>Not Rated</b>	Self explanatory

- To appropriately rate your individual performance, Rating Officials must use an organizational assessment
- What is an organizational assessment?
  - It is a **thorough evaluation** of DoD, Component, organizational, and or functional performance against prescribed strategic goals, objectives, and or priorities
- Organizational Assessments **must** be
  - Used by rating officials, Pay Pools, and Performance Review Boards to
    - Assess and rate individual performance
    - Make meaningful distinctions in performance
    - Pay and reward executives
  - Communicated and be readily assessable to you

- The DoD Organizational Assessment consists of
  - Annual Organizational Assessment based on DoD priorities
    - Usually published in August or September of year
  - Annual publication of DoD priorities (currently referred to as 25 Transformational Priorities)
    - Usually published in September or October of each year

- A Component Organizational Assessment consists of
  - Annual publication of Component priorities that considers the Annual DoD Priorities
    - Publication is determined by the Component Head
    - It **must** be published in time to be used to establish annual Performance Requirements
  - Annual Organizational Assessment that considers the DoD Organizational Assessment
    - Publication is determined by the Component Head
    - It **must** be published in time to be considered in the final evaluation and rating of an executive

## ***Organizational Assessments – Other Assessments***

- Other assessments that may be used include
  - Presidential Management Agenda (PMA)
  - Governmental Performance Results Act (GRPA)
  - Organizational Strategic Plan Performance Results

- Your Rating Official must conduct an end of cycle review and complete the Initial Summary Rating
  - Provides a preliminary assessment pending final review and approval
  - Includes a discussion of overall performance
  - Recommended Performance Rating, Performance Score and Number of Shares

*It does not include Performance Share Value and Payout information.*

*Why? The Authorizing Official makes the final determination.*

- Your Rating Officials scores **each** Performance Element and Requirement
  - Each score is multiplied by the percentage weight assigned to the Element
  - All Elements are added to develop the Performance Score
  - Maximum Performance Score is 100
- The score is converted into a recommended number of shares

*Take a look...*

## *Linking the Rating to the Shares*

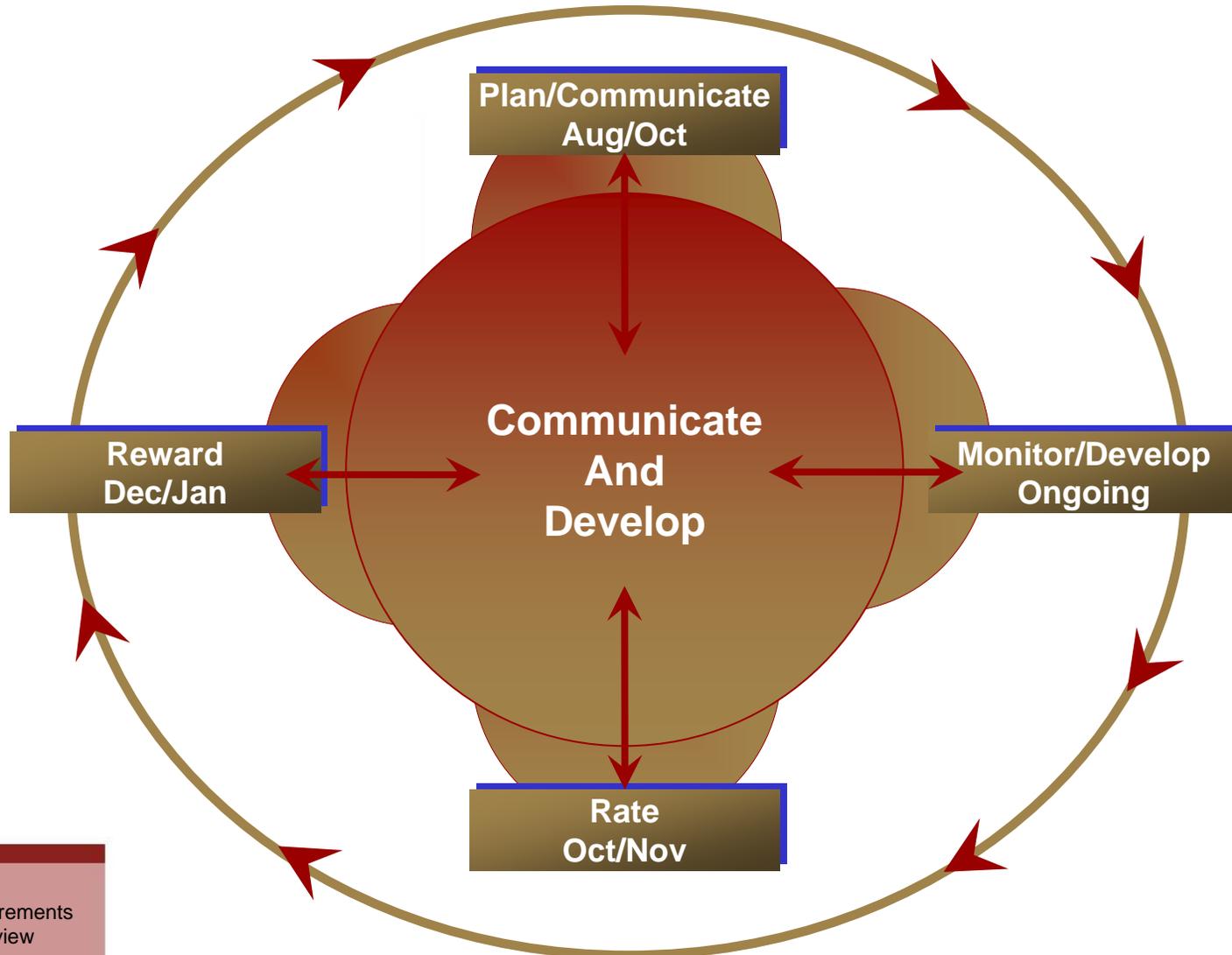
<b>Performance Rating Level</b>	<b>Score</b>	<b>Payout Share Options</b>
Exceptional Results	95-100	11, 12, 13, 14, 15 or 16
Exceeds Expected Results	86-94	7, 8, 9, or 10
Achieved Expectations	70-85	1, 2, 3, 4, 5, or 6
Minimally Satisfactory	51-69	0
Unsatisfactory	0-50	0

## *Linking Shares to Payouts*

- If you receive a rating of Achieved Expectations and a Performance Score of at least 70, you are eligible for a performance-based payout
- The payout comes in the form of
  - Basic pay increase
  - Performance Bonus
  - Combination of the two

*Let's take a look at how your performance is rewarded...*

# Performance Management Cycle At a Glance



- Pay Pool process is used to reconcile ratings and reward performance
- The Pay Pool uses the Performance Payout formula to calculate your actual payout amount
- Performance payouts are calculated and administered so that the Pay Pool Manager does not exceed the amounts available to the pay pool
- The Pay Pool Funding Factor is established for each tier
- Your performance payout is communicated to you after the pay pool process is completed

*Your payout is directly tied to your performance...*

## ***Benefits of an Effective Performance Management Process***

- Assigns, assesses and rewards your valued contributions
- Provides a means to reward top performers
- Establishes an equitable method for setting pay
- Allows flexibility to respond to mission changes – realign, reorganize, and reshape the workforce, as necessary
- Means to attract and retain a valued and high performing workforce

- Opens a dialogue between executives and supervisors around organizational goals, expected contributions to meet the goals, expectations for performance, and developmental requirements
- Builds a shared understanding of DoD priorities and how they link to an organization's priorities, and how in turn, these priorities cascade to executive and subordinate performance requirements

- Now that you have a grounding, it is time to get started
  - Module 2 – Getting Started – Covers establishing a Performance Plan
  - Module 3 – Monitoring and Developing Performance – Discusses the importance of effective monitoring and development to cultivating and sustaining a higher performing workforce
  - Module 4 – Developing Leaders in a High Performing Workforce – Focuses on what Supervisors need to consider as they lead their organizations
  - Module 5 – Rating Performance – Explores the rating process
  - Module 6 – Rewarding Performance – Walks you through the performance payout process

- SES Website (Includes SC 920)
  - [www.cpms.osd.mil/sespm](http://www.cpms.osd.mil/sespm)
- Executive Performance in the 21<sup>st</sup> Century: A Guide to Driving Organizational Results
- Executive Management Development Office
- 5 U.S.C. Chapter 43
- OPM Certification
  - <http://www.opm.gov/ses/certification.asp>

The basis for determining the rating level of each Performance Element will be the relationship of an executive or senior professional's accomplishments to the Performance Requirements.

The information below identifies each of the seven benchmark Performance Elements: Leadership/Supervision; Contribution to Mission Accomplishment; Resource Management; Communication; Cooperation/Teamwork; Customer Care; and Technical Competence/Problem Solving and illustrates accomplishments and contributions that may be considered in reviewing the executive's accomplishments.

Performance Element	Competencies/Performance Accomplishments
<b>Leadership/Supervision</b>	<p><b>Vision</b> - Takes a long-term view and acts as a catalyst for organizational change; builds a shared vision with others. Influences others to translate vision into action. Engages in succession planning. Drives results and creates high performing organizations and safe work environments.</p> <p><b>Service Motivation</b> - Creates and sustains an organizational culture which encourages others to provide the quality of service essential to high performance. Enables others to acquire the tools and support they need to perform well. Shows a commitment to public service. Influences others toward a spirit of service and meaningful contributions to mission accomplishment.</p>

Performance Element	Competencies/Performance Accomplishments
<p><b>Leadership/Supervision (cont'd)</b></p>	<p><b>Integrity/Honesty</b> - Instills mutual trust and confidence; creates a culture that fosters high standards of ethics; behaves in a fair and ethical manner toward others, and demonstrates a sense of corporate responsibility and commitment to public service.</p> <p><b>Leveraging Human Capital</b> - Recruits, develops, and retains a diverse high quality workforce in an equitable manner consistent with applicable law and merit systems principles. Leads and manages an inclusive workplace that maximizes the talents of each person to achieve sound business results. Respects, understands, values and seeks out individual differences to achieve the vision and mission of the organization. Develops and uses measures and rewards to hold self and others, including subordinate managers and supervisors, accountable for achieving results that embody the principles of diversity and achieve organizational results.</p> <p><b>Decisiveness</b> - Exercises good judgment by making sound and well-informed decisions; perceives the impact and implications of decisions; makes effective and timely decisions, even when data is limited or solutions produce unpleasant consequences; is proactive and achievement oriented.</p>

Performance Element	Competencies/Performance Accomplishments
<b>Leadership/Supervision (cont'd)</b>	<b>Balancing Perspectives</b> – Approaches responsibilities that balance organizational results with the perspectives of distinct groups, including customers and employees.
<b>Contribution to Mission Accomplishment</b>	<p><b>Strategic Alignment</b> - Achieves results that support and contribute to the accomplishment of the strategic goals of the organization, Component and the Department.</p> <p><b>Strategic Thinking</b> - Formulates effective strategies consistent with the business and competitive strategy of the Department and Component in a global economy. Examines policy issues and strategic planning with a long-term perspective. Determines objectives and sets priorities; anticipates potential threats or opportunities.</p> <p><b>Entrepreneurship</b> - Identifies opportunities to develop and market new products and/or services within or outside of the organization. Is willing to take risks; initiates actions that involve a deliberate risk to achieve a recognized benefit or advantage.</p>

Performance Element	Competencies/Performance Accomplishments
<p><b>Contribution to Mission Accomplishment (cont'd)</b></p>	<p><b>External Awareness</b> - Identifies and keeps up to date on key national and international policies and economic, political, and social trends that affect the organization. Understands near-term and long-range plans and determines how best to be positioned to achieve a competitive business advantage in a global economy or to best achieve the goals of the Department and Component.</p>
<p><b>Resource Management</b></p>	<p><b>Financial Management</b> - Demonstrates broad understanding of principles of financial management and marketing expertise necessary to ensure appropriate funding levels. Prepares, justifies, and/or administers the budget for the program area; uses cost-benefit thinking to set priorities; monitors expenditures in support of programs and policies. Identifies cost-effective approaches. Manages procurement and contracting.</p> <p><b>Human Resources Management</b> - Assesses current and future staffing needs based on organizational goals and budget realities. Using merit principles, ensures staff is appropriately selected, developed, utilized, appraised, and rewarded; takes corrective action, as appropriate.</p>

Performance Element	Competencies/Performance Accomplishments
<p><b>Resource Management</b></p>	<p><b>Technology Management</b> - Uses efficient and cost-effective approaches to integrate technology into the workplace and improve program effectiveness. Develops strategies using new technology to enhance decision-making. Understands the impact of technological changes on the organization.</p> <p><b>Accountability</b> - Assures that effective controls are developed and maintained to ensure the integrity of the organization. Holds self and others accountable for rules and responsibilities. Can be relied upon to ensure that projects within areas of specific responsibility are completed in a timely manner and within budget. Monitors and evaluates plans; focuses on results and measuring attainment of outcomes. Complies with all accountability systems requirements, and documents actions taken.</p>
<p><b>Communication</b></p>	<p><b>Influencing/Negotiating</b> – Consistent with Department and Component policies, persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals; facilitates "win-win" situations.</p>

Performance Element	Competencies/Performance Accomplishments
<p><b>Communication (cont'd)</b></p>	<p><b>Interpersonal Skills</b> - Considers and responds appropriately to the needs, feelings, and capabilities of different people in different situations; is tactful, compassionate and sensitive, and treats others with respect.</p> <p><b>Oral Communication</b> - Makes clear and convincing oral presentations to individuals or groups; listens effectively and clarifies information as needed; facilitates an open exchange of ideas and fosters an atmosphere of open communication.</p> <p><b>Political Savvy</b> - Identifies the internal and external politics that impact the work of the organization. Approaches each problem situation with a clear perception of organizational and political reality; recognizes the impact of alternative courses of action.</p> <p><b>Written Communication</b> - Expresses facts and ideas in writing in a clear, convincing and organized manner.</p>

Performance Element	Competencies/Performance Accomplishments
<p><b>Cooperation/Teamwork</b></p>	<p><b>Flexibility</b> - Is open to change and new information; adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles. Adjusts rapidly to new situations warranting attention and resolution.</p> <p><b>Resilience</b> - Responds effectively with pressure; maintains focus and intensity and remains optimistic and persistent, even under adversity. Recovers quickly from setbacks. Effectively balances personal life and work.</p> <p><b>Conflict Management</b> - Identifies and takes steps to prevent potential situations that could result in unpleasant confrontations. Manages and resolves conflicts and disagreements in a positive and constructive manner to minimize negative impact.</p> <p><b>Team Building</b> - Inspires, motivates, and guides others toward goal accomplishment. Consistently develops and sustains cooperative working relationships. Encourages and facilitates cooperation within the organization and with customer groups; fosters commitment, team spirit, pride, and trust. Develops leadership in others through coaching, mentoring, rewarding, and guiding employees.</p>

Performance Element	Competencies/Performance Accomplishments
<p><b>Customer Care</b></p>	<p><b>Customer Service</b> - Balancing interests of a variety of clients, readily readjusts priorities to respond to pressing and changing client demands. Anticipates and meets the need of clients; achieves quality end products; is committed to continuous improvement of services.</p> <p><b>Partnering</b> - Develops networks and builds alliances, engages in cross-functional activities; collaborates across boundaries, and finds common ground with a widening range of stakeholders. Utilizes contacts to build and strengthen internal support bases.</p>
<p><b>Problem Solving/Technical Competence</b></p>	<p><b>Problem Solving</b> - Identifies and analyzes problems; distinguishes between relevant and irrelevant information to make logical decisions; provides solutions to individual and organizational problems.</p> <p><b>Technical Credibility</b> - Understands and appropriately applies procedures, requirements, regulations, and policies related to specialized expertise. Is able to make sound hiring and capital resource decisions and to address training and development needs. Understands linkages between administrative competencies and mission needs.</p>