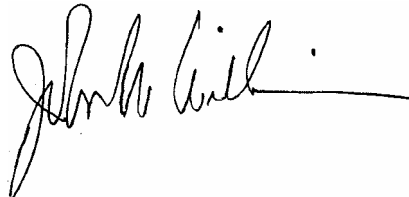


For: State Offices

**Linking Performance Plans to Agency Goals - State Offices**

Approved by: Deputy Administrator, Management



**1 Overview**

**A Background**

The President’s Management Agenda for Human Capital Initiative requires USDA meet certain standards to be considered successful. One of these standards is to have a results-oriented performance culture. According to the Office of Personnel Management (OPM), a performance management system must effectively differentiate between high and low performance and link individual/team/unit performance to organizational goals and desired results.

GS-14 through SES managers in the National Office, Kansas City, and St. Louis, and SED’s have already had their performance plans tied to the Agency Strategic Plan. Performance plans for managers were linked to the SES supervisor. A critical “Mission Results” element that incorporated cascading performance objectives was established for each manager.

Performance Alignment/Linkage Training was provided by teleconference to all States in January 2005.

**B Purpose**

This notice:

- informs managers and supervisors that, as part of the Department’s Human Capital Initiative commitment, the Secretary of Agriculture has mandated that **performance linkage be reflected in all employees’ performance plans by March 31, 2005**

**Note:** SED’s are required to certify the linkage. See subparagraph 2 B.

- provides guidance to establish new performance plan linkages
- provides examples of performance objectives (Exhibit 1).

<b>Disposal Date</b>	<b>Distribution</b>
May 1, 2005	State Offices

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### 1 Overview (Continued)

#### C Labor-Management Obligations

Where exclusive representation exists, bargaining may be requested to the extent allowed by applicable statutes. Where contract language addresses these policies and procedures for bargaining unit employees, contract language prevails.

#### D Contact

For additional information, contact either of the following HRD employees:

- Cheryl Fuller, by e-mail to **Cheryl.Fuller@wdc.usda.gov** or telephone at 202-418-8973
- Stephen Crisp, by e-mail to **Stephen.Crisp@wdc.usda.gov** or telephone at 202-418-8975.

Both employees can be reached at 202-418-9116 (TTY).

### 2 Action

#### A Supervisor Action

In preparing for the FY 2005 performance plan, supervisor's should do the following:

- review the FFAS "FSA State and County Offices Performance Linkage Tools" at **[http://hr.ffas.usda.gov/policies/perf\\_mgt\\_services.htm](http://hr.ffas.usda.gov/policies/perf_mgt_services.htm)**
- communicate how organizational goals are linked and cascaded to individual and work group performance, and how the accomplishments support employees organizational goals within their organizations, through:
  - staff meetings
  - individual or team meetings
  - electronic and internal correspondence
- ensure that all employees are aware of the Agency's current Strategic Plan Framework or organizational goals at **<http://bpms.wdc.usda.gov/bpms.htm>**
- develop performance plans that include a critical element with standards that identify clear and measurable (quality, quantity, cost, and/or timely) tasks and results that are aligned to organizational goals for each individual.

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### 2 Action (Continued)

#### A Supervisor Action (Continued)

For State Offices using:

- ICAMS, supervisors should see the instructions located at [http://hr.ffas.usda.gov/policies/perf\\_mgtservices.htm](http://hr.ffas.usda.gov/policies/perf_mgtservices.htm) to amend performance plans in ICAMS
- Pass/Fail performance plans, performance objectives (Exhibit 1) for **supervisors** must be added to Element 5, Program Management.

The performance objectives (Exhibit 1) for **non-supervisors** must be added to Element 1, Execution of Duties.

**Notes:** Employees under Pass/Fail cannot exceed 5 elements.

For State Offices using a 5-Tier performance plan, performance objectives (Exhibit 1) can be put either into a new “Program Management” element or can be inserted parenthetically into another already existing critical element.

See Exhibit 1 for examples of performance objectives.

See Exhibit 2 for the link to specific SED goals.

#### B SED Action

By **March 30, 2005**, submit the following certification statement to Doug Frago, DAFO, Attn: Patrick Spalding, by either of the following:

- e-mail to **Patrick Spalding@wdc.usda.gov**
- mail to 1400 Independence Avenue, SW., STOP 0542, Washington, DC 20250.

“As State Executive Director for (**State**), I certify that all (**or a percentage of**) employees have been informed of the overall mission, objectives, goals, plans, and activities of the Agency and work unit and their FY 2005 performance plans are linked to organizational goals.”

**Matrix of Aligned Performance Objectives for FY 2005**

**Note:** Positions that directly support farm loans and farm programs.

<b>Performance Objectives</b>	<b>DD</b>	<b>FLPC</b>	<b>FPC</b>	<b>CED</b>	<b>FLM</b>	<b>PT</b>	<b>AO</b>	<b>Farm Program Specialist (PS)</b>	<b>Farm Loan PS</b>	<b>FLO</b>	<b>FLOT</b>	<b>COT*</b>	<b>COR</b>
Achieve or make progress toward utilization of the EFT for 95% of loan obligations.	X	X			X	X			X	X	X		
Achieve or make progress toward utilization of the EFT for 95% of payments.	X		X	X		X		X				X	
In accordance with FSA policy [insert policy #], deposit and process payments within 24 hours of receipt.	X	X	X	X	X	X		X	X	X	X	X	
Achieve or make progress toward processing loans within the State's established goals.	X	X	X	X	X	X			X	X	X	X	
Achieve or make progress toward ensuring that 100% of UCC continuations are filed before the expiration date.	X	X	X	X	X	X		X	X	X	X	X	
Achieve or demonstrate progress toward ensuring that no late payment interests accrue.	X		X	X		X	X	X				X	

Matrix of Aligned Performance Objectives for FY 2005 (Continued)

Performance Objectives	DD	FLPC	FPC	CED	FLM	PT	AO	Farm Program Specialist (PS)	Farm Loan PS	FLO	FLOT	COT*	COR
Achieve or demonstrate progress toward working to provide information about program benefits to producers to ensure that they can make an informed decision [insert outcome measures here] e.g., newsletters, counter information, producer meetings, meeting with producer organizations, etc.	X	X	X	X	X	X		X	X	X	X	X	
Achieve or make progress toward ensuring 100% payment amounts are accurate and applications are complete.	X		X	X		X	X	X	X			X	
Achieve or make progress toward ensuring 100% of transactions or other assigned work is accurate and complete.						X							
Ensure that reviews are conducted and reports are filed and submitted within established timeframes.													X
Ensure that 100% of individual performance plans are linked to SED goals by July 1.							X						

**SED Performance Plan**

**Element 5 of SED Performance Plan** (links to agency Strategic Plan):

- **“Program Management of the field for my State”**
  - **Over-arching Goal:** Ensure fiduciary integrity of program funds including maintaining ledgers and electronic funds control and complying with applicable laws, statutes, and regulations
  - **Farm Loans:** Demonstrate progress towards 80 percent of goals established for Farm Loan Programs, such as:
    - reducing first-year delinquency rates on new loans by 10 percent over 5 years
    - increasing the number of loans made to beginning farmers to achieve 30 percent of all loans made.
- **Farm Programs:** Demonstrate progress towards 80 percent of the following established goals for Farm Programs:
  - meet reporting deadlines, with accurate information for reports established by DAFP
  - reduce prompt payment and interest as a percent of total farm program payments by 5 percent.