

U. S. DEPT. OF AGRICULTURE - MARKETING AND REGULATORY PROGRAMS <b>4-LEVEL PERFORMANCE APPRAISAL PROGRAM</b> <b>PERFORMANCE ELEMENTS AND STANDARDS</b>		Rating Period		
		From Jun 1, 2006	To Sep 30, 2006	
Employee Name	Social Security No.	Pay Plan GS	Series 0326	Grade 5
CRITICAL PERFORMANCE ELEMENT			Element Weight (%)	
4. WORKING RELATIONSHIP AND COMMUNICATION			10	
<p><b>ELEMENT DESCRIPTION AND ALIGNMENT:</b> state the responsibilities and/or activities covered by the element, and specify the organizational goals and objectives that the element supports.</p> <p>WORKING RELATIONSHIPS AND COMMUNICATIONS</p> <p>Alignment: WS Goal IV: Collects and analyzes internal and external information to monitor and enhance program effectiveness. Communicate internally and externally to accomplish our mission and to build an understanding of the Federal role in wildlife damage management.</p>				
<p><b>PERFORMANCE STANDARD: RESULTS AND MEASURES FOR "FULLY SUCCESSFUL" RATING</b>          Describe the results required for a "FULLY SUCCESSFUL" element rating, with the measures of quality, quantity, timeliness, manner of performance, and/or cost effectiveness that will be applied.</p> <p>Results and measures for FULLY SUCCESSFUL. Evaluation is based on the supervisor's observations, review of work results and reports, feedback from staff and customers. The supervisor typically finds that the OAA:</p> <ul style="list-style-type: none"> <li>• Demonstrates an awareness of Equal Opportunity and Civil Rights policies and responsibilities of the organization's goals of valuing a diverse yet unified workforce by performing all duties in a manner which consistently demonstrates fairness, cooperation, and respect toward coworkers, office visitors, and guests of the organization. Delivery of services must be productive and free from discrimination.</li> <li>• Demonstrates responsibility for prevention of misunderstandings and complaints. Actively pursues resolution of complaints and misunderstanding to maintain a pleasant working environment.</li> </ul> <p>(Continued on attached page)</p>				
<p><b>PERFORMANCE STANDARD: RESULTS AND MEASURES FOR "EXCEPTIONAL" RATING</b>          Describe the results required for an "EXCEPTIONAL" element rating, with the measures of quality, quantity, timeliness, manner of performance, and/or cost effectiveness that will be applied.</p> <p>EXCEPTIONAL:</p> <ul style="list-style-type: none"> <li>• Demonstrates an exceptional professional and courteous attitude toward the general public, customers and coworkers with no complaints.</li> </ul>				

U. S. DEPT. OF AGRICULTURE - MARKETING AND REGULATORY PROGRAMS

**4-LEVEL PERFORMANCE APPRAISAL PROGRAM**

**PERFORMANCE ELEMENTS AND STANDARDS**

**Rating Period**

From

Oct 1, 2006

To

Sep 30, 2007

Employee Name

Social Security No.

Pay Plan

GS

Series

0486

Grade

9

**CRITICAL PERFORMANCE ELEMENT**

Element  
Weight (%)

**4. EQUAL OPPORTUNITY & CIVIL RIGHTS (EO/CR)**

10

**ELEMENT DESCRIPTION AND ALIGNMENT:** state the responsibilities and/or activities covered by the element, and specify the organizational goals and objectives that the element supports.

The Wildlife Biologist is responsible for all EO/CR policies.

Alignment: EO/CR Policy:

Performs all duties in a manner which consistently demonstrates fairness cooperation and respect toward co-workers, office visitors, and others in the performance of all official business including program delivery. Demonstrates and awareness of EO/CR policy and responsibilities of the agency and departments goals of valuing a diverse yet unified workforce.

**PERFORMANCE STANDARD: RESULTS AND MEASURES FOR "FULLY SUCCESSFUL" RATING**

Describe the results required for a "FULLY SUCCESSFUL" element rating, with the measures of quality, quantity, timeliness, manner of performance, and/or cost effectiveness that will be applied.

Results and measures for FULLY SUCCESSFUL. Evaluation is based on the supervisor's observations, review of accomplishments and feedback from employees, co-workers, cooperators and the public. The supervisor typically finds with little exception that:

- All duties are performed consistent with EO/CR policies.
- Workforce diversity is emphasized and seeks out qualified under-represented groups when recruiting new employees.

**PERFORMANCE STANDARD: RESULTS AND MEASURES FOR "EXCEPTIONAL" RATING**

Describe the results required for an "EXCEPTIONAL" element rating, with the measures of quality, quantity, timeliness, manner of performance, and/or cost effectiveness that will be applied.

- Assists the supervisor in meeting state goals for EEO compliance.
- Outwardly supports the Administrator's EEO/CR policy.

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		From Jun 1, 2006	To Sep 30, 2006	
Employee Name	Social Security No.	Pay Plan GS	Series 2181	Grade 11
CRITICAL PERFORMANCE ELEMENT			Element Weight (%)	
3. WORKING RELATIONSHIPS, TEAMWORK, COMMUNICATIONS & REPRESENTATION			10	
<p><b>ELEMENT DESCRIPTION AND ALIGNMENT:</b> state the responsibilities and/or activities covered by the element, and specify the organizational goals and objectives that the element supports.</p> <p>WORKING RELATIONSHIPS, TEAMWORK, COMMUNICATIONS AND REPRESENTATION</p> <p>Alignment Goal 4: Collect and analyze internal and external information to monitor and enhance program effectiveness. Communicate internally and externally to accomplish our mission and to build an understanding of the Federal role in wildlife damage management.</p> <p>The Pilot is responsible for representing the Wildlife Services Program in a professional manner in order to promote good interpersonal, interagency, and public relations.</p>				
<p><b>PERFORMANCE STANDARD: RESULTS AND MEASURES FOR "FULLY SUCCESSFUL" RATING</b>          Describe the results required for a "FULLY SUCCESSFUL" element rating, with the measures of quality, quantity, timeliness, manner of performance, and/or cost effectiveness that will be applied.</p> <p>Results and measures for FULLY SUCCESSFUL. Evaluation is based on the supervisor's observations and site visits, and feedback from co-workers and cooperators. The supervisor typically finds that the Wildlife Specialist:</p> <ul style="list-style-type: none"> <li>• EO/CR: Performs all duties in a manner that demonstrates fairness, cooperation, and respect toward co workers and all others in performance of official business according to EO/CR regulations.</li> <li>• Represents Wildlife Services in a professional manner and effectively communicates the objective of Wildlife Services to cooperators, the general public, local government, State and Federal Agencies.</li> <li>• Works cooperatively with other Wildlife Services employees in a team work fashion and other federal, state and local government.</li> <li>• Develops and maintains good working relationships with appropriate county employees and agency personnel (i.e. State Game &amp; Fish Dept., Forest Service, BLM).</li> </ul>				
<p><b>PERFORMANCE STANDARD: RESULTS AND MEASURES FOR "EXCEPTIONAL" RATING</b>          Describe the results required for an "EXCEPTIONAL" element rating, with the measures of quality, quantity, timeliness, manner of performance, and/or cost effectiveness that will be applied.</p> <p>EXEPTIONAL:</p> <ul style="list-style-type: none"> <li>• Demonstrates a professional and courteous attitude toward the general public, cooperators, other agency personnel and co-workers with no complaints.</li> </ul>				

U. S. DEPT. OF AGRICULTURE - MARKETING AND REGULATORY PROGRAMS <b>4-LEVEL PERFORMANCE APPRAISAL PROGRAM</b> <b>PERFORMANCE ELEMENTS AND STANDARDS</b>		Rating Period		
		From Jun 1, 2006	To Sep 30, 2006	
Employee Name	Social Security No.	Pay Plan GS	Series 2181	Grade 12
CRITICAL PERFORMANCE ELEMENT			Element Weight (%)	
4. WORKING RELATIONSHIPS, TEAMWORK, COMMUNICATIONS & REPRESENTATION			10	
<p><b>ELEMENT DESCRIPTION AND ALIGNMENT:</b> state the responsibilities and/or activities covered by the element, and specify the organizational goals and objectives that the element supports.</p> <p>WORKING RELATIONSHIPS, TEAMWORK, COMMUNICATIONS AND REPRESENTATION</p> <p>Alignment Goal 4: Collect and analyze internal and external information to monitor and enhance program effectiveness. Communicate internally and externally to accomplish our mission and to build an understanding of the Federal role in wildlife damage management.</p> <p>The Pilot is responsible for representing the Wildlife Services Program in a professional manner in order to promote good interpersonal, interagency, and public relations.</p>				
<p><b>PERFORMANCE STANDARD: RESULTS AND MEASURES FOR "FULLY SUCCESSFUL" RATING</b>          Describe the results required for a "FULLY SUCCESSFUL" element rating, with the measures of quality, quantity, timeliness, manner of performance, and/or cost effectiveness that will be applied.</p> <p>Results and measures for FULLY SUCCESSFUL. Evaluation is based on the supervisor's observations and site visits, and feedback from co-workers and cooperators. The supervisor typically finds that the Wildlife Specialist:</p> <ul style="list-style-type: none"> <li>• EO/CR: Performs all duties in a manner that demonstrates fairness, cooperation, and respect toward co workers and all others in performance of official business according to EO/CR regulations.</li> <li>• Represents Wildlife Services in a professional manner and effectively communicates the objective of Wildlife Services to cooperators, the general public, local government, State and Federal Agencies.</li> <li>• Works cooperatively with other Wildlife Services employees in a team work fashion and other federal, state and local government.</li> <li>• Develops and maintains good working relationships with appropriate county employees and agency personnel (i.e. State Game &amp; Fish Dept., Forest Service, BLM).</li> </ul>				
<p><b>PERFORMANCE STANDARD: RESULTS AND MEASURES FOR "EXCEPTIONAL" RATING</b>          Describe the results required for an "EXCEPTIONAL" element rating, with the measures of quality, quantity, timeliness, manner of performance, and/or cost effectiveness that will be applied.</p> <p>EXEPTIONAL:</p> <ul style="list-style-type: none"> <li>• Demonstrates a professional and courteous attitude toward the general public, cooperators, other agency personnel and co-workers with no complaints.</li> </ul>				

U. S. DEPT. OF AGRICULTURE - MARKETING AND REGULATORY PROGRAMS <b>4-LEVEL PERFORMANCE APPRAISAL PROGRAM</b> <b>PERFORMANCE ELEMENTS AND STANDARDS</b>		Rating Period		
		From Sep 1, 2007	To Sep 30, 2008	
Employee Name	Social Security No.	Pay Plan GS	Series 0701	Grade 13
CRITICAL PERFORMANCE ELEMENT			Element Weight (%)	
4. Equal Employment Opportunity and Civil Rights			10	
<p><b>ELEMENT DESCRIPTION AND ALIGNMENT:</b> state the responsibilities and/or activities covered by the element, and specify the organizational goals and objectives that the element supports.</p> <p>The employee is responsible for ensuring equal opportunity and non-discrimination in internal personnel management practices and the delivery of program services.</p> <p>Alignment: This element supports</p> <ul style="list-style-type: none"> <li>• USDA Human Capital Plan Improvement Goal 3: ensure that USDA human resource programs are strategically aligned, effective, efficient, and in compliance with applicable laws and regulations (e.g. Veteran's Preference, Equal Employment Opportunity (EEO), Merit System. Principles) and the PMS using a Department wide accountability systems and Improvement goal 8: Ensure a diverse workforce with the necessary skills to accomplish the USDA mission and strategic goals.</li> <li>• APHIS Strategic Goal 6: Serve the Public Effectively and Efficiently.</li> <li>• VS Goal and Objectives, Goal 5: Create a highly effective animal health organization, Goal 5.1: Recruit, develop, and retain a competent, committed, and diverse workforce that provides high quality service, and goal 5.4: Implement administrative and management approaches which maximize flexibility while retaining accountability.</li> </ul>				
<p><b>PERFORMANCE STANDARD: RESULTS AND MEASURES FOR "FULLY SUCCESSFUL" RATING</b>          Describe the results required for a "FULLY SUCCESSFUL" element rating, with the measures of quality, quantity, timeliness, manner of performance, and/or cost effectiveness that will be applied.</p> <p>Evaluation is based on the rating official's observations and review of work products, and feedback from employees, customers and cooperators, Region, and the Civil Rights Enforcement and Compliance Staff.          The rating official typically finds that the employee:</p> <ul style="list-style-type: none"> <li>• Performs all duties consistent with civil rights and equal opportunity laws and regulations prohibiting discrimination.</li> <li>• Communicates APHIS and VS EO/CR objectives to staff, and provides appropriate training and development opportunities in EO/CR.</li> <li>• Provides equal employment opportunity and non-discriminatory treatment for all employees (and applicants for employment) in hiring, selection for advancement, training and development, performance appraisal, recognition, and discipline.</li> <li>• Provides for appropriate disability and religious based accommodations. (Continued)</li> </ul>				
<p><b>PERFORMANCE STANDARD: RESULTS AND MEASURES FOR "EXCEPTIONAL" RATING</b>          Describe the results required for an "EXCEPTIONAL" element rating, with the measures of quality, quantity, timeliness, manner of performance, and/or cost effectiveness that will be applied.</p> <p>In addition to meeting all the criteria of the Fully Successful standard, consideration will be given for significant accomplishments which exceed the established standards, as determined by the rating official. Examples of which demonstrate:</p> <ul style="list-style-type: none"> <li>• Initiative,</li> <li>• Creativity,</li> <li>• Innovation,</li> <li>• Commitment, and/or</li> <li>• Impact of activities and ideas.</li> </ul>				

**Continuation Sheet  
Performance Element 4**

Employee Name

Social Security No.

Rating Period

From

To

Sep 1, 2007

Sep 30, 2008

**RESULTS AND MEASURES FOR "FULLY SUCCESSFUL" RATING (CONT):**

- Communicates with employees to address problems and disagreements in the workplace, and actively pursues resolution of complaints.
- Ensures that APHIS programs and activities are implemented in a nondiscriminatory manner to reach all eligible beneficiaries.
- Ensures staff cooperation with CREC staff and contract investigators.
- As appropriate, provides resources for outreach and recruitment efforts.
- Provides required civil rights reports and information accurately and in accordance with requested formats and time frames.

U. S. DEPT. OF AGRICULTURE - MARKETING AND REGULATORY PROGRAMS <b>4-LEVEL PERFORMANCE APPRAISAL PROGRAM</b> <b>PERFORMANCE ELEMENTS AND STANDARDS</b>		Rating Period		
		From Sep 1, 2007	To Sep 30, 2008	
Employee Name	Social Security No.	Pay Plan GS	Series 0701	Grade 14
<b>CRITICAL PERFORMANCE ELEMENT</b>			<b>Element Weight (%)</b>	
5. <b>EQUAL EMPLOYMENT OPPORTUNITY AND CIVIL RIGHTS</b>			10	
<p><b>ELEMENT DESCRIPTION AND ALIGNMENT:</b> state the responsibilities and/or activities covered by the element, and specify the organizational goals and objectives that the element supports.</p> <p>The employee is responsible for ensuring equal opportunity and non-discrimination in internal personnel management practices and the delivery of program services.</p> <p>Alignment: This element supports</p> <ul style="list-style-type: none"> <li>• USDA Human Capital Plan Improvement Goal 3: ensure that USDA human resource programs are strategically aligned, effective, efficient, and in compliance with applicable laws and regulations (e.g. Veteran's Preference, Equal Employment Opportunity (EEO), Merit System. Principles) and the PMS using a Department wide accountability systems and Improvement goal 8: Ensure a diverse workforce with the necessary skills to accomplish the USDA mission and strategic goals.</li> <li>• APHIS Strategic Goal 6: Value and Invest in APHIS employees.</li> <li>• VS Goal and Objectives, Goal 5: Create a highly effective animal health organization, Goal 5.1: Recruit, develop, and retain a competent, committed, and diverse workforce that provides high quality service, and goal 5.4: Implement administrative and management approaches which maximize flexibility while retaining accountability. (Continued)</li> </ul>				
<p><b>PERFORMANCE STANDARD: RESULTS AND MEASURES FOR "FULLY SUCCESSFUL" RATING</b>          Describe the results required for a "FULLY SUCCESSFUL" element rating, with the measures of quality, quantity, timeliness, manner of performance, and/or cost effectiveness that will be applied.</p> <p>The rating official typically finds that the employee:</p> <ul style="list-style-type: none"> <li>• Performs all duties consistent with civil rights and equal opportunity laws and regulations prohibiting discrimination.</li> <li>• Communicates APHIS and VS EO/CR objectives to staff, and provides appropriate training and development opportunities in EO/CR.</li> <li>• Provides equal employment opportunity and non-discriminatory treatment for all employees (and applicants for employment) in hiring, selection for advancement, training and development, performance appraisal, recognition, and discipline.</li> <li>• Provides for appropriate disability and religious based accommodations.</li> <li>• Communicates with employees to address problems and disagreements in the workplace, and actively pursues resolution of complaints.</li> </ul> <p>(Continued)</p>				
<p><b>PERFORMANCE STANDARD: RESULTS AND MEASURES FOR "EXCEPTIONAL" RATING</b>          Describe the results required for an "EXCEPTIONAL" element rating, with the measures of quality, quantity, timeliness, manner of performance, and/or cost effectiveness that will be applied.</p> <p>In addition to meeting all the criteria of the Fully Successful standard, consideration will be given for significant accomplishments which exceed the established standards, as determined by the rating official. Examples of which demonstrate:</p> <ul style="list-style-type: none"> <li>• Initiative,      • Creativity,      • Innovation,      • Commitment, and/or      • Impact of activities and ideas.</li> </ul>				

**Continuation Sheet**  
**Performance Element 5**

Employee Name

Social Security No.

Rating Period

From

To

April 1, 2006

Mar 14, 2006

**RESULTS AND MEASURES FOR "FULLY SUCCESSFUL "RATING (CON'T)**

- \*Ensures staff cooperation with CREC staff and contract investigators.
- \*As appropriate, provides resources for outreach and recruitment efforts.
- \*Provides required civil rights reports and information accurately and in accordance with requested formats and time frames.

U. S. DEPT. OF AGRICULTURE - MARKETING AND REGULATORY PROGRAMS <b>4-LEVEL PERFORMANCE APPRAISAL PROGRAM</b> <b>PERFORMANCE ELEMENTS AND STANDARDS</b>		Rating Period		
		From Jul 1, 2007	To Jun 30, 2008	
Employee Name	Social Security No.	Pay Plan GS	Series 1810	Grade 15
CRITICAL PERFORMANCE ELEMENT			Element Weight (%)	
5. EEO AND CIVIL RIGHTS			5	
<p><b>ELEMENT DESCRIPTION AND ALIGNMENT:</b> state the responsibilities and/or activities covered by the element, and specify the organizational goals and objectives that the element supports.</p> <p>The Regional Director is responsible for ensuring equal opportunity and non-discrimination in internal personnel management practices and the delivery of program services.</p>				
<p><b>PERFORMANCE STANDARD: RESULTS AND MEASURES FOR "FULLY SUCCESSFUL" RATING</b>          Describe the results required for a "FULLY SUCCESSFUL" element rating, with the measures of quality, quantity, timeliness, manner of performance, and/or cost effectiveness that will be applied.</p> <p>(Continued on next page)</p>				
<p><b>PERFORMANCE STANDARD: RESULTS AND MEASURES FOR "EXCEPTIONAL" RATING</b>          Describe the results required for an "EXCEPTIONAL" element rating, with the measures of quality, quantity, timeliness, manner of performance, and/or cost effectiveness that will be applied.</p> <p>"Consideration will be given for significant accomplishment which exceeds the Fully Successful standard, as determined by the rating official. Recognition will be given for accomplishments that demonstrate significant: Initiative, Creativity, Productivity, Innovation, Quality, Commitment and/or Impact of accomplishment and ideas."</p>				

**Continuation Sheet  
Performance Element 5**

Employee Name

Social Security No.

Rating Period  
From To  
Jul 1, 2007 Jun 30, 2008

**PERFORMANCE STANDARD: RESULTS AND MEASURES FOR "FULLY SUCCESSFUL" RATING**

Evaluation is based on the IES Director's observations and review of work products, and feedback from employees, customers and cooperators, and the Civil Rights Enforcement and Compliance Staff.

The IES Director typically finds that the Regional Director:

- Performs all duties in a manner which consistently demonstrates fairness, cooperation, and respect toward co-workers, office visitors, and all others in the performance of official business, including program delivery.
- Demonstrates an awareness of EEO/CR policies and responsibilities and USDA's goal of valuing a diverse yet unified workforce.
- Communicates APHIS and IES EO/CR objectives to staff.
- Ensures employment opportunity and non-discrimination in personnel programs, supervision/ review of the work of others, and hiring, training, developing, motivating, recognition counseling and/or disciplining employees.
- Provides appropriate training and development opportunities in EO/CR. As appropriate, provides evidence of outreach efforts to serve underrepresented populations.
- Takes positive steps to diversify the workforce and/or to ensure a cohesive and supportive working relationship within a diverse work group.
- Demonstrates responsibility for prevention of complaints and actively pursues resolution of complaints.
- Ensures cooperation with CREC staff and contract investigators.
- Completes and submits required reports accurately and in accordance with requested formats and time frames.

Consideration for recognition will given for significant accomplishments which exceed the established standards, as determined by the IES Director.

Rating Period		Pay Plan	Series
From 10/1/2007	To 9/30/2008	ES	0301

## Part II. APHIS Optional Elements and Performance Requirements

### Element 3. Civil Rights (Critical)

Provides leadership to develop and implement strategic plans for civil rights. Enforces all civil rights laws, rules, regulations, and executive orders. Ensures that sufficient resources are available to provide for an effective civil rights program. Holds all managers and supervisors accountable for achieving measurable civil rights goals and objectives in all employment, program delivery, and procurement activities.

Enforces all civil rights laws, rules, regulations, and executive orders in accomplishing the agency's mission.

#### **Fully Successful Performance Requirement – Element 3:**

Incorporates the Civil Rights Performance Plan into the agency or staff office strategic and annual performance plans developed in compliance with the Government Performance and Results Act.

Implements and enforces all applicable policies, regulations, rules, memoranda, and other USDA guidance.

**Alignment:** This element contributes to the accomplishment of the Department's Consolidated Civil Rights Performance Report, the President's Management Initiative on Human Capital, and obtaining results of APHIS' strategic plan through efficient and effective management of the Agency's workforce and programs.

#### Performance Measures:

- Conducted annual Civil Rights training for 100 percent of employees in FY 2008.
- Required civil rights reports and information were provided accurately and in accordance with requested formats and timeframes at least 95 percent of the time.
- Demonstrated progress in addressing workforce underrepresentation in accordance with the criteria established in the internal PMA scorecard on Human Capital in FY 2008.
- Duties were performed consistent with civil rights and equal opportunity laws and regulations prohibiting discrimination during FY 2008 rating cycle.

#### Rating:

- Exceeds Fully Successful
- Meets Fully Successful
- Does Not Meet Fully Successful