

UNITED STATES DEPARTMENT OF AGRICULTURE  
**PERFORMANCE PLAN, PROGRESS REVIEW AND APPRAISAL WORKSHEET**

<b>1. Name (Last, First, M.I.)</b>	<b>Pay Plan, Series, Grade</b> GS-0341-	<b>Agency/Division</b>	<b>APPRAISAL PERIOD</b>	
<b>Position Title:</b> Administrative Officer			From 10/01/	To 09/30/
<b>2. PERFORMANCE ELEMENT</b>			<input checked="" type="checkbox"/> CRITICAL <input type="checkbox"/> NON CRITICAL	
<b>No. 1</b> (Describe below the duty or responsibility for which the employee is accountable and responsible. Indicate if the element is critical or non-critical.)				

Advisory Services and Leadership

Alignment to Strategic Plan: This position directly contributes to the accomplishment of the overall ARS Strategic Plan related to management efficiencies as this position is responsible for providing optimum delivery of administrative management support and service within the Location. The performance elements and standards in this performance plan reflect the specific results, outcomes and/or accomplishments expected.

**3. STANDARD** (Describe the level expected for "Fully Successful" performance. Include appropriate indicators of quality, quantity, cost efficiency, or timeliness, where applicable.)

Assures that the Agency's administrative management principles are appropriately incorporated into the location's program scientific solutions. Serves as the primary resource to the location leadership team on how to utilize the various administrative and financial management tools to meet the program goals of the location.

Provides accurate advice and guidance to Research Leaders and employees in a timely manner on USDA/ARS administrative policies, procedures, rules and regulations in support of research activities.

On occasions where the routine business approach does not meet the location's needs, consistently identifies alternatives which can satisfactorily meet the program requirements within the agency's regulatory framework.

Provides management analysis services to Research Leaders and assists them by anticipating and solving problems within delegated authority.

Works in a cooperative manner with Headquarters and Area personnel to accomplish program objectives. Coordinates in an appropriate manner with the Area Office and/or Headquarters staff when there are problems with Agency systems which may be hindering the delivery of services at the location.

Coordinates location administrative workload with research unit program support staff, and consistently meets established deadlines. Provides leadership to location support staff in accomplishing administrative functions and in resolving non-routine problems.

Provides mentoring to the location support staff on (1) the Agency's administrative management policies, processes and resources and (2) how to integrate these programs into supporting the location's goals.

Serves as a resource to the Area Office, other locations, and Headquarters staff on critical activities and new initiatives.

**GOALS:** (Suggested) Serves as a mentor to new AO's, and participates in Area and Agency committee and task force assignments that relate to administrative management, such as participation on Area AO Steering Committee or on CARE Team.

<b>4. CERTIFICATION OF DEVELOPMENT AND RECEIPT OF PLAN</b>	
Signatures certify discussion with the employee and receipt of plan which reflects current position description.	
Employee's Signature	Date
Supervisor's Signature	Date
Reviewer's Signature	Date
<b>5. PROGRESS REVIEWS</b> (at least one must be completed)	
Employee's Initials and Date	Supervisor's Initials and Dates

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<b>2. PERFORMANCE ELEMENT</b>			<input checked="" type="checkbox"/> CRITICAL <input type="checkbox"/> NON CRITICAL	
<b>No. 2</b> (Describe below the duty or responsibility for which the employee is accountable and responsible. Indicate if the element is critical or non-critical.)				

Work Planning, Customer Service, and Customer/Stakeholder Perspectives

<b>3. STANDARD</b> (Describe the level expected for "Fully Successful" performance. Include appropriate indicators of quality, quantity, cost efficiency, or timeliness, where applicable.)
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Business plans (or work plans) indicate an understanding of the location's, Area's, and Agency's priorities.

Organizes work and manages time to achieve maximum productivity. Plans, executes and monitors assignments (including the monitoring of work assigned to location support staff) in accordance with location objectives and customer needs. Adjusts work plans and priorities in response to changing circumstances.

Promptly responds to high priority and controversial/sensitive matters, avoiding serious loss or setbacks, while simultaneously addressing routine matters.

Completes tasks and assignments within specified deadlines; keeps supervisor informed of any problems or delays encountered in handling controversial issues.

Attends location management team meetings and hosts location support staff and unit program support staff meetings to discuss critical administrative management function updates and processes.

Seeks continuous improvement in the quality and delivery of products and services by encouraging customer input and welcoming suggestions for improvement. Requests for information from Agency co-workers and non-Agency customers are handled promptly; information provided is consistently accurate and comprehensive.

Maintains an open line of communication between the Area Office and the location staff. Keeps Headquarters, Area, and location managers informed of any sensitive issues or potential problems in sufficient time to avoid serious consequences.

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<b>Position Title:</b> Administrative Officer			From 10/01/	To 09/30/
<b>2. PERFORMANCE ELEMENT</b> <b>No. 3</b> (Describe below the duty or responsibility for which the employee is accountable and responsible. Indicate if the element is critical or non-critical.)			<input checked="" type="checkbox"/> CRITICAL <input type="checkbox"/> NON CRITICAL	

Financial and Resource Management

<b>3. STANDARD</b> (Describe the level expected for "Fully Successful" performance. Include appropriate indicators of quality, quantity, cost efficiency, or timeliness, where applicable.)
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Manages and leads the planning and execution of the Annual Resource Management Plan (ARMP) for the location. In consultation with Research Leaders, assures that ARMPs documents are prepared in accordance with Agency policy and guidelines. Meets submission deadlines and only minor revisions are required to final document.

Reviews location budgets to ensure fiscal integrity and those expenditures do not exceed authorized CRIS allocations. Ensures that Research Leaders have access to accurate status of funds on a monthly basis so that they may plan expenditures and avoid over or under obligation of funds prior to the end of the fiscal year. Spots problem areas in advance and provides advice and guidance on resolving any irregularities, including outside funding account management and transfer of funds documentation.

Ensures that initial allocations and any temporary/permanent adjustments are correctly reflected in current financial plans and that any issues are promptly brought to the attention of the ABFO for correction in FFIS. Verifies that SAMS updates and salary lapse reports reflect application of current Agency policy, and that end of fiscal year YE reports and CAM rollup are based on accurate financial plan updates and CATS reconciliation procedures. Reports submitted to the Area Office/Headquarters are consistently timely and rarely require corrections. Ensures that all location users of CATS are adequately trained.

Works with Research Leaders in the development of Annual Facilities Management Plan and 5-year Plan that outlines construction and repair and maintenance projects. Consults with location Facilities Operations Specialist, Area Engineer and contracting personnel to determine specifications and prepare bid packages for projects in support of location construction and R&M projects. Assists with the award and management of location construction contracts to ensure that repairs are made within delegated authorities and that all construction requests follow current Agency and Federal guidelines and that all documentation is entered into the CPAIS as required. Assists Area and Facilities Division personnel in the negotiation and establishment of leases authorizing the use of non-federal property for construction purposes, and for use of non-federal, or non-ARS office, lab and greenhouse space in support of location research missions.

Assures that the Federal physical resources of the location are appropriately maintained. Ensures that requests for maintenance or facilities development are prioritized with input from the Location Coordinator and Research Leaders so that workload is distributed appropriately. Ensures that critical needs are met to prevent loss or damage to federal resources. Coordinates report information so report deadlines are not missed.

Provides timely and technically sound advice to the location managers on position management and human resources options which may be available to address an issue or enhance the research program. Consults appropriately with the Area Office staff and Headquarters, and Human Resources Division.

**GOALS:** (Suggested) ARMP package submitted prior to due date and only minor editorial changes identified; less than 1% of Location allocations left unobligated by the end of the fiscal year; continue to evaluate CATS options in order to ensure SOF reports meet needs of Location fund holders.

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<b>No. 4</b> (Describe below the duty or responsibility for which the employee is accountable and responsible. Indicate if the element is critical or non-critical.)				

Delivery of Business Services

<b>3. STANDARD</b> (Describe the level expected for "Fully Successful" performance. Include appropriate indicators of quality, quantity, cost efficiency, or timeliness, where applicable.)
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Provides accurate and timely advice to Research Leaders and other location employees on the full range of administrative and financial management programs, policies and procedures (i.e., financial management, human resources, extramural/interagency agreements, safety/health/environmental programs, procurement, personal property, facilities, and real property asset management).

Serves as a resource to the location staff in resolving human resources challenges. Monitors location's core human resources activities such as the submission of personnel action requests, awards submissions, performance documents, and LA/STEP appointments to assure that functions are being administered in accordance with location, Area, and Agency expectations.

Manages the agreements program at the location ensuring compliance with applicable Federal, Department, Agency, and Area regulations, policies, and procedures. As ADO/ADODR for the Research Support Agreement with university cooperators, ensures task order requisitions are prepared properly for requesting authorized supplies and services and that cost information is accurate and obligated within current resource management guidelines. Maintains positive working relationships with University academic and administrative departments in order to facilitate quick execution of task orders or to clarify needs and prices.

Provides supervision and monitoring of the Procurement and Contracting functions for the Location, advising employees when necessary on proper methods of procurement for goods and services, and on proper documentation that is necessary to support the purchase for the files according to agency guidelines and federal regulations.

As location Property Management Officer, monitors personal property accountability reports and inventories to ensure that requirements are met for completion and that all regulations are followed for disposition of transferred property and for excess, unserviceable and/or damaged property.

Maintains a current awareness of safety, health, and environmental requirements, as well as ARS initiatives. Consistently and uniformly applies these requirements in the workplace. Actively supports and participates in ARS/USDA safety programs instituted to ensure safety, health, and compliance with all applicable Federal, State, and local requirements and standards.

**GOALS:** (Suggested) Ensures that any paperwork affecting employees pay or benefit issues is forwarded for processing in a timely manner without adverse impact to the employee.

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<b>No. 5</b> (Describe below the duty or responsibility for which the employee is accountable and responsible. Indicate if the element is critical or non-critical.)				

Supervision and Human Capital Management

<b>3. STANDARD</b> (Describe the level expected for "Fully Successful" performance. Include appropriate indicators of quality, quantity, cost efficiency, or timeliness, where applicable.)
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As a supervisor, ensures that all subordinates are fully trained in the performance of their duties, that all reference material and guidelines are available for their use, and that they have the appropriate equipment to do their job. Provides assistance in unusual or precedent setting situations.

Recruitment and Hiring

Leads by example; promotes an atmosphere of open communication, cooperation and teamwork.

Organizational goals, objectives, priorities, work assignments, and deadlines are clearly communicated to employees. Resources and priorities are adjusted to meet workload demands. Human Capital initiatives and strategies (e.g. performance management system changes, Workforce and Succession Planning) are implemented in accordance with mission area and agency policy. Employees are encouraged to participate in employee surveys to assist ARS in measuring organizational health, morale and satisfaction.

Recruits and selects new employees based on organizational goals, budget considerations, and staffing needs. When filling a position, the supervisor engages and collaborates with HR to ensure skills required for the job are identified, posting of the job vacancy is accurate, and assists in identifying contacts for diverse locations or organizations for recruiting purposes. Participates as needed with HR in the proper screening of applications, and appropriate categorization of applicants based on qualifications.

Utilizes flexible hiring authorities when filling a vacancy (e.g., targeted disabilities, student employment, direct hire, appointing veterans, etc.) to ensure diversity in recruitment and hiring.

Recruitment plans reflect assessment of potential candidate pools and diversity goals.

Retention and Succession Planning

Successfully transitions new hires into the position by promptly providing an orientation into the workforce and establishing performance elements and standards. Supervisor provides ongoing feedback and coaching, and makes appropriate use of the probationary period to assess the new hire's ability to perform in the position.

Implements retention strategies that focus on key internal processes (e.g., work environment, employee orientation, executing Individual Development Plans for all employees--subject to bargaining obligations, coaching, development, and mentoring, etc.) and that promote employee growth, support the health of the workforce and drive the future success of the organization's people and infrastructure.

Assesses current workforce plans to ensure they are up-to-date in order to meet Program/Agency goals and objectives. Works with senior management officials and HR to comply with the workforce planning process as described in the Department's position management policy.

Performance Management

The supervisor establishes subordinate employee performance plans within established timeframes and that align with Agency and Departmental goals and objectives. Communicates to employees how their work supports the Agency mission and strategic plan/initiatives. Employee performance plans contain clear, results-focused measures

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and the supervisor provides accurate and timely feedback to determine progress and success in meeting expectations:

- The supervisor completes performance plans, progress reviews, and appraisals of subordinate employees by the due dates established by the Department or Agency. Performance plans for each employee must include at least one critical element that is traceable to the agency's goals and objectives (e.g., Mission Results critical performance element).
- Provides ongoing feedback and coaching as demonstrated through performance feedback sessions as evidenced by 100% of employees receiving at least one feedback session at the midpoint of the rating period.
- Ensures appropriate action is taken to address performance problems in a manner that supports organizational goals and objectives.
- Ensures subordinate managers and supervisors adhere to the Agency performance management policy with regard to performance appraisal and employee recognition.

Performance and employee feedback data is used as an indicator of compliance and general satisfaction or needed improvement with regard to the planning, developing, monitoring, rating and rewarding of performance.

Performance and accomplishments are recognized in a timely manner, utilizing various methods (monetary, non-monetary, and time-off awards).

Individual Development Plans (IDPs) are established and reviewed/updated annually. Within available funding, provides developmental opportunities to ensure that employees possess appropriate competencies for work assignments; utilizes no cost options in employee development including AgLearn and mentoring. IDPs reflect assessment of current employee skills and future skill needs of the unit.

GOALS: (Suggested) Serves as a mentor to a student employee. Works with the Location's Research leaders to establish a relationship with HBCU, HSI, or Tribal College to enhance the Location's and Agency's recruitment efforts.

### **Cultural Transformation**

Supports the Secretary's initiative for Cultural Transformation by continually examining program delivery and surveying the workforce and/or stakeholders/customers. Creates an environment of inclusion, exceptional performance, effective leadership, and works to eliminate any barriers to operational and service excellence. Examines workforce and workplace processes and flexibilities and implements improvements where needed.

Supports the Secretary's initiative for USDA Diversity Recruitment Roadmap by expanding upon mission-specific activities and timelines to ensure diversity recruitment program success and leadership accountability.

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<b>No. 6</b> (Describe below the duty or responsibility for which the employee is accountable and responsible. Indicate if the element is critical or non-critical.)				

**Equal Opportunity/Civil Rights**

<b>3. STANDARD</b> (Describe the level expected for "Fully Successful" performance. Include appropriate indicators of quality, quantity, cost efficiency, or timeliness, where applicable.)
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Performs all duties in a manner which consistently demonstrates fairness, cooperation, and respect toward coworkers, office visitors, and all others in the performance of official business. Demonstrates an awareness of EO/CR policies and responsibilities.

Through personal action, demonstrates support of equal employment opportunity principles in all decisions affecting subordinate employees which may include activities in one or more of the following functional areas: recruitment, interviewing, selection, training, performance evaluation, promotion, travel, awards, adverse action, and work assignments.

Advises subordinates and establishes through personal example that when addressing employees, delivering speeches, making public appearances, or representing the Agency in any capacity, inappropriate comments regarding race, age, color, sex, religion, national origin, individuals with disabilities, or marital status will not be tolerated.

Is conversant on the Agency's Affirmative Employment Program Plan and actively participates in the accomplishment of goals and objectives.

Distributes to all employees with supportive comments Agency and Departmental EEO issuances. Maintains an atmosphere of equal treatment in the work unit by discouraging discrimination of all forms. This includes assuring the prompt and fair resolution of all formal and informal complaints of discrimination.

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<b>2. PERFORMANCE ELEMENT</b> <b>No. 7</b> (Describe below the duty or responsibility for which the employee is accountable and responsible. Indicate if the element is critical or non-critical.)			<input type="checkbox"/> CRITICAL <input checked="" type="checkbox"/> NON CRITICAL	

Special Projects

<b>3. STANDARD</b> (Describe the level expected for "Fully Successful" performance. Include appropriate indicators of quality, quantity, cost efficiency, or timeliness, where applicable.)
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Special projects are accepted willingly and completed on time; final products are fully acceptable in terms of both form and substance. Normal assignments are not seriously affected as a result of the additional workload.

Special projects afford the opportunity to perform work outside the routine, expand into other areas, and gain exposure within the Agency. Special projects internal to the Location are also important. It is the responsibility of the individual involved to accommodate their normal assignment while they are working on a special project. It is also their responsibility to participate fully (attend all meetings, participate in the discussion, complete any assignments) in the team or task group. Feedback from the task group or team leader will be solicited for use in evaluation this element. This element will not be rated if no special projects are undertaken during the rating cycle.