Part V: Performance Elements

Element 1: Mandatory Departmentwide Element (Fully Successful Standard)

All Interior employees share certain critical responsibilities that are instrumental for achieving results. These responsibilities reflect those that are shared by all Department of the Interior employees. The employee and immediate supervisor jointly review these responsibilities to ensure mutual understanding.

Employee, Customer and/or Citizen Feedback:

Listens to stakeholders (employees, when applicable, colleagues and customers) to identify needs and expectations. Builds strong alliances, involves stakeholders in making decisions, and gains cooperation to achieve mutually satisfying solutions. Understands and uses organizational realities, networks, and accepted practices to achieve desired business results. Uses collaborative techniques and tools, such as adaptive management or structured decision making, to foster partnering and collaboration. Where appropriate, communicates to employees the importance of results and customer focus as a critical component of the organization's mission. Builds trust and cooperative working relationships with stakeholders both within and outside of the organization, as appropriate.

Ethics and Conduct:

For Supervisory officials: Creates and sustains a positive workplace that inspires others to support the organization's mission and goals. Uses sound judgment to make effective and timely decisions. Demonstrates integrity and high ethical standards of public service. Exhibits a leadership style that demonstrates integrity, sound judgment and high ethical standards of public service. Motivates others to achieve high performance through open and honest communication
For Non-supervisory officials: Contributes to a positive workplace that supports the organization's mission and goals. Uses sound judgment to make effective and timely decisions. Demonstrates integrity and high ethical standards of public service. Models the Department's core values statement: "Stewardship for America with Integrity and Excellence." Fosters open and honest communications, trust and teamwork among peers.

If the employee encumbers a position with subordinates, the following apply:

Internal Controls:

Pursues business excellence through effective process management and the application of balanced measures. Develops and executes plans to achieve organizational goals, leveraging resources (human, financial, etc.) to maximize efficiency and produce high quality results. Ensures effective internal and management controls and takes appropriate action to strengthen controls or correct identified weaknesses. Responds appropriately to GAO, IG or other internal or external audit reports. Ensures that corrective action plans that fix the identified weaknesses are implemented. Advocates organizational integrity by maintaining personal knowledge of acceptable business practices and procedures. Identifies and reports waste, fraud, and abuse. Learns about current and emerging issues/developments in own field of expertise and applies knowledge to make technically sound operational decisions. Identifies and utilizes policies and economic, political, and social trends in an effort to improve organizational performance. Initiates actions and manages risks to develop new products and services within or outside the organization. Acts to continuously improve products and services.

Strategic Management of Human Capital:

Sets effective performance standards aligned with organizational goals and engages in rigorous and realistic performance management of subordinates. Effectively uses feedback, coaching and timely evaluations of performance to promote cooperation, teamwork, knowledge sharing, and goal accomplishment. Ensures that performance ratings provide for meaningful distinctions in performance. Appropriately recognizes and rewards performance. Demonstrates an understanding of and commitment to equal employment opportunity and associated goals established by the bureau or office. Ensures subordinate supervisors have effective managerial communication and interpersonal skills to supervise and develop a diverse workforce.

Mandatory Departmentwide Element (Cont'd)

Optional Organizational Performance Standards (Fully Successful) - *use this space to clarify or tailor standards to specific bureau needs.*

Position-Specific Elements

In the space below, the employee and his or her immediate supervisor must describe *at least two, but no more than six* critical actions, objectives, and/or results that the incumbent will be expected to accomplish during the performance rating period. These elements must be derived from and directly contribute to the program priorities and objectives established by the organization's Strategic Plan, Government Performance and Results Act (GPRA), Program Assessment and Reporting Tool (PART), President's Management Agenda, or other strategic planning document. These elements may be modified during the evaluation period if circumstances warrant. Changes must be made at least 90 days before the end of the evaluation period to prevent having to extend the evaluation period.

Element 2: (Mandatory)	**Link to Strategic Plan/Organizational Goals:**
Peer Review and Scientific Integrity	DOI Strat Plan FY 2011-16 Mission Area 1-Provide Nat & Cultural Resource Protection & Experiences & Mission Area 2-Sustainably Manage Nat Res

Performance Commitments (written at the Fully Successful level)

By the end of FY 2011, I will develop a plan and form a Reclamation-wide team to implement Reclamation's Peer Review, Data Stewardship, and Scientific Integrity policies and procedures. I will determine whether Directives and Standards are necessary to facilitate implementation of Reclamation's Peer Review Policy, and if so, establish a timeline for developing such documents.

Element 3: (Mandatory)	**Link to Strategic Plan/Organizational Goals:**
Climate Change Science	DOI Strat Plan FY 2011-2016 Mission Area 1- Goal 1 Protect America's Landscapes - Priority Goal for Climate Change

Performance Commitments (written at the Fully Successful level)

I will attend intergovernmental and Departmental meetings for agency science advisors, synthesizing information and identifying appropriate action items for follow-up within Reclamation. I will review implementation plans and other Reclamation documents to identify gaps and look for opportunities to integrate climate change into Reclamation's current processes and procedures to meet the objectives of the Administration.

Element 4:	**Link to Strategic Plan/Organizational Goals:**
Climate Change and Renewable Energy Goals	DOI Strat Plan Mission Area 1- Goal 1 Protect America's Landscapes - Priority Goal for Climate Change; and Reclamation Goal #3 Address climate change

Performance Commitments (written at the Fully Successful level)

I will work to ensure that Reclamation's climate change activities are appropriately captured under the Climate Change Priority Goal. By the end of Q4, I will develop strategies for incorporating wind and solar technologies into the Deputy Commissioner of Operations' renewable energy implementation plan for Reclamation.

Element 5: Partnerships and Communications	**Link to Strategic Plan/Organizational Goals:** DOI Strat Plan FY 2011-2016 Mission Area 1- Goal 1 Protect America's Landscapes - Priority Goal for Climate Change, Collaboration Capacity
Performance Commitments (written at the Fully Successful level) I will seek new opportunities to establish partnerships and enhance existing partnerships with stakeholders and other federal agencies. Similarly, I will seek out venues to communicate the challenges Reclamation faces regarding issues such as climate change as well as the agency's plans and actions to address such challenges.	
Element 6:	**Link to Strategic Plan/Organizational Goals:**
Performance Commitments (written at the Fully Successful level)	
Element 7:	**Link to Strategic Plan/Organizational Goals:**
Performance Commitments (written at the Fully Successful level)	