

## Examples of Standards

### **Element: Customer Service**

#### **Standards: Successful**

- Usually communicates clearly, courteously, and effectively with customers (quality)
- Routinely responds to customers requests with the most accurate and complete information available (completeness)
- Telephone calls are returned within 3 business days; emails are responded to within 5 business days; formal written correspondence is prepared within 10 business days (time)
- Whenever possible, elicits customer feedback to improve service (initiative)
- If cannot immediately answer question, provides follow-up within 3 business days (time)
- If question requires additional research, keeps customer apprised of progress (quality)

### **Element: Customer Service**

#### **Standards: Outstanding**

- Exceeds Successful Standard plus two of the following occur
- Frequently receives praise and/or written commendations from customers (customer satisfaction)
- On own initiative, assumes and accomplishes a significant amount of work beyond the normal load of assigned duties to achieve customer satisfaction (initiative)
- Proactively communicates with customer to establish good working relationship and assess customer needs (initiative)
- Consistently demonstrates in-depth knowledge of customer programs (knowledge)

### **Element: Conducts Studies**

#### **Standards: Successful**

- Completed in final form by assigned date
- Clear, concise, and grammatically correct
- Final product is ready to be issued with only minor modifications for clarification or amplification
- Appropriate sources have been consulted, data collected are complete and carefully displayed
- Back-up material available to support questions
- Target date for ABC study: June 30, 200x
- Target date for XYZ study: December 20, 200x

### **Element Conducts Studies**

#### **Standards: Outstanding**

- On own initiative, proposes subject for study
- Completes extensive research to complete the study, which results in exemplary report
- Develops applicable, understandable models and examples
- Synthesizes complex issues and condenses and explains them so that they are understandable to a general audience
- Study provides leadership in the field

### **Element: Plans and Analysis**

#### **Standards: Successful**

- Uses appropriate planning and analytical techniques
- Data collected supports recommendations and conclusions
- Final product is accepted with only minor modifications for clarification and conclusions
- Due date for 123 Analysis Report: May 6, 200x

**Element: Plans and Analysis**

**Standards: Outstanding**

- Based on knowledge and insights is able to propose significant changes to policies and procedures, which hold the potential for enhanced effectiveness or cost savings
- In reviewing project plans, is able to point out major issues or problems not otherwise foreseen or to make suggestions for significant improvement

**Element: Supports Program**

**Standards: Successful**

- Defines what needs to be done and allots time to meet reporting dates and allow for contingencies
- Information provided is accurate, timely, and consistent with guiding policies and procedures
- Coordinates input with other Units related to deadlines and reporting requirements
- Tracks input and takes initiative to overcome delays
- Advises supervisor of potential problems

**Element: Supports Program**

**Standards: Outstanding**

- Creates a favorable impression by seeking the views of others and respecting different points of view
- Asks probing questions to ensure that everyone understands the critical aspects of the program
- Shares in-depth knowledge of issues and their relationship to broader Institutional issues and goals

**Element: Written Materials (legal)**

**Standards: Successful**

As determined by the supervisor, written materials are usually

- Considered to be of professional quality
- Infrequently returned for substantial revision
- Fully analyze relevant legal and policy issues
- Reflect thorough investigation of factual and legal resources
- Do not contain significant extraneous or inappropriate material
- Completed and presented in accordance with established format and time frames

**Element: Written Materials (legal)**

**Standards: Outstanding**

As determined by the supervisor, written materials

- Are consistently of the highest professional quality
- Are rarely returned for substantial revision
- Consistently fully analyze relevant legal and policy issues
- Reflect thorough investigation of factual and legal resources
- Do not contain extraneous or inappropriate material
- Are always completed within established time frames
- Mentors new employees to help develop their writing skills

**Element: Supervision and Guidance**

**Standards: Successful**

- 60-80% of employees achieve the goals and objectives established in their performance plans
- Requires little intervention in carrying out daily responsibilities
- Ensures that employees follow required regulations
- PAS is executed within established timeframes and according to policy

**Element: Supervision and Guidance**

**Standards: Outstanding**

- Exceeds Successful Standards plus 2 of the following
- Over 90% of employees achieve the goals and objectives established in their performance plans
- Provides mentoring to peers or new supervisors
- Often identifies and implements suggestions for process improvement
- Assists another unit in achieving its goals without lessening own unit's achievements

**Element: Observes Safety Regulations**

**Standards: Successful**

- Coordinates with the Special Assistant for Safety [*Claude Russell*] to ensure that subordinates are aware of all safety techniques and requirements
- Ensures that all new employees receive a thorough overview of all safety techniques
- Disseminates information provided by the Safety Coordinator or other means throughout the work area.
- Assigns a staff member to serve on the safety committee and ensures that the committee member attends the safety meetings. [*for division or unit heads only*]
- Supervisor corrects or improves safety problems by agreed-upon date
- Supervisor routinely holds one safety audit per week (month)
- Work unit rarely has any lost time due to safety problems

**Element: Safe Work Environment**

**Standards: Outstanding**

- Supervisor proactively identifies and takes action to prevent potential unsafe practices or conditions
- Supervisor works with others across organization to develop policies and practices to prevent and respond to unsafe situations

**Element: Equal Employment Policies**

**Standards: Successful**

- Actively supports the Smithsonian's commitment to equal opportunity and diversity
- Applies these concepts in hiring, promoting, training, and developing employees
- Works with upper management to identify career growth for under represented groups
- Supports and participates in outreach activities designed to attract candidates representing diverse populations
- Communicates to employees the Smithsonian's commitment to these principles

**Element: Equal Employment Policies**

**Standards: Outstanding**

- Works to develop innovative programs for identifying and supporting potential supervisors from all represented populations within the Smithsonian Institution

**Element: Manages Funds**

**Standards: Successful**

- Reconciles purchase cards within established deadline (example: by 25<sup>th</sup> of month)
- Records are updated within 24 hours of commitment with correct chart field and amount
- Provide accurate monthly budget report to supervisor with latest available data in established format and timeframes
- Expenses do not exceed budget

**Element: Manages Funds**

**Standards: Outstanding**

- Reconciles well before established deadline (example: by the 12<sup>th</sup> of the month)
- Proactively ensures that vendor submits invoices in a timely manner by troubleshooting potential problems and delays
- Offers training to managers and new employees
- Identifies and implements an improvement to funds management process

Many of these samples come from the Office of Personnel Management's *Handbook for Measuring Employee Performance, 2001*