



Appendix A: Creating the 'Meets Expectations' Standard

- ❑ Use worksheets to review identified behavior indicators of each Functional Skill
- ❑ Analyze each Functional Skill and identify associated **key** behaviors (some may be listed in worksheets)
 - Identify *at least* five key behaviors
 - Should you identify more than five key behaviors, prioritize and select the **top five** behaviors
- ❑ Begin each behavior with an action verb (applies, communicates, monitors, etc.)
- ❑ Make sure the descriptor following the action verb is measurable and observable (ie. answers the questions of "what" and "how")
 - The "how" portion of the descriptor includes measures in terms of: quality, quantity, timeliness, cost effectiveness, and/or manner of performance

Examples of 'Meets Expectations' Standards:

- **Works** with operating partners **to** lower costs associated with technology and processes.
- **Applies** default management techniques **by** tracking annual default rates and analyzing contributing factors.
- **Evaluates** planning and budgeting concepts **to** align all activities with strategic operational goals and objectives.



Appendix B: Using Key Action Verbs

Effective Action Verbs:

- Describes
- Articulates
- Develops
- Designs
- Prepares
- Coaches
- Applies
- Recommends
- Leads
- Communicates
- Suggests
- Identifies
- Creates
- Rewards
- Prioritizes
- Conducts
- Facilitates
- Encourages
- Monitors
- Analyzes
- Determines
- Collects
- Gathers
- Evaluates
- Anticipates
- Challenges
- Draws conclusions from
- Obtains
- Participates
- Examines
- Explains
- Synthesizes
- Summarizes
- Accesses

Ineffective Action Verbs:

- Demonstrates
- Understands
- Looks
- Pays attention to
- Exhibits understanding, knowledge
- Knows
- Keeps
- Has
- Aligns
- Sees
- Ensures
- Is able to
- Can
- Gets
- Adds value
- Is
- Takes
- Makes
- Shows
- Grasps



Appendix C: Example of Achievement Level Standard

- Analysis Organization Unit Functional Skill -

<i>Product Development and Improvement</i>
<i>Examines SFA's operations and products to identify and recommend process improvement opportunities.</i>
<u>Meets Expectations</u> Exhibits 3 of the 5 behaviors listed for the 'Meets Expectations' standard: <ul style="list-style-type: none">• Enhances federal aid programs by recommending alternative programmatic design and structure.• Summarizes historical, legislative, and administrative information to update SFA employees and management about the development and application of Title IV student assistance programs.• Initiates statutory changes to improve Title IV HEA student assistance programs.• Coordinates the cross-channel direction for Title IV programs creating a synchronized process by communicating issues/limitations to channel/organization units.• Identifies process improvement opportunities by analyzing SFA's operations and products.
<u>Improvement Required</u> Exhibits less than 3 of the 5 behaviors listed for the 'Meets Expectations' standard.



Appendix C: Example of Achievement Level Standard

- CFO Organization Unit Functional Skill -

<i>Financial Reporting</i>
<i>Prepares financial statements with concise and accurate disclosures.</i>
<u>Meets Expectations</u> Exhibits 3 of the 5 behaviors listed for the 'Meets Expectations' standard: <ul style="list-style-type: none">• Applies accounting standards, policies, and provisions of OMB Bulletin No. 97-01 to accurately prepare financial statements with concise disclosures.• Interprets financial statements by performing trend and variance analysis.• Maintains SFA's Managerial Cost Accounting System by applying appropriate cost accounting concepts.• Answers questions to provide support to internal and external auditors in their fieldwork associated with financial audits and reviews.• Utilizes various tools and models to produce financial management reports.
<u>Improvement Required</u> Exhibits less than 3 of the 5 behaviors listed for the 'Meets Expectations' standard.



Appendix C: Example of Achievement Level Standard

- CIO Organization Unit Functional Skill -

Technology Planning
<i>Applies understanding of strategic IT goals and initiatives to identify service improvement and cost reduction opportunities.</i>
<u>Meets Expectations</u> Exhibits 3 of the 5 behaviors listed for the 'Meets Expectations' standard: <ul style="list-style-type: none">• Evaluates business process and technical requirements using statistical techniques in order to identify service improvement and cost reduction opportunities.• Articulates the steps involved in the IT evaluation process clearly to non-technical audiences.• Applies strategic investment priorities to select IT initiatives that best support organizational goals and objectives by critically analyzing initiatives within the organizational frame of reference.• Monitors emerging technologies and business process innovations by reading technical journals and publications in order to analyze the potential for streamlining SFA operations.• Coordinates with group members to develop technology plans that include objectives, strategies, and action steps through coordinated research and application efforts.
<u>Improvement Required</u> Exhibits less than 3 of the 5 behaviors listed for the 'Meets Expectations' standard.



Appendix C: Example of Achievement Level Standard

- *Communications Organization Unit Functional Skill* -

<i>Public Relations</i>
<i>Applies public relations and communication techniques to respond to the public/media and promote a positive public image for SFA.</i>
<u>Meets Expectations</u> Exhibits 3 of the 5 behaviors listed for the 'Meets Expectations' standard: <ul style="list-style-type: none">• Applies communication techniques to build and maintain a positive public image for SFA by establishing a firm relationship with media and other publics.• Responds to public/media inquiries promptly within 3 days.• Partners with other communication staff to continually develop consistent and appropriate messages.• Recognizes and uses internal communication channels appropriately.• Develops, executes and evaluates public relations programs within the overall communication framework/strategy by utilizing available research and planning techniques.
<u>Improvement Required</u> Exhibits less than 3 of the 5 behaviors listed for the 'Meets Expectations' standard.



Appendix C: Example of Achievement Level Standard

- Contracting & Acquisitions Organization Unit Functional Skill -

Contractor Performance and Evaluation
<i>Monitors performance of operating partners to ensure compliance with SFA business objectives.</i>
<u>Meets Expectations</u> Exhibits 3 of the 5 behaviors listed for the 'Meets Expectations' standard: <ul style="list-style-type: none">• Conducts periodic status reviews to monitor contractor/vendor and subcontractor performance, contract requirements and costs.• Establishes performance objectives with contractor/vendor and collects performance data relative to those objectives throughout the life of the contract.• Prepares for the close out of the contract and performs the final review in a specified time.• Communicates contractor/vendor feedback to external and internal audiences so that key issues are identified and addressed.• Generates continuous improvement initiatives for contractors/vendors through cross-functional team research.
<u>Improvement Required</u> Exhibits less than 3 of the 5 behaviors listed for the 'Meets Expectations' standard.



Appendix C: Example of Achievement Level Standard

- *Financial Partners Channel Functional Skill* -

Payments Processing
<i>Prepares, compiles and analyzes financial transaction data for payment processing.</i>
<u>Meets Expectations</u> Exhibits 3 of the 5 behaviors listed for the 'Meets Expectations' standard: <ul style="list-style-type: none">• Facilitates payment process by tracking financial transaction data.• Monitors and responds to key issues throughout payment process by analyzing individual accounts and financial reports.• Writes queries to prepare and compile financial transaction data.• Analyzes payment processing trends to advise senior management about improvement opportunities.• Maintains programs by entering changes and new information into the electronic Financial Management System (FMS).
<u>Improvement Required</u> Exhibits less than 3 of the 5 behaviors listed for the 'Meets Expectations' standard.



Appendix C: Example of Achievement Level Standard

- Human Resources Organization Unit Functional Skill -

Recruitment, Selection, Deployment, and Transition Administration

Facilitates recruitment, selection, deployment and transition process.

Meets Expectations

Exhibits 3 of the 5 behaviors listed for the 'Meets Expectations' standard:

- Conducts initial screening of application forms to help select the best candidates for hiring, promotion, or transfer.
- Assesses qualifications of applicant during initial screening interview based on expressed business need.
- Evaluates application forms by matching applicant qualifications and experiences to position requirements.
- Processes appointment papers (i.e. hiring, promotion, change destination, etc.) using appropriate systems and processes.
- Maintains and updates applicant's data within three days of receipt.

Improvement Required

Exhibits less than 3 of the 5 behaviors listed for the 'Meets Expectations' standard.



Appendix C: Example of Achievement Level Standard

- Ombudsman Organization Unit Functional Skill -

Customer Service Support (re: Call Center)

Responds promptly to customer requests, identifies customer needs and uses tools and information to provide timely assistance to customers.

Meets Expectations

Exhibits 3 of the 5 behaviors listed for the 'Meets Expectations' standard:

- Responds to customer problems and requests within 1 day, accurately and pleasantly.
- Displays patience and understanding with customers who make unreasonable demands or get emotionally upset by calmly interacting with those customers.
- Proactively solicits feedback from customers to improve quality of service.
- Politely encourages others to apply SFA Service Standards in delivering and exceeding customer expectations.
- Integrates resources, service and technical capabilities efficiently across SFA units to meet customer needs.

Improvement Required

Exhibits less than 3 of the 5 behaviors listed for the 'Meets Expectations' standard.



Appendix C: Example of Achievement Level Standard

- *SFA University Organization Unit Functional Skill* -

Learning Design and Development

Develops effective learning programs to address identified learning needs and goals.

Meets Expectations

Exhibits 3 of the 5 behaviors listed for the 'Meets Expectations' standard:

- Applies learning and performance development and support theories, concepts and tools to assess and describe learning needs.
- Designs, develops, pilots, and implements learning programs that meet performance development needs and are aligned with organizational goals and objectives.
- Develops materials based on learning specifications and approach.
- Packages training/instructional materials, supplementary readings and other performance support material or aids accurately.
- Develops and applies program effectiveness measures using statistical techniques.

Improvement Required

Exhibits less than 3 of the 5 behaviors listed for the 'Meets Expectations' standard.



Appendix C: Example of Achievement Level Standard

- Schools Channel Functional Skill -

Accounting
<i>Analyzes, verifies, and conducts basic financial transactions in accordance with general accounting principles and regulatory reporting.</i>
<u>Meets Expectations</u> Exhibits 3 of the 5 behaviors listed for the 'Meets Expectations' standard: <ul style="list-style-type: none">• Applies working knowledge of general ledger management, funds management, payment management and receipt management to carry out basic financial and accounting activities.• Handles inquires on specific accounting transactions in a courteous, thorough and professional manner by a specified time.• Records, analyzes and verifies operation, business and financial transactions in compliance with general accounting principals and regulatory reporting requirements.• Coaches others consistently on key concepts of accounting procedures and practices.• Encodes financial transactions accurately.
<u>Improvement Required</u> Exhibits less than 3 of the 5 behaviors listed for the 'Meets Expectations' standard.



Appendix C: Example of Achievement Level Standard

- *Students Channel Functional Skill* -

<i>Customer Service Support (re: Call Center)</i>
<i>Responds promptly to customer requests, identifies customer needs and uses tools and information to provide timely assistance to customers.</i>
<u>Meets Expectations</u> Exhibits 3 of the 5 behaviors listed for the 'Meets Expectations' standard: <ul style="list-style-type: none">• Responds to customer problems and requests within 1 day, accurately and pleasantly.• Displays patience and understanding with customers who make unreasonable demands or get emotionally upset by calmly interacting with those customers.• Proactively solicits feedback from customers to improve quality of service.• Encourages others politely to apply SFA Service Standards in delivering and exceeding customer expectations.• Integrates resources, service and technical capabilities efficiently across SFA units to meet customer needs.
<u>Improvement Required</u> Exhibits less than 3 of the 5 behaviors listed for the 'Meets Expectations' standard.