JOB AID:
Writing Library of Congress Measurable SL Executive Performance Requirements

Introduction and Background

In 2016, the Librarian of Congress was authorized to certify the Library's Senior Level Performance Appraisal System (SLPAS). Under a certified performance appraisal system, the Library can pay its senior level executives up to a maximum rate of annual pay that is about 9% higher than under a system that is not certified. To maintain its certification, the Library must maintain compliance with regulatory requirements that are designed to ensure that senior level executives have robust and measurable performance requirements that contribute to the accomplishment of the agency's strategic goals.

Those participating in the preparation of senior level executive performance plans (which include the executive and his or her manager, Human Capital Advisory Board Member, and/or other professional support staff) should follow the Library's guidelines when drafting the plans and pay careful attention to these instructions before submitting the plans for review. OCOO/HRS will review the plans to ensure they meet the criteria outlined in this document. Once each plan meets the established criteria, the plans will be considered as part of the Library's self-certification process.

All Senior Level Executive Performance Requirements must be:

1. Strategically aligned to organizational goals
2. Measurable in terms of Quality. May optionally include additional measures of Timeliness, Quantity, and/or Cost-Effectiveness
3. Results-Oriented

Alignment

Every performance requirement must significantly contribute to the Library's achievement of one or more:

- Strategic Goals
- Annual Performance Goals (APGs) and/or current unit priorities

Measurable

Every performance requirement **MUST** contain measurable results, which are generally described in terms of quality, timeliness, quantity, and cost-effectiveness:

1. **QUALITY** criteria that describe how well the work must be done, in terms of one or more of the following:
   - ☐ accuracy
   - ☐ completeness
   - ☐ reliability
   - ☐ compliance with established standards
   - ☐ usefulness
   - ☐ effectiveness
   - ☐ customer satisfaction
   - ☐ other indicators of stakeholder acceptance

<u>Note</u>: The Quality description should be expressed as a **percentage** or **numeric metric** as often as possible. This helps reinforce accountability and reduce subjectivity or guesswork.

Any performance requirement **MAY** contain either or both of these additional measures, where possible and appropriate:

2. **TIMELINESS** criteria that describe how quickly or by what date the work must be completed.

3. **QUANTITY** criteria that describe how much work will be produced within a certain time period. Expressed as a numeric or percentage metric.

4. **COST-EFFECTIVENESS** criteria that describe how much money will be saved or resource usage reduced. Expressed as a numeric or percentage metric.

Results-Oriented

Every performance requirement must also describe an **OUTPUT** or an **OUTCOME**

OUTPUT: A specific product or service that results from an activity, is under the control of the individual to produce, and is used to effect an OUTCOME.
Examples (be sure to include Quality and Timeliness criteria in each):
- *Analytical Report/Study*
- *List of Recommendations*
- *Program*
- *Collections processed*
- *Website*

OUTCOME: A broader measurable result, enabled by one or more OUTPUTS, that has a significant impact on the Library's service to its stakeholders. Is expressed as a Quality Metric. May additionally include Quantity and/or Cost-effectiveness metrics.

Examples:

- *At least 85% customer satisfaction*
- *Backlog reduced by 50% with error rate of no more than 10%*
- *20% increase in usage*

Note: Do not simply describe an activity in SL plans.

ACTIVITY: The action(s) taken to produce an output. These should NOT be used as the performance requirement.
Examples:

- *Hold Meeting*
- *Write Report*
- *Assess Inventory*

Examples of Performance Requirements

1. **Increase XYZ system usage by 10% over FY17 baseline by July 31, 2018, in accordance with Library regulations governing system usage and within 5% of budget without exceeding budget.**

How does this meet the certification criteria?

Quality	Timeliness	Quantity	Cost-effectiveness	Outcome or Output?
"In accordance with Library regulations governing system usage": *Compliance with Standards*	"By July 31, 2018"	"Increase XYZ system usage by 10% over FY17 baseline"	"Within 5% of budget, without exceeding budget"	Outcome

2. **Implement phased retirement program approved by the Executive Committee within 180 days of date of issuance of final OPM regulations.**

How does this meet the certification criteria?

Quality	Timeliness	Quantity	Cost-effectiveness	Outcome or Output?
"Approved by the Executive Committee": *Compliance with Standards, Stakeholder Acceptance*	"Within 180 days of date of issuance of final OPM regulations"			Output

3. **Produce report based on all service unit input that addresses IG recommendations by Nov. 30, 2017. The final draft requires minimal revisions.**

How does this meet the certification criteria?

Quality	Timeliness	Quantity	Cost-effectiveness	Outcome or Output?
"Based on all service unit input": *Completeness, Compliance w/ Standards*	"By Nov. 30, 2017"			Output
"Addresses IG recommendations": *Usefulness, Effectiveness, Stakeholder Acceptance*				
"Requires minimal revisions": *Accuracy, Reliability*				

4. **By 6/30/18, consolidate 90% of the Library's online training resources into a single Learning Management System that enables easier access to a consolidated source of online learning resources for employees.**

How does this meet the certification criteria?

Quality	Timeliness	Quantity	Cost-effectiveness	Outcome or Output?
"That will enable easier access to a consolidated source": *Usefulness, Customer Satisfaction*	"By 6/30/18"	"90%" (of the existing material): *Productivity*		Outcome

5. **Implement first phase of new online performance dashboard by August 30, 2018. Website meets accessibility and usability standards and complies with the Library's standard user interface requirements.**

How does this meet the certification criteria?

Quality	Timeliness	Quantity	Cost-effectiveness	Outcome or Output?
"Meets accessibility and usability standards": *Usefulness; Compliance with Standards*	"by August 30, 2018"			Output
"Complies with the Library's standard user interface requirements": *Compliance with Standards*				

Checklist: Evaluate Your Performance Requirements

☐ **ALIGNMENT**: Does the requirement support one or several Strategic Goals, APGs, or current unit priorities?

☐ **QUALITY**: What criteria do(es) the quality measure(s) describe?
- accuracy
- completeness
- reliability
- compliance with established standards
- usefulness
- effectiveness
- customer satisfaction
- other indicators of stakeholder acceptance

☐ **OTHER MEASURES**: Does the requirement need to describe timeliness, quantity, or cost-effectiveness measures??

☐ **RESULTS**: Does the requirement describe an OUTPUT or OUTCOME?