

Examples of Employee and Customer Perspective Measures (March 2008)

The USDA performance appraisal program description requires that performance plans for supervisors take into consideration employee and customer perspective. Departmental Regulation (DR) 4040-430, effective on 10/01/07, is applicable to all agencies. This requirement is stated in Section 9.a. (2) (b) of the DR. The following examples show some employee and customer perspective measures.

Employee Perspective – The employee perspective focuses attention on the performance of key internal processes that drive the organization, including employee development and retention. The perspective directs attention to the basis of all future success – the organization’s people and infrastructure.

Example 1

Seeks employee feedback to identify needs and expectations and considers employee perspective when making decisions affecting employees to develop a well-informed staff who are effective and efficient implementers of management decisions.

Example 2

Considers the employee perspective when planning employee development and training goals/requirements and internal standard operating procedures. Encourages employees to participate in the annual human capital survey to assist the agency in measuring its' success in improving its performance goals and objectives.

Example 3

Feedback from staff indicates that they understand the agency's direction, the goals and their role in achieving these goals; understand what is expected of them; were involved in developing their performance plans; understand how well they are performing and where they need to improve; have performance plans that accurately reflect their performance measures; have the necessary tools and resources to accomplish their work; where they do not have what they need, they understand why; have the skills and knowledge they need to do their jobs, or a plan to obtain them; are acknowledged and appreciated for good performance.

Example 4

Analyzed feedback received from employees from the Federal Human Capital Survey (FHCS)/the Annual Employee Survey (AES) or other feedback mechanisms (focus groups/1-on-1 discussions) and develops action plans to improve future survey results/employee satisfaction.

Additional examples from other agencies shared by the Office of Personnel Management:

- Implement action plan to ensure the agency is rated in the top 50% of agencies surveyed in the 2006 Federal Human Capital Survey (FHCS) and in the top five agencies in the 2008 FHCS. Obtain employee feedback that indicates the plan is working.
- Takes into account employee perspective and encourages employees to develop creative and effective ways to successfully accomplish the organization's goals and objectives.
- Proactively seeks and listens to employees and objectively considers others' ideas and opinions, even when they are in conflict with one's own.

Customer Perspective – Customer perspective measures consider the organization's performance through the eyes of its customers, so that the organization retains a careful focus on customer needs and satisfaction. To achieve the best in business performance, agencies must incorporate reasonable customer needs and wants consistent with the agency's mission and must take them into account as part of their performance planning.

Example 1

States/stakeholders are engaged in program priorities; problems and issues of mutual concern are identified and resolved collaboratively. Key messages and information are communicated effectively to States, other stakeholders, and the public through statements to the press, promotional events, and other strategies as applicable. Engages in dialog with advocates and public interest groups in the region to further agency goals and priorities and to hear and respond to issues that may be raised.

Example 2

Internal and external stakeholder needs and expectations are considered in making decisions, devising solutions, and resolving conflicts. Those consistent with corporate priorities are included in plans and commitments, and are monitored for success in achieving satisfactory results.

Example 3

Feedback from customers indicate satisfaction with the quality of service delivered, including that the service was provided in a collaborative manner and met the customers' needs; and the quantity and quality of information delivered, including that the information provided increased the customers' understanding of the agency's programs.

Example 4

Feedback from customers indicate that you demonstrated active listening to understand their needs; provided services/solutions that addressed their needs; worked collaboratively with them to address their needs; provided assistance when needed and the assistance provided was useful to them/made them more productive; handled interaction professionally; and maintained a positive working relationship by communicating and support agency goals, priorities, and positions to support accomplishment of agency mission and goals.

Additional examples from other agencies shared by the Office of Personnel Management:

- Ensure 95% of customer requests are filled within timeframes and with less than 5% error. Proactively seeks and listens to customer and employees and objectively considers others' ideas and opinions, even when they are in conflict with one's own.
- Proactively respond to customer and workforce feedback and take appropriate actions to resolve concerns and issues within 30 days of receipt to maximize effectiveness.
- Drive a customer-centric attitude through the DCMA-IT, by 11/30/07 reduce the average time Help Desk trouble tickets are open by 7%, as measured by the automated Help Desk ticketing system.
- Satisfies customer needs through quality products and responsive service. The customer survey responses are excellent or good at least 65% of the time. Results are tracked monthly on the balances scorecard reviewed by the Agency Director.