

**Jim Runcie**  
**Chief Operating Officer**  
**Federal Student Aid**

**Appraisal Period: 10/01/2011 – 9/30/2012**

**Critical Element:** COO organizational refinement to enhance overall effectiveness

Performance Standard:

1. Analyze current organizational alignment and redefine organizational structure and operating model as required to ensure achievement of FSA stated strategic objectives.
2. Establish and maintain business unit alignment with overall FSA strategic and operational goals
3. Effectively manage the development and delivery of mission and business critical projects.
4. Improve the existing investment review and approval process

**Critical Element:** Effective governance of operational & administrative activities

Performance Standard:

1. Ensure that FSA's vision and strategy continues to map to the Department's objectives and make tactical adjustments as required.
2. Advise and collaborate with Department leadership to implement new policy changes.
3. Monitor effectiveness of policies, directives and procedures; periodically review existing policy, standards and practices to ensure consistency with the changing student aid environment.

**Critical Element:** Set the direction for your team and sustain a productive organizational environment.

Performance Standard: TO BE MEASURED BY YOUR SUCCESS IN:

1. Quality of Staffing. Plan and implement Capacity, Workload Balancing, Hiring, Promotion, and Succession Plans all in accordance with policy. As evidenced by quality of plan and its execution.

2. People Management. Position all employees for success through orientation/onboarding, performance plan, evaluation, coaching, counseling, development, team building, recognition, conduct management, collaboration, mentoring, and partnership building all in accordance with our FSA values. As evidenced by EVS, internal audit results and skip level interviews.
3. Process Management. Align your processes, including procurement and budgeting, with mission/values of the organization and use process management techniques (document, train, reward, root cause problem analysis, measurement, communication and continuous improvement) to get consistent, repeatable results. As evidenced by quality of process artifacts.
4. Communication. Plan and implement unit communication plan that is timely, relevant and actionable. As evidenced by EVS and phone survey.
5. Self Development. Invest in your development, including FSA mandatory training, as a professional manager through demonstrated skill in key management competencies. As evidenced by class performance and training record.
6. Compliance. Exercise due diligence to ensure no violations of policies, practices and behaviors, with particular attention to Merit System Principles, EEO Directives, FSA/ED Human Capital policies and procedures. As evidenced by merits of FSA ER/LR actions and audit results.
7. Equity Management. Assure fair and equitable treatment of employees across your management function (hiring, work assignments, evaluation, recognition, development, promotion, discipline, staffing, etc.). As evidenced by merit of FSA ER/LR/IDR actions and skip level feedback.