

## THE ADVANCE WORK PLAN

### INTRODUCTION

The purpose of the Advance Work Plan (AWP) is to assure that employees are fully aware of all major aspects of their job, and of the work performance expected of them by their supervisor. Employees should know their role in the organizational component in which they work. This should be made clear in the AWP.

### Section A

- Performance elements of an employee's job that are essential to success in that job are called "key" elements. Key elements consist of a grouping of individual tasks and collectively cover the major duties and responsibilities of the position. As long as the job remains unchanged the "key" elements remain in effect.

- Supervisors should have performance standards for each of the key elements listed on the AWP. A performance standard is a statement describing what an employee must do to perform a key job element at a specified level. As a minimum, a standard at the fully satisfactory level of performance (rating level 4) should be described. Performance standards are reference points for determining the rating levels given the employee's performance of key job elements during the rating period. Although a supervisory responsibility, performance standards should be established with the subordinate's participation. Employees doing the same job should have the same standards against which their job performance is to be measured. Jobs of the same general kind but at different grade levels should have different performance standards.

- The chief aim of the performance standard is to communicate to subordinates in a clear and concise manner what is expected of them in the way of a fully satisfactory work performance. As in the case of the key elements of the position, the expectations supervisors have of their subordinates should remain essentially unchanged unless work requirements of the positions change. In effect, performance standards need not be reestablished once they are in place. The important thing is that employees understand the "yardstick" their supervisors will use to measure their work performance.

### Section B

- This section applies only to employees whose jobs involve particular work activity designated for accomplishment specifically during the period covered by the report. For example, for an analyst the analysis required (key element of the job) may be to complete a study on a particular subject that had not been looked at for several years; a training specialist may be tasked to redesign a particular course of study; a clerical employee may be tasked to purge office files of outdated material. These projects should be identified in this section and milestones, target dates, etc., should be disclosed.

- In some cases it may not be possible to realistically anticipate all the special projects or tasks that might be forthcoming at the time the AWP is initially prepared. This section may be completed or added to at any time during the course of the report period, keeping in mind that the AWP should be current at all times and contain a record of all significant job activity to be performed by the individual being evaluated.

### Section C

- There may be circumstances where employees and their supervisors agree that there is a high degree of understanding between them regarding job duties (key elements), the performance standards and specific projects and tasks to be accomplished during the period covered by the report. In such cases, and if they so agree, Sections A and B of the AWP need not be stated in writing. However, in any case, the employee and supervisor must certify that duties of the job and the expectation of the supervisor have been discussed and that an understanding exists between them.

- The signatures certifying to this understanding will be placed in the space provided.

- The AWP should be retained in the employee's "soft" file as a reference for use in counseling the employee, for resolving any misunderstandings or grievances related to the PAR, or for use by employee evaluation panels.

APPROVED FOR RELEASE  
DATE: 19-Jul-2011

NAME (Last, First, Middle)

HERLIHY, John F.

PERIOD COVERED

830716-830131

A. Summary of the key job elements to be listed on the PAR and the performance standard expected at the fully satisfactory level of performance--rating level 4 (where applicable; see Section C instructions).

Key Element	Performance Standard
<p>1. Plan, organize and manage the Agency Occupational Safety and Health Program.</p> <p>2. Provide for career development of Safety Staff personnel.</p> <p>3. Represent the Agency with the Occupational Safety and Health Administration, Federal Safety Council, Federal Fire Council, National Safety Council and other organizations affecting the safety and health policy of the Agency.</p>	<p>Your performance will be evaluated on how well the Agency Occupational Safety and Health Program is conducted and meets the requirements of laws and statutes requiring a safe working environment for all employees. It will also be based on how the career standards you promote and develop for Safety Staff personnel meet both the needs of the Agency and the needs of the individual. The evaluations and comments of involved senior officers with whom you are in liaison or engaged in the service or resolution of matters of mutual official concern, will receive just consideration. Your performance will also be based on how well you meet the requirements, goals, and deadlines listed under Section B., specific projects and tasks.</p>

B. Specific projects, tasks, etc., to be accomplished during the rating period which are part of the key elements shown above and for which a more detailed review is deemed important.

1. Continue emphasis on the training of component safety officers.
2. Assure that all safety inspection reports are completed and transmitted pursuant to these deadline goals:
  - (a) Those where major deficiencies or absence of safety provisions are found within 30 days from return of safety inspector to Headquarters.
  - (b) All others within a 45-60 day time period or sooner.
3. Plan and promote expansion of Safety Staff resource base to more adequately meet laws and statutes requiring a safe working environment for all Agency employees.

C. CERTIFICATION: We acknowledge that we have discussed the duties on which the undersigned employee will be evaluated and the performance standard expected.

SIGNATURE OF EMPLOYEE (Name typed)

John F. Herlihy

DATE

8-2-82

JAMES W. McDONALD

DATE