

<b>ACCOUNTABILITY SYSTEM</b>	
<b>KEY ELEMENTS</b>	<b>SUGGESTED PERFORMANCE INDICATORS</b>
<p><i>To ensure the agency's human capital practices support its mission and are based on merit system principles, the agency has an accountability system that:</i></p> <ul style="list-style-type: none"> <li>• Is designed and conducted in accordance with OPM requirements</li> <li>• Is formal and clearly documented, including description of agency system, statement of agency policy, key responsibilities, outcomes and measures, milestones, and results</li> <li>• Is fully supported by top management, including review and approval of the system and allocation of sufficient resources to promote and support the system</li> <li>• Ensures managers are held accountable for their human capital and human resources decisions and actions</li> <li>• Evaluates human capital results vis-à-vis agency mission goals and objectives and measures; assesses compliance of HC programs and decisions with laws, rules, and regulations; and identifies and resolves significant problems. The system should cover all human capital systems and include the following:               <ul style="list-style-type: none"> <li>– Measures identified to address:</li> </ul> </li> </ul>	<p><b><u>Effectiveness Indicators</u></b></p> <ul style="list-style-type: none"> <li>• Human capital program management guidelines, authorities, processes, measures, and accountabilities are issued via agency policy and procedural issuances and are accessible to agency managers, supervisors, and employees.</li> <li>• Key leaders and subordinate managers and supervisors throughout the agency have at least one performance element relating to achieving human capital outcomes.</li> <li>• Human capital risks are tracked, documented, and reported to a central advisory or management board, and action is taken to mitigate high-risk areas.</li> <li>• Program and initiative implementation efforts include published plans that clearly outline roles, responsibilities, reviews, and desired outcomes.</li> <li>• Accountability for implementing improvement strategies for each initiative or program is assigned and resources are provided to accomplish the resulting actions.</li> <li>• Assessment results are provided to senior management and action is taken to communicate best practices, improve current practices, and correct problem areas.</li> <li>• A process is in place to identify problems that pose high risk to organizational integrity including:               <ul style="list-style-type: none"> <li>– Financial or legal threats</li> <li>– Systemic violations of employee protections or veterans' preference</li> <li>– Potential loss of integrity in the public eye.</li> </ul> </li> </ul>

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<ul style="list-style-type: none"> <li>◆ Success in supporting agency mission accomplishment</li> <li>◆ Effectiveness of human resources (HR) programs</li> <li>◆ Efficiency of HR processes</li> <li>◆ Programmatic and transactional compliance with laws, rules, and regulations.                             <ul style="list-style-type: none"> <li>– Data collection and analysis processes to support the measures</li> <li>– Periodic review of HR transactions to ensure compliance with legal, regulatory, and specific agency requirements; corrective action taken in cases of noncompliance</li> <li>– An independent audit (i.e., one conducted by individual(s) outside of the operations management chain of command) to obtain and objectively evaluate evidence</li> <li>– Results used to improve human capital programs and the human capital accountability system.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Analysis of workforce survey results related to the effectiveness of the Leadership and Knowledge Management, Results-Oriented Performance Culture, and Talent Management systems indicates employees perceive their agencies as high-performing workplaces where their skills and abilities are used well.</li> <li>• Human capital data are current and accurate as indicated by documentation.</li> <li>• OPM evaluations, agency reviews, and/or other human capital assessments indicate:                             <ul style="list-style-type: none"> <li>– Programs and processes are efficient, effective, and compliant.</li> <li>– The agency meets measures of success as reflected in strategic human capital plans.</li> </ul> </li> </ul>



