

**US Department of Education  
Federal Student Aid - Chief Operating Officer - Annual Performance Plan**

**Part 1. Employee Input** *I have reviewed this plan and have been involved in its development.*

Employee Name (Last, First, Middle): Cordray, Richard		Appraisal Pd. 5/4/2021 - 11/03/2021
Title: Chief Operating Officer	Supervisory Status: Supervisor	Series/Plan/Grade: (No Series) - AD - 00
Organization: FSA EN1 IMMEDIATE OFFICE OF THE CHIEF OPERATING OFFICER		
Reviewing Official's Name (Last, First, Middle): CARDONA, MIGUEL		
Rating Official's Name (Last, First, Middle): MORGAN, JULIE		08/17/2021
Employee's Signature: Cordray, Richard		Date: 08/17/2021

**Part 2. Progress Review**

Reviewing Official's Signature:	Date:
Rating Official's Signature:	Date:
Employee's Signature:	Date:

**Part 3. Rating**

**Summary Rating Levels:**     Unsatisfactory Results     Results Achieved     High Results Achieved     Exceptional Results Achieved

**Part 6. Instructions**

**Part 7. Performance Elements**

**Critical Element 1: Management of Key Programs and Initiatives**       **Critical**    Weight: 40%

**Strategic Alignment:** FSA Goal 1: Empower a HighPerforming Organization.

**Results Achieved:**

Performance Standards:

1. Develop strategic objectives for FSA priorities with timelines and measurable goals, outputs, and outcomes. Priorities include: implementation of the *FAFSA Simplification Act* and *FUTURE Act*; returning student loans to repayment at the end of the payment pause; improving oversight and accountability of debt collectors and loan servicers; improving institutional oversight, investigations, and enforcement; and addressing challenges in implementing key initiatives like Public Service Loan Forgiveness, Borrower Defense, Total and Permanent Disability discharges, and Income-Driven Repayment plans.
2. Manage FSA staff and operations toward these objectives while demonstrating adequate progress toward meeting strategic objectives.

**Critical Element 1:  
Management of Key  
Programs and  
Initiatives Rating  
Levels:**

Unsatisfactory Results     Results Achieved     High Results Achieved     Exceptional Results Achieved

## Critical Element 2: Organizational Effectiveness

Critical Weight: 20%

**Strategic Alignment:** FSA Goal 5: Enhance the Management and Transparency of the Portfolio.

### Results Achieved:

Performance Standards:

1. Evaluate organizational structures and makes necessary adjustments to align structure and operating model to achieve FSA's strategic objectives.
2. Ensure processes are in place and working effectively for all major programs.
3. Identify under-performing projects or programs and organize countermeasures to address performance issues.
4. Assess, analyze, acquire, and administer human, financial, material, and information resources in a manner that instills public trust, protects privacy, ensures cybersecurity, reduces administrative costs, and facilitates improved service in student financial aid programs.
5. Leverage technological resources to develop open, common, and integrated systems that enhance processes and decision-making about student financial aid programs.
6. Execute the operating budget; prepare budget requests with justifications; and manage resources effectively.

### Critical Element 2:

**Organizational  
Effectiveness Rating  
Levels:**

Unsatisfactory Results    Results Achieved    High Results Achieved    Exceptional Results Achieved

## Critical Element 3: Building Coalitions

Critical Weight: 20%

**Strategic Alignment:** FSA Goal 5: Enhance the Management and Transparency of the Portfolio.

### Results Achieved:

Performance Standards:

1. Solicit and consider feedback from internal and external stakeholders, including students, families, student loan borrowers, and their representatives.
2. Coordinate with appropriate parties to maximize input from the widest range of stakeholders to facilitate an open exchange of opinion from diverse groups and minimize outsized influence of industry representatives.
3. Promote transparency in FSA decision-making, processes, and the outcomes of the programs it administers.

### Critical Element 3:

**Building Coalitions  
Rating Levels:**

Unsatisfactory Results    Results Achieved    High Results Achieved    Exceptional Results Achieved

## Critical Element 4: Leading People

Critical Weight: 20%

**Strategic Alignment:** FSA Goal 1: Empower a HighPerforming Organization.

### Results Achieved:

#### Performance Standards:

1. Design and implement strategies to maximize employee potential; connect the office of Federal Student Aid horizontally and vertically; and foster high ethical standards in meeting the organization's vision, mission, and goals.
2. Provide an inclusive workplace that fosters the development of others to their full potential; allows for full participation by all employees; facilitates collaboration, coordination, and teamwork; and supports constructive resolution of conflicts.
3. Ensure employee performance plans are aligned with the office of Federal Student Aid's mission, goals, and strategic objectives, that employees receive constructive feedback, and that employees are realistically appraised and held accountable against performance standards that are clearly defined and communicated.
4. Seek and consider employee input.
5. Recruit, retain, and develop the talent needed to achieve a high quality, diverse workforce that reflects the nation, with the skills needed to improve service to students in financial aid programs while supporting workforce diversity, workplace inclusion, and equal employment policies and programs.

#### Agency-Specific Performance Requirements:

*Employee Engagement:* The Chief Operating Officer develops, deploys, and promotes specific and effective policies and practices to strengthen employees' commitment to their work and the office of Federal Student Aid's mission and goals. Outcome measurements may include, but are not limited to:

- Direct measurements, such as the Federal Employee Viewpoint Survey Employee Engagement Index results,
- Employee engagement or satisfaction pulse surveys,
- Employee focus groups, or other formal and informal feedback,
- Indirect measurements, such as improved productivity and improved quality of work products (assuming that such improvements are in fact measured and measurable).

At the fully successful level, the Chief Operating Officer achieves positive outcomes by actively engaging the workforce to improve processes and to solicit and address issues of general concern.

### Critical Element 4:

**Leading People Rating**  Unsatisfactory Results  Results Achieved  High Results Achieved  Exceptional Results Achieved  
Levels:

### Part 9. Employee Self-Accomplishment Narrative

### Part 10. For Agency Use