

GENERAL SERVICES ADMINISTRATION
Washington, DC 20405

ADM 1000.1A
December 13, 2023

GSA ORDER

SUBJECT: GSA Organizational Performance Management

1. Purpose. This Order establishes the General Services Administration's (GSA) policy on performance management, consistent with the [Government Performance and Results Act \(GPRA\) of 1993](#), [GPRA Modernization Act \(GPRA-MA\) of 2010](#), [OMB Circular A-11 Part Six](#), [OMB Circular A-123](#), and [OMB Circular A-136](#) to include:
 - A. The establishment of organizational performance measures and annual goals;
 - B. The establishment of agency procedures related to developing, tracking, reporting, and evaluating GSA's organizational performance measures; and
 - C. The defining of roles and responsibilities for organizational leaders and offices.

The policy described herein refers to performance management and measures associated with GSA's organizational performance and the interlinkage to individual employee performance, which is described in GSA directives, [9430.2 CHGE 2 HRM: GSA Associate \(Employee\) Performance Plan and Appraisal System](#) and [9430.5 HRM: GSA Senior Executive Service \(SES\) Performance Management and Appraisal System](#).

2. Background. A transparent framework focused on performance management practices that cascades organizational goals from agency leaders to the individual GSA employee performance level is necessary for GSA to succeed in meeting its mission and demonstrate accountability to stakeholders including Congress, other Government agencies, and the public. Organizational performance management gauges the delivery of results associated with the advancement of the GSA Strategic Plan and Administrator's priorities by the Service and Staff Offices (SSOs). Employee performance management is the annual process to develop individual performance plans and the subsequent assessment of individual performance. At GSA, organizational performance measures are integrated within Senior Executive Service (SES) individual performance plans to ensure organizational strategy, leadership priorities, and activities are aligned.

3. Scope and applicability. This Order applies to all GSA employees with the exception of those in the Office of Inspector General (OIG).
4. Cancellation. Supersedes AMD 1000.1, GSA Organizational Performance Management issued on September 23, 2016.
5. Revision. This Order updates associated policy and laws from oversight organizations. Additionally, the Responsibilities section is updated to include additions of strategic priorities and Enterprise Risk Profile, focus on implementing the enterprise strategic plan, and executing on decisions resulting from Quarterly Performance Reviews (QPRs) and Strategic Reviews, and other Office of Management and Budget requirements.
6. Responsibilities.

A. The Administrator and Deputy Administrator.

- (1) The Administrator and Deputy Administrator shall lead the agency in determining enterprise strategic priorities in accordance with organizational performance management practices established in GPRA, GPRA-MA, OMB Circular A-11 Part Six, OMB Circular A-123, and OMB Circular A-136.
- (2) In partnership with the GSA Performance Improvement Officer (PIO), the Administrator and Deputy Administrator shall hold agency leaders accountable for implementation of the enterprise strategic plan and corresponding goals, objectives, performance measures, and quantitative targets.
- (3) The Administrator and Deputy Administrator shall lead the Heads of Service and Staff Offices (HSSOs) in determining SSOs' annual organizational goals and performance targets, and ensuring they are consistent with and supportive of the enterprise strategic objectives, goals, measures, and targets described in the [GSA Strategic Plan](#), [GSA Annual Performance Plan and Report](#), Enterprise Risk Profile, and other reports referenced in this Order.
- (4) The Administrator, Deputy Administrator, and the PIO shall hold Quarterly Performance Reviews (QPRs) with HSSOs and agency senior leadership to review and discuss organizational performance results and performance evaluations, and determine any changes or reprioritization of organizational performance goals as related to GSA's strategy.
- (5) The Deputy Administrator serves as the Chief Operating Officer (COO) for the Agency. Consistent with GPRA-MA, the COO has the overall responsibility

for improving the management and performance of the agency. The COO also assists the Administrator and the PIO in executing GPRA and GPRA-MA planning, reporting, and performance evaluation requirements and overseeing agency-specific efforts to improve management within the agency.

B. GSA Performance Improvement Officer.

- (1) The Administrator and Deputy Administrator, in accordance with the GPRA-MA, designate one HSSO to serve as the GSA PIO, responsible for advising and assisting agency leadership to ensure that the mission and goals of the agency are achieved through strategic planning, regular assessment of progress, and the use of measurement and data to improve results.
- (2) The GSA PIO serves as the agency's leading authority on organizational performance management and implements agency-wide efforts to set goals and conduct regular data-driven reviews to improve program performance. The PIO supports efforts to maximize the impact of financial resources while ensuring accountability to the agency's strategy.
- (3) The PIO is also responsible for:
 - (a) Developing GSA's Strategic Plan, Annual Performance Plan, Annual Performance Report, annual Strategic Review, Agency Priority Goals, Enterprise Risk Profile, and any performance-related and enterprise risk-related OMB mandates described in the Order, GPRA, GPRA-MA, and OMB Circulars A-11 Part Six, A-123, and A-136;
 - (b) Partnering with the Administrator, Deputy Administrator, and HSSOs to ensure alignment between SSO performance priorities (including SSO strategic plans and performance requirements) and enterprise performance priorities as described in the GSA Strategic Plan and GSA Annual Performance Plan;
 - (c) Communicating goals, progress, and challenges, including quarterly reporting of progress on agency priorities, to internal and external stakeholders; this includes representing and presenting organizational performance positions and decisions for the Administrator and Deputy Administrator and HSSOs to the Performance Improvement Council and OMB;

- (d) Communicating official courses of action based on leadership decisions to the GSA performance community for implementation, including enforcing recommended changes or improvements;
- (e) Integrating performance measurement throughout management processes to include using performance information to inform GSA's resource management, such as investment decisions and budget formulation;
- (f) Ensuring execution of decisions and actions following QPRs and other performance meetings such as the annual Strategic Review with the Office of Management and Budget, with support from the Administrator and Deputy Administrator;
- (g) Ensuring the integrity of performance data by coordinating with HSSOs to maintain reliable historical data and consistent methodologies for determining performance results, and by partnering with GSA's Chief Data Officer to apply enterprise-wide standards for collecting, storing, and curating performance data for analysis and visualization purposes;
- (h) Ensuring coordination between and among HSSOs and SSO performance liaisons in accordance with the implementation of this Order and GSA Order, [CFO 2170.1 Performance Management Data Verification and Validation Procedures](#).

C. Heads of Services and Staff Offices (HSSOs).

- (1) HSSOs shall develop their individual fiscal year performance plans with the Administrator or Deputy Administrator, to include performance requirements, measures, and quantitative targets for each section of the plan.
- (2) HSSO fiscal year individual performance plans shall be consistent with and supportive of the strategic objectives, goals, performance measures, and targets described in the GSA Strategic Plan and the GSA Annual Performance Plan and Report; HSSO individual performance plans shall also be aligned with existing SSO strategic plans and performance requirements.
- (3) HSSOs shall foster transparency in communicating organizational performance goals to GSA employees by ensuring that:
 - (a) Their approved fiscal year individual performance plans are posted to GSA's intranet in accordance with annual timelines established by the Administrator.

(b) Quarterly Performance Review results are posted to GSA's Intranet following each QPR cycle.

(4) To ensure consistency and integrity in GSA performance reporting, HSSOs shall consult the PIO regarding any proposed changes to externally-reported performance measures, including desired changes to methodologies or targets.

- D. GSA Senior Executives, Senior Level (SL) employees, and Scientific and Professional (ST) employees. All SES members (who are not HSSOs) and SL/ST employees shall have a fiscal year individual performance plan, developed with their supervisor, with performance requirements, measures, and quantitative targets within each section of their performance plans that cascade from their HSSO's fiscal year individual performance plan, as described in GSA directives, [9430.2 CHGE 2 HRM GSA Associate \(Employee\) Performance Plan and Appraisal System](#) and [9430.5 HRM GSA Senior Executive Service \(SES\) Performance Management and Appraisal System](#).
- E. GSA employees. Supervisors shall develop and complete employee performance plans with, to the extent possible, performance measures and quantitative targets that cascade from the supervisor's, manager's, and HSSO's fiscal year individual performance plans, in accordance with GSA Order [9430.2 CHGE 2 HRM GSA Associate \(Employee\) Performance Plan and Appraisal System](#) and the Collective Bargaining Unit Agreement.
- F. Office of Human Resources Management (OHRM). OHRM shall continue to manage the employee performance management program providing guidance, tools, and support with the annual process to develop individual performance plans and the subsequent assessment of individual performance.

6. Implementation actions.

- A. The changes outlined in this Order become effective upon signature.
- B. Implementation of this Order as it affects employees represented by a labor bargaining unit is contingent upon completion of labor relations obligations.
- C. The Chief Administrative Services Officer (CASO) may cancel this Order, in consultation with the Performance Improvement Officer and the Chief Human Capital Officer, upon publication of a superseding directive that cancels it in accordance with [OAS 1832.1C](#).

7. Signature.

/S/
ROBIN CARNAHAN
Administrator