



DEPARTMENT OF VETERANS AFFAIRS
Veterans Benefits Administration
Washington DC 20420

Dear VSR,

I want to take this opportunity to provide you with information on your specific performance under the **Output** element of the VSR Performance Standards. You are not meeting your Output performance expectations and are presently performing at an **Unacceptable** level. We provided you with an appropriate amount of time to acclimate to these new performance standards – from March 1, 2017, to present (including an appropriate amount of time to acclimate to the modification to the Output element from June 1, 2017, to present) – however, your output level is more than fifteen percentage points away from fully successful performance. Your Coach will be providing you with an attachment to this letter which specifically highlights your performance as compared to the Output element in your standard.

You will be afforded the opportunity to use the remaining two pay periods in FY 2017 to bring your performance under the output element up to the fully successful level. This timeframe starts on September 3, 2017, and ends on September 30, 2017. During the course of these two pay periods, your coach will monitor your output-related performance, and will meet with you to discuss your progress and any next steps. If you can meet your output performance element during either of these two pay periods, I will consider your performance during this defined period as being successful for the entire FY. It is important to note this process of evaluating annual performance based on performance during the last two pay periods of the FY will only apply to the FY 2017 performance year and **does not set precedent** for any future performance years. It is imperative that you improve your performance to the level outlined in your Performance Standards. Failure to perform at expected levels may lead to adverse action up to and including termination of employment.

In addition, your Coach will be providing you with an assessment of your performance under the other four performance elements (Timeliness / Workload Assignments, Quality, Training, and Organizational Support) as soon as possible after the end of the FY. This evaluation will determine your overall performance level for the current performance appraisal period.

I have faith in your ability to meet the output expectation in your performance standards. I urge you to dig deep as we strive to close out the FY with fewer than 70,000 claims in the backlog.

Sincerely,

A handwritten signature in black ink that reads "Willie C. Clark, Sr." with a stylized flourish at the end.

Willie C. Clark, Sr.
Deputy Under Secretary
For Field Operations

Attachment



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Veterans Benefits Administration
Washington DC 20420

Dear VSR,

I want to take this opportunity to provide you with information on your specific performance under the **Output** element of the VSR Performance Standards. You are not meeting the Output performance expectations and are presently performing at a **Less Than Fully Successful** level. We provided you with an appropriate amount of time to acclimate to these new performance standards – from March 1, 2017, to present (including an appropriate amount of time to acclimate to the modification to the Output element from June 1, 2017, to present). However, your output level is fifteen percentage points or fewer away from the fully successful performance level, and this shows me you are capable of meeting your established output performance goals. Accordingly, I have the utmost faith in your ability to do so. Your Coach will be providing you with an attachment to this letter, which specifically highlights your performance as compared to the Output element in your standard.

You will be afforded the opportunity to use the remaining two pay periods in FY 2017 to bring your performance under the output element up to the fully successful level. This timeframe starts on September 3, 2017, and ends on September 30, 2017. During the course of these two pay periods, your coach will monitor your output-related performance, and will meet with you to discuss your progress and any next steps. If you can meet your output performance element during either of these two pay periods, I will consider your performance during this defined period as being successful for the entire FY. It's important to note this process of evaluating annual performance based on performance during the last two pay periods of the FY will only apply to the FY 2017 performance year and **does not set precedent** for any future performance years. It is imperative that you improve your performance to the level outlined in your Performance Standards. Failure to perform at expected levels may lead to adverse action up to and including termination of employment.

In addition, your Coach will be providing you with an assessment of your performance under the other four performance elements (Timeliness / Workload Assignments, Quality, Training, and Organizational Support) as soon as possible after the end of the FY. This evaluation will determine your overall performance level for the current performance appraisal period.

I have faith in your ability to meet the output expectation in your performance standards. I urge you to dig deep as we strive to close out the FY with fewer than 70,000 claims in the backlog.

Sincerely,

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Deputy Under Secretary
For Field Operations

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Veterans Benefits Administration
Washington DC 20420

Dear VSR,

I want to take this opportunity to provide you with information on your specific performance under the **Output** element of the VSR Performance Standards. I am informing you that you are meeting expectations and are presently performing at the **Fully Successful** level. Currently, VSRs performing at the fully successful level constitute 38 percent of all VSRs. Your performance falls within this select group of VSRs. Your Coach will be providing you with an attachment to this letter, which specifically highlights your performance as compared to the Output element in your standard.

In addition, your Coach will be providing you with an assessment of your performance under the other four performance elements (Timeliness / Workload Assignments, Quality, Training, and Organizational Support) as soon as possible after the end of the FY. This evaluation will determine your overall performance level for the current performance appraisal period.

I appreciate your efforts in serving Veterans to the best of your ability, and I encourage you to strive to reach the upper tier of performers because you are within reach – both in your output and in your other performance elements – as we strive to close out the fiscal year with fewer than 70,000 claims in the backlog.

Sincerely,

A handwritten signature in black ink, appearing to read "Willie C. Clark, Sr." with a stylized flourish at the end.

Willie C. Clark, Sr.
Deputy Under Secretary
For Field Operations

Attachment



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Veterans Benefits Administration
Washington DC 20420

Dear VSR,

I want to take this opportunity to provide you with information on your specific performance under the **Output** element of the VSR Performance Standards. I am pleased to let you know you are exceeding expectations and are presently performing at the **Exceptional** level. You are among an elite group of your peers, as approximately 39 percent of all VSRs are achieving at this level. Your Coach will be providing you with an attachment to this letter, which specifically highlights your performance as compared to the Output element in your standard.

In addition, your Coach will be providing you with an assessment of your performance under the other four performance elements (Timeliness / Workload Assignments, Quality, Training, and Organizational Support) as soon as possible after the end of the FY. This evaluation will determine your overall performance level for the current performance appraisal period.

I sincerely appreciate your efforts in serving Veterans to the best of your ability, and I encourage you to keep up the great work – both in your output and in your other performance elements – as we strive to close out the fiscal year with fewer than 70,000 claims in the backlog.

Thank you for your efforts. Personally, from me to you, I want to say "You Rock!"

Sincerely,

A handwritten signature in black ink, appearing to read "Willie C. Clark, Sr." with a stylized flourish at the end.

Willie C. Clark, Sr.
Deputy Under Secretary
For Field Operations

Attachment