PATHWAY: Governance

Pathway KS Statement: Use advanced research and organizational skills to identify factual information applicable to matters of public policy.

Performance Element: Access sources recognized as reliable to obtain data and information.

Measurement Criteria: Extract ideas and materials from research library resources.
Measurement Criteria: Structure and conduct interviews with experts.
Measurement Criteria: Make objective and informed use of databases.

Performance Element: Use logical constructs to integrate and organize information.

Measurement Criteria: Use systematic thinking to identify and contain the scope of the issue or problem at hand.

Pathway KS Statement: Develop and articulate reasoned, persuasive arguments to support public policy options or positions.

Performance Element: Use recognized patterns of discourse to prepare arguments.

Measurement Criteria: Use classical and modern patterns of rhetoric.
Measurement Criteria: Set aside irrelevant, distracting, or digressive material.

Performance Element: Apply thought and experience to anticipate counter arguments.

Measurement Criteria: Recognize differing political, social, ideological, philosophical and other perspectives.
Measurement Criteria: Subject supposed facts, statistical claims, and other information to rigorously skeptical tests.

Performance Element: Use carefully selected images and figures of speech for reinforcing arguments.

Measurement Criteria: Employ vivid imagery.
Measurement Criteria: Use figures of speech imaginatively but coherently.
Measurement Criteria: Conform use of material to accepted ethical standards.

Pathway Topic: Leadership and Teamwork

Pathway KS Statement: Use political instincts and understanding of political processes to gain consensus for resolution of differing opinions and positions.

Performance Element: Recognize and address sources of conflict among constituents, constituent groups, and governing-body peers to maintain discussion.

Measurement Criteria: Identify interests associated with various individuals and groups and their representatives.
Measurement Criteria: Assess tolerance of individuals and groups for consideration of alternatives.

Measurement Criteria: Employ mediation techniques.
Measurement Criteria: Envision and offer alternative proposals that keep discussion from collapsing.

Performance Element: Promote respect for ethical principles to encourage mutual regard.

Measurement Criteria: Maximize openness of decision-making or problem-solving
Pathway Topic: Leadership and Teamwork

Pathway Topic: Policy Advocacy

Pathway KS Statement: Advocate new policies or policy changes to gain support for: new laws, regulations, ordinances, programs, or procedures; or reform or revocation of existing laws, regulations, ordinances, programs, or procedures.

Performance Element: Persuade individuals or groups to take desired actions or not to take undesired actions.

Measurement Criteria: Deliver compelling arguments regarding issues or proposals.
Measurement Criteria: Make effective media presentations.
Measurement Criteria: Employ kinesthetic sensitivity and emotional intelligence to process reactions and responses and adjust appeals accordingly.
Measurement Criteria: Increase or reduce expectations of individuals or groups to coincide with desired timeliness of actions or inactions without losing support of individuals or groups.
Measurement Criteria: Motivate staff.
Measurement Criteria: Avoid ethical pitfalls.
PATHWAY: National Security

Pathway Topic: Training

Pathway KS Statement: Develop and implement courses to train persons who will perform tasks relating to national security.

Performance Element: Manage training to enable individuals and groups to perform missions.

Measurement Criteria: Have experience performing missions for which training is to be provided.

Measurement Criteria: Plan and evaluate teaching methods.

Measurement Criteria: Devise means of evaluating student progress.

Performance Element: Use mission objectives to explain purposes of training.

Measurement Criteria: Prepare units of instruction that recognize mission priorities.

Pathway Topic: Responsibility and Authority

Pathway KS Statement: Recognize the appropriate duties, responsibilities, and authority of organization personnel at all levels to facilitate maximum utilization of human resources.

Performance Element: Apply knowledge of tables of organization and other administrative systems to assign tasks and responsibilities for achievement of maximum effectiveness.

Measurement Criteria: Recognize goals and objectives of organization.

Measurement Criteria: Align personnel assignments with job demands.

Measurement Criteria: Appreciate demands on personnel of tasks and responsibilities assigned.

Performance Element: Evaluate performance to decide personnel recommendations.

Measurement Criteria: Use evaluation systems and standards of the organization.

Performance Element: Provide counseling and training/retraining to correct deficiencies affecting individual or organizational performance.

Measurement Criteria: Use available counseling and training resources.

Pathway Topic: Ethics

Pathway KS Statement: Provide leadership necessary to ensure compliance with rules of engagement and other applicable ethical standards.

Performance Element: As necessary, provide training to ensure that all personnel are familiar with rules of engagement and other applicable ethical standards.

Measurement Criteria: Master rules of engagement.

Measurement Criteria: Master U.S. and international laws, treaties, and conventions applicable to military or other security agency conduct.

Measurement Criteria: Teach training material effectively.

Performance Element: Foster respect for consideration of ethical issues.

Measurement Criteria: Conduct discussions of ethical issues raised by current events.

Performance Element: Take necessary action to remove violators from engagement and cause enforcement of disciplinary action as prescribed by law.

Measurement Criteria: Exercise working familiarity with international laws, treaties, and conventions.
Pathway Topic: Ethics

Measurement Criteria: Exercise working familiarity with procedures of U.S. and international military, maritime, criminal, and civil law.

Measurement Criteria: Apply laws, rules or standards to appropriate situations.

Measurement Criteria: Recognize actions in violation of laws, rules, and standards.

Pathway Topic: Intelligence

Pathway KS Statement: Collect and analyze information from within and outside the United States to assess opportunities and threats relevant to national security.

Performance Element: Process intelligence information to brief commanders and recommend priorities for further intelligence activity.

Measurement Criteria: Work within the scope and limits of the assigned mission.

Measurement Criteria: Gain familiarity with the target entities physically, psychologically, culturally, and militarily.

Measurement Criteria: Define the specific goals and intentions of foreign entities relevant to the mission.

Measurement Criteria: Study physical characteristics of areas that could become battlegrounds in time of war.

Measurement Criteria: Study foreign troop and equipment movements.

Measurement Criteria: Direct aerial and satellite observations.

Measurement Criteria: Direct ground and sea surveillance.

Measurement Criteria: Systematically analyze data received.

Measurement Criteria: Prepare intelligence reports, maps, and charts.

Performance Element: Protect channels of communication to maintain the integrity of intelligence operations.

Measurement Criteria: Test for security leaks.

Measurement Criteria: Intercept foreign military communications.

Measurement Criteria: Coordinate information with other national security agencies.

Pathway Topic: Signal Intelligence

Pathway KS Statement: Translate and analyze signals to discover elements indicative of intent, plans, and operations of potentially hostile governments, groups, or individuals.

Performance Element: Organize and present evidence to facilitate discovery and interpretation of actions of a potentially hostile nature.

Measurement Criteria: Operate signal intelligence equipment and understand its uses and limitations.

Measurement Criteria: Encrypt and decrypt signals.

Measurement Criteria: Analyze ciphering and telecommunications protocols for hidden information.

Measurement Criteria: Relate signal information to information from other agencies and contexts.

Measurement Criteria: Discern patterns of significance and organize data.

Measurement Criteria: Identify sources of transmissions.

Pathway Topic: Nuclear, Biological, and Chemical Safety
Government and Public Administration

Pathway Topic: Nuclear, Biological, and Chemical Safety

Pathway KS Statement: Prepare and coordinate strategies to defend against effects of chemical, biological, or nuclear (CBR) events.

Performance Element: Utilize information, equipment and tactics to defend self and other persons and resources from effects of CBR events.

**Measurement Criteria:** Make and implement plans for response to both hostile and unintended events.

**Measurement Criteria:** Secure equipment and supplies needed for protection against CBR effects.

**Measurement Criteria:** Access intelligence information to determine appropriate state of plan implementation.

**Measurement Criteria:** Continually access local and global intelligence, including information about weather and geophysical events.

**Measurement Criteria:** Maintain communications with other federal agencies and installations and with state and local authorities.
PATHWAY: Foreign Service

Pathway Topic: Diplomacy

Pathway KS Statement: Use knowledge of history, law, geography, natural resources, and economics; of social, political, business, and religious history and customs; and of U.S. foreign policy to advance acceptance of American positions and objectives in other countries.

Performance Element: Integrate knowledge and presentational skills to represent the U.S. to host-country officials, media personnel, and traveling U.S. officials.

Measurement Criteria: Provide host-country officials with information on U.S. government and culture.

Measurement Criteria: Organize exchange programs to enable future host-country decision-makers to acquire familiarity with the U.S., its institutions, customs, and culture.

Measurement Criteria: Support programs and other efforts of U.S. economic, intelligence, and other affiliate agencies.

Measurement Criteria: Arrange for U.S. experts to speak to selected audiences.

Measurement Criteria: Provide routine information services by electronic and other means.

Measurement Criteria: Address, and respond to, media personnel on matters of U.S. policy raised in conjunction with visits of U.S. officials.

Measurement Criteria: Address and respond to media personnel on matters of U.S. policy in reaction to unanticipated events.

Pathway KS Statement: Use knowledge of foreign history, law, geography, natural resources, and economics; of social, political, business, and religious history and customs; and of U.S. foreign policy to recommend new or modified U.S. Foreign Service efforts.

Performance Element: Evaluate effectiveness of work to build support for U.S. positions and objectives and recommend development of, or changes to, plans, tactics, programs, and materials.

Measurement Criteria: Analyze and report on responses of host-country personnel to U.S. programs, official visits.

Measurement Criteria: Analyze and report on impact of American travelers and American popular culture on host country.

Measurement Criteria: Analyze and report on expressions of opinion arising from host-country events, official statements, and political actions.

Measurement Criteria: Assess impact of, forecast, and report on host-country responses to major natural occurrences and human events.

Pathway Topic: Consular Services

Pathway KS Statement: Use U.S. and host-country laws, regulations, policies, and procedures to manage administrative matters.

Performance Element: Adjudicate non-U.S.-citizen applications for immigrant and non-immigrant visas.

Measurement Criteria: Apply U.S. immigration laws and regulations to determine eligibility of individuals.

Measurement Criteria: Explain grounds for refusal of visas to applicants, lawyers,
Pathway Topic: Consular Services

Congresspersons, and other interested parties.
Performance Element: Assist U.S. citizens and nationals with resolution of problems arising from presence in host country.

- **Measurement Criteria:** Develop and maintain network of key host-country contacts.
- **Measurement Criteria:** Negotiate arrangements.

Performance Element: Access reliable sources to make determinations of nationality.

- **Measurement Criteria:** Apply identification and documentation procedures.
- **Measurement Criteria:** Research documents and databases.
- **Measurement Criteria:** Exchange information with other agencies.

Performance Element: Apply regulations skillfully to supervise staff at embassy, consulate, or stateside bureau of the State Department.

- **Measurement Criteria:** Apply supervisory/management skills.

Pathway KS Statement: Apply knowledge of host-country laws, customs and of effective administrative practices to manage the conduct of diplomatic operations.

Performance Element: Oversee matters relating to transportation, logistics, human resources, real estate, financial management, and procurement of information and other services necessary for the conduct of diplomacy.

- **Measurement Criteria:** Negotiate with host government on reciprocity issues, taxation, diplomatic status, and other matters affecting welfare, security, and status of mission.

- **Measurement Criteria:** Procure goods and services.
PATHWAY: Planning

Pathway Topic: Planning Implementation

Pathway KS Statement: Coordinate complex planning to permit coherent integration of plans.

Performance Element: Implement plans to achieve benefits of investment in planning.

  Measurement Criteria: Secure approval of integrated plans.
  Measurement Criteria: Monitor plan progress.
  Measurement Criteria: Monitor plan budgets.

Performance Element: Articulate progress to various audiences to sustain support for present activities and future plans.

  Measurement Criteria: Respond to citizen and official requests for information.
  Measurement Criteria: Impress public with effective, cogent presentation skills at public meetings.
  Measurement Criteria: Maintain professional temperament in volatile or difficult situations.

Pathway Topic: Strategic Planning

Pathway KS Statement: Develop comprehensive plans for land use, housing, parks and recreation, transportation, economic development, and public facilities to manage change.

Performance Element: Partner with citizens, interest groups, and public officials to develop a vision and generate quality-of-life standards and plans.

  Measurement Criteria: Identify emerging trends and issues.
  Measurement Criteria: Collect, analyze, organize, and interpret data.
  Measurement Criteria: Analyze problems and compare options.
  Measurement Criteria: Model alternatives.
  Measurement Criteria: Identify barriers to implementation.
  Measurement Criteria: Identify strategies for reaching goals.
  Measurement Criteria: Develop tactics for overcoming barriers.

Pathway Topic: Planning

Pathway KS Statement: Formulate plans and policies to meet social, economic, and physical needs.

Performance Element: Apply planning principles to make job, growth, population, and revenue projections.

  Measurement Criteria: Manage and modify planning process.
  Measurement Criteria: Relate physical design to functioning of environment.
  Measurement Criteria: Generate data on present and future needs.
  Measurement Criteria: Analyze legal aspects of planning, including regulatory processes and techniques.
  Measurement Criteria: Assist with drafting, analysis, and refinement of regulations and procedures.
  Measurement Criteria: Prepare special planning studies.
  Measurement Criteria: Perform mapping and graphic functions.
  Measurement Criteria: Continually update processes.
Pathway Topic:  Planning

Performance Element:  Analyze environment to forecast demographic and technological change.

Measurement Criteria:  Predict the interaction between economy, transportation, health and human services, and land regulation, and make recommendations for the future.

Measurement Criteria:  Interpret and analyze local, state, and federal governments' programs and processes and make recommendations for the future.
PATHWAY: Revenue and Taxation

Pathway Topic: Revenue Compliance Investigation

Pathway KS Statement: Interpret laws, apply investigative principles, and follow agency procedures to examine evidence and accomplish revenue compliance.

Performance Element: Apply investigative skills to examine revenue compliance.

Measurement Criteria: Plan, organize, and conduct interviews and investigations.
Measurement Criteria: Recognize, explore, and exploit leads.
Measurement Criteria: Distinguish between relevant and irrelevant evidence and information.
Measurement Criteria: Accurately state and organize facts objectively, logically, and concisely.
Measurement Criteria: Discover and recognize evidence of crimes and violations.

Performance Element: Utilize specialized investigative techniques, devices, and equipment to enhance investigation.

Measurement Criteria: Examine business, commercial, industrial, and agency records.
Measurement Criteria: Recognize, collect, and preserve evidence.
Measurement Criteria: Maintain surveillance.
Measurement Criteria: Observe and record facts about persons, objects, and events.
Measurement Criteria: Use persuasive techniques to gain cooperation.

Performance Element: Utilize laws and legal interpretations to support search, seizure, and enforcement.

Measurement Criteria: Use subpoenas, weapons, and other ethically and legally acceptable means for compelling cooperation.
Measurement Criteria: Respect prohibited matters and follow guides concerning invasion of privacy.

Performance Element: Document and report findings to promote factual understanding and minimize public controversy.

Measurement Criteria: Analyze cost of deviation from standards.
Measurement Criteria: Coordinate work with others performing similar tasks.
Measurement Criteria: Prepare public information to minimize controversy.
Measurement Criteria: Coordinate technical support by subject-matter experts.
Measurement Criteria: Resolve problems related to assignment of information-gathering responsibilities.
Measurement Criteria: Organize information obtained.

Performance Element: Disseminate information to ensure all stakeholders have equal opportunity to be informed.

Measurement Criteria: Understand role and authority of each party.
Measurement Criteria: Direct flow of information by appropriate means.

Pathway Topic: Analysis and Communication

Pathway KS Statement: Acquire, analyze, and disseminate information to facilitate clear and positive communication with taxpayers.

Performance Element: Document and report findings to promote factual understanding and minimize public controversy.

Measurement Criteria: Analyze cost of deviation from standards.
Measurement Criteria: Coordinate work with others performing similar tasks.
Measurement Criteria: Prepare public information to minimize controversy.
Measurement Criteria: Coordinate technical support by subject-matter experts.
Measurement Criteria: Resolve problems related to assignment of information-gathering responsibilities.
Measurement Criteria: Organize information obtained.

Performance Element: Disseminate information to ensure all stakeholders have equal opportunity to be informed.

Measurement Criteria: Understand role and authority of each party.
Measurement Criteria: Direct flow of information by appropriate means.
Pathway Topic: Analysis and Communication

- **Measurement Criteria:** Structure and conduct interviews.
- **Measurement Criteria:** Coordinate meetings.
- **Measurement Criteria:** Acquaint interested parties with available services.
- **Measurement Criteria:** Provide authoritative advice to appropriate parties.

Pathway Topic: Problem Solving

**Pathway KS Statement:** Design, develop, operate, and inspect data analysis systems and procedures to discover revenue-related financial problems.

- **Performance Element:** Apply accepted principles of accounting, auditing, finance, and law to resolve tax cases.
  - **Measurement Criteria:** Collect, analyze, and interpret accounting data.
  - **Measurement Criteria:** Use data to identify matters to be resolved.

- **Performance Element:** Correct noncompliant financial practices and provide means of client restitution for previous non-compliance.
  - **Measurement Criteria:** Recognize noncompliant practices.
  - **Measurement Criteria:** Recommend application of administrative and judicial remedies.
  - **Measurement Criteria:** Negotiate resolution of issues.
  - **Measurement Criteria:** Oversee collection activities.
  - **Measurement Criteria:** Produce reports to provide basis for handling similar cases or audits.
PATHWAY: Regulation

Pathway Topic: Investigation and Enforcement

Pathway KS Statement: Enforce compliance with legal requirements and regulatory standards.

Performance Element: Perform inspections to investigate the degree of compliance with regulatory standards.

Measurement Criteria: Conduct dimensional, operational, and process inspections.
Measurement Criteria: Measure compliance with standards, specifications, and requirements.
Measurement Criteria: Monitor a variety of quality characteristics.

Performance Element: Explore options for achieving an acceptable degree of compliance.

Measurement Criteria: Research consequences of degrees of noncompliance.
Measurement Criteria: Investigate history and circumstances of violations.
Measurement Criteria: Secure expertise and make referrals as needed.

Performance Element: Take corrective action to ensure compliance or terminate noncompliance.

Measurement Criteria: Ensure conduct of inquiries and proceedings according to due process of law.
Measurement Criteria: Present documentation and make reports supportive of option or action taken.
Measurement Criteria: Monitor subsequent compliance.
PATHWAY:  Public Management and Administration

Pathway Topic:  Departmental Leadership

Pathway KS Statement:  Align department vision, goals, and mission to support those of the agency.

Performance Element:  Interpret changing trends to identify key issues and options affecting agency or department.

   Measurement Criteria:  Observe economic, political, and social trends likely to impact agency or department.

Performance Element:  Obtain diverse stakeholder input to build consensus vision, goals, and missions.

   Measurement Criteria:  Develop expansive professional networks internally and with other organizations to broaden communications.

   Measurement Criteria:  Recruit diverse workforce in an equitable manner.

   Measurement Criteria:  Seek diversity of input from all stakeholders.

Performance Element:  Create a climate that welcomes and fosters creative thinking and innovation.

   Measurement Criteria:  Apply innovative solutions to develop new insights into situations.

Pathway KS Statement:  Design and implement strategies to maximize the potential of the department to meet its vision, goals, and missions.

Performance Element:  Encourage a sense of responsibility and commitment to a very high level of public service.

   Measurement Criteria:  Apply people skills to grasp opportunities and to manage conflicts in a positive and constructive manner.

   Measurement Criteria:  Identify potential conflict situations, coach and guide others in conflict resolution, and implement strategies to minimize conflict.

   Measurement Criteria:  State expectations clearly.

Performance Element:  Act as catalyst to effect organizational change.

   Measurement Criteria:  Emphasize the need to infuse understanding of vision, missions, and goals into all departmental activities.

   Measurement Criteria:  Help employees adapt behavior and work methods in response to new information, changing conditions, or unexpected obstacles.

   Measurement Criteria:  Delegate exercise of department's power and authority.

   Measurement Criteria:  Model risk acceptance.

Pathway KS Statement:  Manage departmental budget and allocation processes to ensure that resources are applied in a manner that is consistent with department's vision, missions, and goals.

Performance Element:  Invite open consideration of all budget requests to build sense of fair treatment and opportunity for participation among stakeholders.

   Measurement Criteria:  Publicize all meetings at which budget and allocation decisions are to be discussed.

Performance Element:  Seek validation of facts and analysis of proposals by qualified
Pathway Topic: Departmental Leadership

professionals to ensure decisions are made with benefit of reliable information.

*Measurement Criteria:* Obtain outside expertise as needed.

Performance Element: Insist upon accountability to reassure all stakeholders about fairness.

*Measurement Criteria:* Make periodic reports to show funds have been used for designated purposes.

Pathway Topic: Department-level Information Management

*Pathway KS Statement:* Facilitate the flow of ideas and information to keep the agency and its constituency informed of departmental policies and operations.

Performance Element: Make information about the department and its policies and operations readily available to minimize suspicion and misconceptions about what the department is doing.

*Measurement Criteria:* Overcome reluctance of employees to work openly.

*Measurement Criteria:* Restate complex technical information or issues into language the general public can understand.

*Measurement Criteria:* Use verbal skills effectively to explain, justify, or discuss public issues.

*Measurement Criteria:* Use presentation techniques effectively to handle difficult interviews and situations.

Pathway Topic: Planning and Innovation

*Pathway KS Statement:* Utilize agency expertise to help elected officials and others identify, implement, and achieve common goals and objectives.

Performance Element: Devise plans that respond to public needs in an equitable and effective manner.

*Measurement Criteria:* Obtain relevant data from reliable sources.

*Measurement Criteria:* Apply pertinent research and analytical methodology.

Performance Element: Identify and study barriers to implementation of plans to find ways to overcome the barriers or revise the plans as appropriate.

*Measurement Criteria:* Assess impact of probable changes on the public.

Pathway Topic: Finance

*Pathway KS Statement:* Use analysis, planning, and fiscal services to fund agency priorities.

Performance Element: Interpret financial requirements of existing, planned, and contemplated programs or program options to predict short-term and long-term funding demands.

*Measurement Criteria:* Estimate costs according to standards for government accounting.

*Measurement Criteria:* Propose options over a range of cost requirements.

*Measurement Criteria:* Analyze government resources to find possibilities for new or increased funding of programs.

Performance Element: Conduct operations necessary to sustain implemented programs for authorized time period.
Pathway Topic: Finance

Measurement Criteria: Prepare and administer budgets.
Measurement Criteria: Disburse monies.
Measurement Criteria: Prepare financial reports.
Measurement Criteria: Arrange for audits as directed.

Pathway Topic: Government Procurement

Pathway KS Statement: Develop and manage plans and systems to meet agency needs without wasting funds or engaging in unethical behavior.

Performance Element: Establish plans and schedules for the acquisition of goods and services.
Measurement Criteria: Assist internal customers with research of market potential to fulfill procurement requirements.
Measurement Criteria: Develop event schedules for the public announcement of procurement requirements.
Measurement Criteria: Allocate people, equipment, and resources to fulfill plans and meet customer and business requirements.
Measurement Criteria: Recommend process changes to improve vendor reliability and performance.
Measurement Criteria: Supervise the preparation and preservation of reports and other procurement documents required by law or policy or desired by management.

Pathway KS Statement: Announce procurement requirements and procedures and publicly release solicitations for bids or proposals to ensure fairness, achieve socio-economic acquisition objectives, and use tax monies efficiently.

Performance Element: Ensure that all responsible, qualified procurement sources have access to sufficient information to prepare responsive bids, proposals, or offers.
Measurement Criteria: Determine means of public announcement that will elicit interest from qualified sources.
Measurement Criteria: Identify and assist sources that match stated socio-economic criteria.

Pathway KS Statement: Evaluate bids and proposals to make awards consistent with requirements of procurement process.

Performance Element: Establish and announce evaluation criteria to ensure fairness.
Measurement Criteria: Manage evaluation process to ensure each bid, proposal, or offer is evaluated completely in terms of all relevant criteria.
Performance Element: Supervise negotiations and other interactions with bidders and vendors to ensure fair and equitable treatment.
Measurement Criteria: Clearly delineate parties' responsibilities.
Measurement Criteria: Safeguard proprietary information of bidders.
Measurement Criteria: Safeguard rights of procuring entity.

Pathway KS Statement: Administer contracts after award to ensure that the public receives what it is paying for.
Government and Public Administration

Pathway Topic: Government Procurement
Performance Element: Monitor contractor performance to modify or terminate contracts as necessary.
Measurement Criteria: Determine need for technical assistance with contract administration and assign or obtain services of qualified personnel.

Pathway Topic: Protecting and Disclosing Information
Pathway KS Statement: Apply laws and policies to protect or disclose information as appropriate.
Performance Element: Secure privileged information to prevent misuse.
Measurement Criteria: Maintain thorough familiarity with records maintenance and retention requirements and know sources of policies.
Measurement Criteria: Explain policy background and rationale to persons denied access to certain public information.
Measurement Criteria: Establish reliable controls to prevent unauthorized access to, or release of, privileged information.
Measurement Criteria: Maintain integrity of secure records environment.
Performance Element: Ensure timely and unbiased dissemination of information that is deemed open to access to serve the public good.
Measurement Criteria: Afford the public equal opportunity of access to all open records.