

Elements & Standards

U.S. Department of Housing
and Urban Development

Date Assigned: 17-JAN-2007	Reviewing Official's Initials:	Supervisor's initials: BB	Employee's initials:	Rating Date:	Rating:	Element No.: 1
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Critical Element Description:
Critical Element Description: Ensure Equal Opportunity in Housing - WORKLOAD MANAGEMENT HUD STRATEGIC GOAL: D: Ensure Equal Opportunity in Housing D1.01am increase percentage of Fair Housing complaints closed in 100 days
CRITICAL ELEMENT GOALS: 2 Plans and conducts workload assignments to meet deadlines, completes work products, and supports achievements

Employee initials indicate only that critical elements and performance standards were communicated to him/her. They do not signify agreement or disagreement.

Outstanding Performance Standards:

- Completes a minimum of 90% of all cases that are not cause, pattern and practice or systemic, assigned for investigation within 99 days or less.
- In 90 percent of case files, TEAPOTS entries and case file format are accurate, thorough and timely; investigative plan is completed and revised as necessary; TEAPOTS case chronology is maintained in all cases by documenting activities and interviews so that the TEAPOTS files are not less than five days current.
- The Final Investigative Report and Determination reflect Departmental standards for fully investigated cases a minimum of 90% of the time.
- Conciliation discussions are conducted and completed within the 99 calendar day case closure milestones a minimum of 95% of the time. Additionally, conciliation discussions are documented properly in TEAPOTS.
- All case closures are submitted to the supervisor for review not later than 75 calendar days from the filing date a minimum of 90% of the time.
- On-site field investigations (interviews, and record reviews, etc.) shall be completed not later than 50 calendar days from the filing date a minimum of 90% of the time.
- Initiative is taken to planning and prioritizing work assignments so as to ensure timely completion with minimal supervisory guidance.

Fully Successful Performance Standards:

- Completes 65-80% of all cases except those that are cause, pattern and practice or systemic, assigned for investigation within 99 days or less.
- In not less than 85% of case files, TEAPOTS entries and case file format are accurate, thorough and timely; investigative plan is completed and revised as necessary; TEAPOTS case chronology is maintained in all cases by documenting activities and interviews so that the files are not less than five days current.
- The Final Investigative Report (FIR) and Determination reflect Departmental standards for fully investigated cases 85-89% of the time.
- Conciliation discussions are conducted and completed within the 99 calendar day case closure milestones 85-89% of the time. Additionally, conciliation discussions are documented properly in TEAPOTS.
- All case closures are submitted to the supervisor for review not later than 75 calendar days from the filing date a minimum of 84-86% of the time.
- On-site field investigations (interviews and record reviews) shall be completed not later than 50 calendar days from the filing date a minimum of 85% of the time.
- Initiative is taken to planning and prioritizing work assignments so as to ensure timely completion. Employee seeks supervisory assistance when necessary to obtain the appropriate direction/guidance.

Unacceptable Performance Standards:

- Less than 60 percent of all cases that are not cause, pattern and practice or systemic, assigned for investigations are completed within 99 calendar days or less. TEAPOTS entries and case file format are not accurate, thorough and timely more than 60 percent of the time; Investigative plan is not completed and revised as necessary; TEAPOTS case chronology is maintained in all cases by documenting activities and interviews so that the files are not less than five days current.
- The Final Investigative Report (FIR) and Determination do not reflect Departmental standards for fully investigated cases more than 50% of the time.
- Conciliation discussions are not conducted and completed within the 100 calendar day case closure milestones more than 50% of the time. Additionally, the investigator fails to properly document conciliation discussions in TEAPOTS.
- Case closures submitted to the supervisor for review not later than 75 calendar days from the filing date more than 50% of the time.
- On-site field investigations (interviews, and record reviews) completed more than 50 calendar days from the filing date more than 50% of the time.
- Employee does not take the initiative to plan work assignments so as to prioritize the work to ensure timely completion of all work assignments. Employee Supervisory assistance sought seldom has to provide guidance.
- Employee does not perform assigned work independently; avoids or sometimes ignores supervisory guidance; fails to recognize urgency or work items; allows unexplained slippage in meeting deadlines; assignments are frequently late; fails to follow up on slippages that are within her or control; or misunderstand the scope of the work assigned and does not seek supervisor clarification.

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Date Assigned: 17-JAN-2007	Reviewing Official's Initials:	Supervisor's Initials: BB	Employee's Initials:	Rating Date:	Rating:	Element No.: 2
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Critical Element Description:

Critical Element Description: QUALITY OF WORK PRODUCTS FOR COMPLIANCE AND INVESTIGATIVE ACTIVITY 2 HUD STRATEGIC GOALS

AND OBJECTIVES: D. Ensure Equal Opportunity in Housing D1.01 am Increase percentage of fair housing cases closed within

100 days D4.02 am Increase percentage of fair housing cases closed by FHAPs within 100 days D4.01 am Conduct front-end

Employee initials indicate only that critical elements and performance standards were communicated to him/her. They do not signify agreement or disagreement.

Outstanding Performance Standards:

- All case closures reflect Departmental Standards a minimum of 90% of the time.
- The investigator demonstrates the initiative in identifying alternative sources of evidence when the usual forms of evidence are not available.
- Conciliation agreements drafted by the investigator are structured in a manner that addresses and resolves the issues of the complaint and takes into consideration the interest of all parties, including those of the Department and do not require substantive changes by the supervisor.
- Compliance reviews or monitoring documents are completed ahead of schedule and require minimal editing.
- Correctly applies criteria established in relevant law or Departmental directive to unique, complex or otherwise unusual conflicts or issues. Also, the employee has devised recommendation or other responses which creatively enhance the intended results.
- The employee's work product demonstrates excellent knowledge of Title VIII, Section 504, Title VI, Section 3, Section 109, Title II and III of the Americans with Disabilities Act (ADA) and applicable Executive Orders.

Fully Successful Performance Standards:

- All case closures reflect Departmental Standards between 80% and 85% of the time.
- The investigator demonstrates the initiative in identifying alternative sources of evidence when the usual forms of evidence are not available some of the time.
- Conciliation agreements drafted by the investigator are structured in a manner that addresses and resolves the issues of the complaint and takes into consideration the interest of all parties, including those of the Department and require minimal changes by the supervisor.
- Compliance reviews or monitoring documents are completed on schedule and require some editing.
- Correctly applies criteria established in relevant law or Departmental directive to unique, complex or otherwise unusual conflicts or issues. Also, the employee has devised recommendation or other responses which creatively enhance the intended results.
- The employee's work product demonstrates applicable knowledge of Title VIII, Section 504, Title VI, Section 3, Section 109, Title II and III of the Americans with Disabilities Act (ADA) and applicable Executive Orders.

Unacceptable Performance Standards:

- All case closures reflect Departmental Standards less than 65% of the time.
- The investigator fails to demonstrate initiative in identifying alternative sources of evidence when the usual forms of evidence are not available.
- Conciliation agreements drafted by the investigator are not structured in a manner that addresses and resolves the issues of the complaint and do not take into consideration the interest of all parties, including those of the Department and require substantive changes by the supervisor.
- Compliance reviews or monitoring documents are not completed on schedule and require substantial editing.
- The employee's work product demonstrates incomplete or inadequate knowledge of Title VIII, Section 504, Title VI, Section 3, Section 109, Title II and III of the Americans with Disabilities Act (ADA) and applicable Executive Orders.

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Date Assigned: 17-JAN-2007	Reviewing Official's Initials:	Supervisor's Initials: BB	Employee's Initials:	Rating Date:	Rating:	Element No.: 3
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Critical Element Description:
Critical Element Description: ORAL/Written COMMUNICATION for Compliance Reviews, Complaint Investigation, Education and Outreach, and Monitoring HUD STRATEGIC GOALS AND OBJECTIVES:D1: Ensure access to fair and effective administrative processD2: Improve public awareness of rights and responsibilitiesD4: Ensure that HUD-funded entities comply with fair

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Outstanding Performance Standards:

- 90% of the time, Determinations and Final Investigative Reports (FIR's) are written in a clear and concise manner with minimum grammatical and spelling errors.
- Creates timely written reports and other work products which are rarely returned for rewrite and with minimal guidance.
- Produces written work products and oral presentations which demonstrate a superior understanding of applicable rules and regulations and their impact on the program participants and/or the Department or its customers.
- Employee demonstrates full knowledge of the Departmental code of ethical conduct; demonstrates and promotes high ethical standards through adherence in the Departmental code of ethical conduct; conducts thorough research of issues to ensure conformity with established ethical standards, successfully completes annual ethics training as required.
- The employee's representation activities, develops an exceptional level of rapport and cooperation, as well as increasing the public's awareness of FHEO's responsibilities and activities.

Fully Successful Performance Standards:

- 80% of the time, Determinations and Final Investigative Reports (FIR's) are written in a clear and concise manner with minimum grammatical and spelling errors.
- Creates timely written reports and other work products which are sometimes returned for rewrite and with some guidance.
- Produces written work products and oral presentations which demonstrates an understanding of applicable rules and regulations and their impact on the program participants and/or the Department.
- Employee demonstrates full knowledge of the Departmental code of ethical conduct; demonstrates and promotes high ethical standards through adherence in the Departmental code of ethical conduct; conducts thorough research of issues to ensure conformity with established ethical standards, successfully completes annual ethics training as required.
- The employee's representation activities, develops a very good level of rapport and cooperation, as well as increasing the public's awareness of FHEO's responsibilities and activities.

Unacceptable Performance Standards:

- Determinations and Final Investigative Reports (FIR's) are not written in a clear and concise manner and contain grammatical and spelling errors; inaccurate information etc 70% of the time.
- Consistently fails to produce timely written reports and other work products.
- Fails to complete written work products without extensive guidance from the supervisor.
- Produces written work products and oral presentations which are incoherent; do not conform to Departmental guidance; without diplomacy; and do not adhere to Departmental rules and regulations.
- Employee fails to demonstrate a full knowledge of the Departmental code of ethical conduct; represents the Department in such a manner that is not indicative of the high ethical standards of the Departmental code of ethical conduct; fails to complete annual ethics training as required.
- The employee's representation activities are inadequate. Employee does not develop rapport and cooperation, does not increase the public's awareness of FHEO's responsibilities and activities.

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Date Assigned: 17-JAN-2007	Reviewing Official: Initials	Supervisor's Initials: BE	Employee's Initials:	Rating Date:	Rating:	Element No.: 4
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Critical Element Description: COMPLIANCE REVIEWS, MONITORING, SPECIAL DUTIES AND ASSIGNMENTS HUD Strategic Goals and Objectives: D: Ensure Equal opportunity in housing D3.1am Conduct Section 504 compliance reviews D4: Ensure that HUD-funded entities comply with fair housing and other civil rights laws D4.1am: HUD program offices will conduct limited civil

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Outstanding Performance Standards:

- Employee consistently initiates liaison efforts with outside fair housing agencies, organizations and customers.
- Approaches special assignments with a view toward problem-solving. As a result, develops innovative resolutions to problems/issues that often have widespread applicability.
- Provides accurate, factual and appropriate training or technical assistance to individuals and groups as need and develops rapport with those individuals and groups.
- Adjusts to shifting or additional workload demands by adopting supervisory directives and management techniques to expedite the work.
- Contributes to FHEO's efforts to conduct compliance reviews of Section 504, Title VI, and/or Section 109.
- At a minimum of 80% of the time, the employee complies with all reporting requirements and work completion deadlines as applicable to all special duties and assignments.
- Ninety-five percent (95%) of the special duties and assignments require minimal supervision.
- Team leader uses innovative approaches to get the information needed with minimal supervisory input.

Fully Successful Performance Standards:

- Employee consistently initiates liaison efforts with outside fair housing agencies, organizations and customers.
- Approaches special assignments with a view toward problem-solving. As a result, develops innovative resolutions to problems/issues that often have widespread applicability.
- Provides accurate, factual and appropriate training or technical assistance to individuals and groups as need and develops rapport with those individuals and groups.
- Adjusts to shifting or additional workload demands by adopting supervisory directives and management techniques to expedite the work.
- Contributes to FHEO's efforts to conduct compliance reviews of Section 504, Title VI, and/or Section 109.
- At a minimum of 80% of the time, the employee complies with all reporting requirements and work completion deadlines as applicable to all special duties and assignments.
- Eighty percent (80%) of the special duties and assignments require minimal supervision.
- Supervisor must be routinely notified by Team leader of the performance of each team member of the team.

Unacceptable Performance Standards:

- Employee consistently initiates liaison efforts with outside fair housing agencies, organizations and customers.
- Approaches special assignments with a view toward problem-solving. As a result, develops innovative resolutions to problems/issues that often have widespread applicability.
- Provides accurate, factual and appropriate training or technical assistance to individuals and groups as need and develops rapport with those individuals and groups.
- Less than 70% of the time Adjusts to shifting or additional workload demands by adopting supervisory directives and management techniques to expedite the work.
- Contributes to FHEO's efforts to conduct compliance reviews of Section 504, Title VI, and/or Section 109.
- Less than 70% of the time, the employee complies with all reporting requirements and work completion deadlines as applicable to all special duties and assignments.
- Seventy percent (70%) of the special duties and assignments require a substantial amount of supervisory oversight and guidance.
- Team leader fails to notify supervisor about the performance of each team member

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Case Assignment: 17-JAN-2007	Reviewing Official's Initials:	Supervisor's Initials: BB	Employee's Initials:	Rating Date:	Rating:	Element No.: 5
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Critical Element Description:
Critical Element Description Embrace High Standards of Ethics, Management Accountability: Front End Reviews HUD
STRATEGIC GOALS AND OBJECTIVES: E: Embrace High Standards of Ethics, Management Accountability

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Outstanding Performance Standards:

- Assists in conducting risk assessment of agencies ahead of established deadlines.
- Completes assigned reviews of CAPERS, Consolidated Plans, Annual Plans, funding applications, special applications, and other program area reviews ahead of established deadlines.
- Submits monitoring review notification letters to agencies ahead of established deadlines.
- Conducts monitoring reviews on-site or remote ahead of established deadlines.
- Fully knowledgeable of the Department code of ethical conduct; demonstrates and promotes high ethical standards through adherence to the Department code of ethical conduct; conducts thorough research of issues to ensure conformity with established ethical standards; successfully completes annual mandatory ethics training as required.

Fully Successful Performance Standards:

- Assists in conducting risk assessment of agencies by established deadlines.
- Completes assigned reviews of CAPERS, Consolidated Plans, Annual Plans, funding applications, special applications, and other program area reviews by established deadlines.
- Submits monitoring review notification letters to agencies by established deadlines.
- Conducts monitoring review on site or remote by established deadlines.
- Knowledgeable of Departmental code of ethical conduct; adheres to established ethical standards; successfully completes annual mandatory ethics training as required.

Unacceptable Performance Standards:

- Does not assist in conducting risk assessment of agencies by established deadlines 50% of the time.
- Does not complete assigned reviews of CAPERS, Consolidated Plans, Annual Plans, funding applications, special applications, and other program area reviews by established deadlines 50% of the time.
- Does not submit monitoring review notification letters to agencies by established deadlines 50% of the time.
- Does not conduct monitoring review on site or remote by established deadlines 50% of the times.
- Does not comply with established ethical standards.

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Date Assigned: 17-JAN-2007	Reviewing Official's Initials:	Supervisor's Initials: BB	Employee's Initials:	Rating Date:	Rating:	Element No.: 6
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Critical Element Description:

Critical Element Description: Embrace High Standards of Ethics, Management Accountability: Customer Service HUD

STRATEGIC GOALS AND OBJECTIVES: E: Embrace High Standards of Ethics, Management Accountability

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Outstanding Performance Standards:

- In addition to meeting the standards for fully successful:
 - Contact logs and other documentation demonstrate that the EOS returned at least 90% of call back messages within one business day of receipt of the message.
 - Displays exceptional tact, persuasiveness, and organization of subject matter in his presentation in meetings with others. The employee's performance confers respect on him or herself as well as the Department and FHEO.
 - Shows skill in controversial or difficult situations by reducing the level of confrontation in the situation or by increasing the participation of those involved.
 - Stresses positive support for HUD and FHEO policies and procedures in a professional manner with sensitivity and sound judgment.
 - Receives commendations from clients, coworkers, or FHEO Headquarters for customer service

Fully Successful Performance Standards:

- Creates a positive image of the Department and FHEO by consistently responding to oral, telephone inquiries promptly.
 - Contact logs and other documentation demonstrate that the EOS returned at least 80% of call back messages received within one business day of receipt of the message.
 - No more than 1 complaint of unprofessional, biased, or otherwise inappropriate conduct is received by management and is determined to have merit after review.
 - Routinely apprises supervisor of potential problem communications.
 - Communicates clearly and effectively when presenting information on HUD/FHEO policies and procedures to other staff and the public. Responds to questions appropriately satisfying the requirements of the situation in a professional manner.
 - Provides technical assistance to organizations/groups in the implementation of fair housing grant programs and housing accessibility for persons with disabilities.
 - Disseminates information to the general public regarding fair housing laws.
 - Provides timely and expert information regarding fair housing laws, regulations, guidance and rulings.

Unacceptable Performance Standards:

- Contact logs and other documentation demonstrate that the EOS returned less than 60% of call back messages received within one business day of receipt of the message.
 - Two or more valid complaints are received from customers.
 - Responds to telephone calls and written inquiries in a discourteous or incoherent manner, as evidenced by internal or external audits.
 - Violates or impairs confidentiality of information protected by the Privacy or Freedom of Information Act.
 - Forwards unresolved problems to supervisor unnecessarily because of incomplete research or poor coordination.
 - Contact with clients/customers in assigned work is infrequent, resulting in complaints or unnecessary inquiries from the customer to management about the status of work assigned.

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Date Assigned: 17 JAN-2007	Reviewing Official's Initials:	Supervisor's initials: AB	Employee Initials:	Rating Date:	Rating:	Element No.: 7
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Critical Element Description:

Critical Element Description: Preparation of FHIP Grant Agreements HUD Strategic Goals and Objectives: D: Ensure equal opportunity in housing D1: Ensure access to a fair and effective administrative process to investigate and resolve complaints of discrimination. D2: Improve public awareness of rights and responsibilities under fair housing laws. D4:

Employee initials indicate only that critical elements and performance standards were communicated to him/her. They do not signify agreement or disagreement.

Outstanding Performance Standards:

Outstanding Performance Standards:

- 100 percent of grant agreements are completed within 20 days of grant award.
- The SOW, logic package and budget are thoroughly reviewed and all necessary changes are made to comply with OMB and HUD standards. Minimal changes need to be made by the GO.
- All necessary paperwork is submitted to Grants Officer, Field Accounting and Headquarters.
- The paperwork, including 718 and 1044 does not require major revision by the GO.
- The grant agreements provide everything necessary to ensure that the parties understand what is required of them and when.

Fully Successful Performance Standards:

Fully Successful Performance Standards:

- 80 percent of grant agreements are completed within 30 days of grant award. All necessary paperwork is submitted to Field Accounting and Headquarters.
- The paperwork, including 718 and 1044 requires only minor revision 100 percent of time. The grant agreements are sufficient to meet the requirements of the FHIP program 100 percent of time.
- The SOW, logic package and budget are reviewed and all necessary changes are made to comply with OMB and HUD standards. Only a few changes need to be made by the GO.

Unacceptable Performance Standards:

Unacceptable Performance Standards:

- 100 percent of grant agreements are not completed within 45 days of grant award;
- necessary paperwork including 718 and 1044 is not submitted timely to GO. Field Accounting and Headquarters 40 percent of time;
- grant agreements are not precise nor do they meet the requirements of the FHIP program 20 percent of time.
- The paperwork requires more than minor revision more than 60 percent of time. The grant agreements are sufficient to meet the requirements of the FHIP program less than 60 percent of time.
- The SOW, logic package and budget are not properly reviewed and all necessary changes are not made to comply with OMB and HUD standards. Major changes need to be made by the GO.

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Date Assigned: 17 JAN 2007	Reviewing Officials Initials:	Supervisor's Initials: BB	Employee's Initials:	Rating Date:	Rating:	Element No.: 8
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Critical Element Description:

Critical Element Description: Provides technical assistance, evaluates program activity for the FHAP and FHIP agencies. Writes reports that address all issues and concerns and follows up to ensure that any recommended changes have been implemented or necessary changes made. HUD Strategic Goals and Objectives: D: Ensure equal opportunity in

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Outstanding Performance Standards:

Outstanding Performance Standards:

1. Performance reviews identify and describe difficult and complex issues with such clarity as to significantly expedite solutions in 90% of the problems identified.
2. Demonstrates exceptional skill in resolving difficult and unusual issues 90% of time with minimal input from supervisor.
3. Effectively interprets and applies regulations, policies, and guidance to unusual situation with minimal supervisory involvement.
4. Initiates and recommends innovative improvements/solutions to situation before they become significant problems in 95% of the issues developed in the FHAP program.

Fully Successful Performance Standards:

Fully Successful Performance Standards:

1. 85% of the reviews contain evaluations contain appropriate data to identify problem areas.
2. 85% of oral and written advice and guidance are complete, technically correct, results oriented, and that effectively resolves routine inquiries/problems with minimal supervisory involvement.
3. 85% of advice and guidance is provided in a clear, informative and timely manner.
4. Develops and recommends improvements/solutions that are practical, cost effective and responsive to Agency's need
5. Keeps supervisor informed of incoming inquiries/problems and proposed solutions, and provides feedback in 85% of the problems that are identified.

Unacceptable Performance Standards:

Unacceptable Performance Standards:

1. Less than 70% of technical advice and guidance is complete, accurate and effective
2. Less than 70% of technical advice and guidance provided is clear and presented in a timely manner.
3. Less than 70% of the problems identify and/or solutions presented address the stated need.
4. Less than 75% of recommendations to Agencies follow HUD policies, procedures or regulations
5. Fails to keep supervisor informed of incoming inquire/problems and does not propose solution and feedback in a timely manner.

receipt.

- 4) Grants are managed and documents reviewed for completeness, technical accuracy and regulatory compliance. Reviews and recommendations are completed, documented and provided to the supervisor for final disposition. Supervisor returns the completed product more than 50% of the time for substantive revisions.
- 5) Less than 70% of grantees administering CDBG, HOME, ESG or HOPWA programs meet the timely commitment or disbursement standard in fiscal year 2007. Does not demonstrate record of consistent and timely communication with poor performing CDBG, HOPWA, ESG or HOME grantees.
- 6) Less than 80% of formula grantees have a complete performance assessment (ACA) and an End-of-Year Letter sent by 9/30/07.

For Managing Assigned Competitive Grantees

- 7) Less than 80% of assigned Grant applications rating reviews, as a result of SuperNOFA, are completed in accordance with processing deadlines identified in instructions from HQ.
- 8) Less than 80% of assigned conditional homeless awards to include the processing of technical submissions are completed and finalized via an executed grant agreement by September 30, 2007.
- 9) 45% or more of Annual Performance Reports are processed more than 120 days from date of receipt to HUD.
- 10) Grants are managed and documents reviewed for completeness, technical accuracy and regulatory compliance. Reviews and recommendations are completed, documented and provided to the supervisor for final disposition. Supervisor returns the completed product more than 50% of the time for substantive revisions.
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