

Benchmark Supervisory Employee Performance Standards

The Department has developed the following Benchmark Standards that may be used to describe expected performance for all critical elements for employees in supervisory positions. These Benchmark Standards can be applied to every position, but they can and should be further defined specifically for each critical element. Federal regulations require, at a minimum, that a specific performance standard be established for the Fully Successful level for each critical element. Rating officials are strongly encouraged to develop specific performance standards at additional levels to ensure that the employee has a clear understanding of the levels of performance expected.

Outstanding

With only rare exception, the employee demonstrates exceptional leadership skills and develops effective working relationships with others; immediately handles difficult situations with direct reports with professionalism and effectiveness, and demonstrates foresight in correcting situations that may cause future problems before they arise; encourages independence and calculated risk-taking among direct reports, yet takes responsibility for their actions; is open to and solicits the views of others; assigns work in a fair and effective manner; and promotes cooperation among peers and direct reports while guiding, motivating and inspiring positive responses.

The employee demonstrates a high level of commitment to the Merit System Principles, Standards of Ethical Conduct for Federal Employees, equal employment opportunity, whistleblower protection, and anti-discrimination and anti-harassment laws, regulations and policies. The employee has a significant positive impact on fostering an inclusive, safe and fair work environment; strengthening diversity and inclusion; improving employee engagement; and effectively managing and implementing recruitment, employee performance, employee development, employee conduct, and internal management policies.

The employee manages assigned programs and direct reports in a manner that is of such high quality that organizational goals have been achieved that would not have been otherwise; usually leads the completion of work by others ahead of deadlines without sacrificing quality; and leads staff to anticipate customer needs and take steps to meet those needs without prompting, as appropriate to each employee's grade level. The employee's leadership allows the organization to accomplish objectives even when faced with unanticipated challenges. The employee leads the development and implementation of new approaches, which significantly improve productivity, mission results, operational efficiency, or generate substantial savings of time or money without compromising quality.

The employee systematically monitors quality, delivery, and customer satisfaction levels, making adjustments accordingly, and works with staff to proactively implement solutions to prevent problems and avoid gaps in customer expectations.

Indicators of performance at this level include outcomes/results that consistently exceed the Exceeds Expectations performance standard for the critical element.

Exceeds Expectations

The employee demonstrates leadership skills that exceed expectations and establishes sound working relationships with others; almost always handles difficult situations with direct reports with professionalism and effectiveness; shows good judgment in dealing with others and considering their views; encourages high performance among direct reports; assigns work fairly; and has a strong sense of mission, seeking out responsibility. The employee demonstrates a strong commitment to the Merit

System Principles, Standards of Ethical Conduct for Federal Employees, equal employment opportunity, whistleblower protection, and anti-discrimination and anti-harassment laws, regulations, and policies.

The employee has a positive impact on fostering an inclusive, safe and fair work environment; strengthening diversity and inclusion; improving employee engagement; and effectively managing and implementing recruitment, employee performance, employee development, employee conduct, and internal management policies. The employee manages assigned programs and direct reports in a manner that exceeds expectations and exhibits a sustained support of organizational goals. Through the work of his/her direct reports, the employee improves the quality of management practices, operating procedures, and/or program activities; produces a high quantity of work, often ahead of established schedules; and leads the development and/or implementation of workable and cost-effective approaches to improving organizational operations/results. The employee normally anticipates customer needs and works with staff to resolve or prevent potential problems, resulting in high levels of customer service.

Indicators of performance at this level include outcomes/results that consistently exceed the Fully Successful performance standard for the critical element.

Fully Successful

The employee is a capable leader who works successfully with others and listens to suggestions. The employee generally handles difficult situations with direct reports with professionalism and effectiveness. The employee also works well as a team member, supporting the group's efforts and showing an ability to handle a variety of interpersonal situations. The employee assigns work fairly and monitors and corrects performance among direct reports. The employee's work with others demonstrates commitment to the Merit System Principles, Standards of Ethical Conduct for Federal Employees, equal employment opportunity, whistleblower protection, and anti-discrimination and anti-harassment laws, regulations and policies.

The employee responds constructively when employees make protected whistleblower disclosures, takes responsible actions to resolve protected disclosures, and fosters an environment in which employees feel comfortable making protected disclosures. The employee fulfills management responsibilities to foster an inclusive, safe and fair work environment; strengthen diversity and inclusion; improve employee engagement; and effectively manage and implement recruitment, employee performance, employee development, employee conduct, and internal management policies.

The employee's leadership of direct reports ensures that the team contributes positively to organizational goals. The employee maintains contact with customers (internal and/or external), and is effective in understanding their needs and using feedback to address customer requirements. Through the management of assigned programs and/or direct reports, the employee provides timely, flexible, and responsive products and/or services, resulting in value to the mission. The employee solicits input from direct reports to improve work products and/or services and to develop employee skills.

Unacceptable

The employee's performance is unacceptable. The quality and/or quantity of the employee's work and leadership are not adequate for the position. The employee's management of assigned programs and/or direct reports does not meet the requirements expected. The employee fails to motivate direct reports and promote team spirit; often provides unclear assignments and performance requirements or insufficient instructions to direct reports; frequently fails to provide sufficient explanation of organizational goals to direct reports; generally fails to satisfy customer needs and/or meet customer

service objectives; and/or frequently fails to meet production or mission goals in a timely and quality manner.

The employee's work with others fails to show an understanding of the Merit System Principles, Standards of Ethical Conduct for Federal Employees, equal employment opportunity, whistleblower protection, and/or anti-discrimination or anti-harassment laws, regulations, or policies. The employee fails to fulfil management responsibilities of fostering an inclusive, safe and fair workplace environment, strengthening diversity and inclusion, improving employee engagement, or effectively managing and implementing recruitment, employee performance, employee development, employee conduct, or internal management policies