

Benchmark **Supervisory Employee** Performance Standards

Exceptional:

Supervisory: The employee demonstrates excellent leadership skills and with only rare exceptions develops effective working relationships with others; immediately handles difficult situations with subordinates with professionalism and effectiveness, and demonstrates foresight in correcting situations that may cause future problems before they arise; encourages independence and risk-taking among subordinates, yet takes responsibility for their actions; is open to and solicits the views of others, and promotes cooperation among peers and subordinates, while guiding, motivating and stimulating positive responses.

The employee demonstrates a strong commitment to fair treatment, equal opportunity and the affirmative action objectives of the organization, and has a significant positive impact on achievement of goals in this area. In addition, the employee demonstrates innovation and specific positive achievements in meeting other management obligations such as safety, internal management controls, merit systems principles, performance management, and management of ethics, conduct and discipline issues as well as hiring reform. The employee systematically monitors quality, delivery, and customer satisfaction levels and makes adjustments accordingly; and works with staff to proactively implement solutions to prevent problems and avoid gaps in customer expectations.

Effective Performance Management: Uses employee preferences and performance information to identify both immediate and long-term developmental needs, helps staff to identify their own developmental needs and provides challenging assignments to address those needs; promotes cooperation among peers and subordinates, while guiding, motivating and stimulating positive responses to accomplishments; and provides continuing constructive performance feedback, working with employees to identify ways to improve their strengths.

Superior:

Supervisory: The employee demonstrates good leadership skills and establishes sound working relationships; almost always handles difficult situations with subordinates with professionalism and effectiveness; shows good judgment in dealing with others and considering their views; has a strong sense of mission and seeks out responsibility; demonstrates a commitment to fair treatment, equal opportunity and the affirmative action objectives of the organization, and has a positive impact on achievement of goals in this area. In addition, the employee promotes a safe working environment and solutions to problems encountered in meeting other management obligations including internal management controls, merit systems obligations, managing performance, and management of ethics, conduct and discipline issues, hiring reform; and anticipates customer needs and resolves or avoids potential problems, resulting in high customer satisfaction. Employee tailors methods of reward and recognition to the individual to the extent possible, resulting in increased motivation in staff; and solicits employee input and takes initiative to seek out and arrange for a variety of developmental opportunities beyond standard training.

Effective Performance Management: Using effective planning works with employees to exceed expectations in critical areas and shows sustained support of organizational goals; establishes sound working relationships with subordinates and shows good judgment in dealing with them, considering their views; works with employees to develop plans and timeframes to improve performance.

Fully Successful:

Supervisory: The employee is a capable leader who works successfully with others and listens to suggestions. The employee generally handles difficult situations with subordinates 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 and fully participates in hiring reform process to meet the needs of the bureau/office. The employee's work with others shows an understanding of the importance of fair treatment and equal opportunity and meets all management commitments related to providing a safe working environment, merit systems obligations, performance management, and internal controls, and management of ethics, conduct and discipline issues and hiring reform. The employee maintains contact with customers (internal and/or external), and is effective in understanding their needs and using feedback to address customer requirements. The Supervisory employee provides timely, flexible, and responsive products and/or services to customers, resulting in value to the mission. Solicits employee input to improve work products and/or services and to develop employee skills. Recognizes and rewards employee contributions in a fair and consistent manner.

Effective Performance Management: The employee identifies and ensures alignment of unit goals with agency goals, seeks input of employees in the development of performance criteria, effectively translates and communicates project or work unit goals into concrete work assignments for staff; provides feedback and conducts reviews according to DOI established timeframes; ensures performance distinctions are made among individuals and awards are reflective of employee contributions toward organizational performance; and addresses poor performance in a fair and timely manner.

Minimally Successful:

Supervisory: The employee's supervisory performance shows serious deficiencies that require correction. The employee must motivate subordinates and promote team spirit; provide clear assignments and performance requirements or sufficient instructions to subordinates; provide sufficient explanation of organizational goals to subordinates; satisfy customer needs and/or meet customer service objectives; and/or meet production or mission goals in a timely and quality manner. Their work with others must show a consistent understanding of the importance of fair treatment and equal opportunity and hiring reform. The employee must meet all management obligations related to internal controls, merit system obligations, performance management, and/or management of ethics, conduct and discipline issues.

Unsatisfactory:

Supervisory: The employee's supervisory performance is unsatisfactory. The employee usually fails to motivate subordinates and promote team spirit; often provides unclear assignments and performance requirements or insufficient instructions to subordinates; frequently fails to provide sufficient explanation of organizational goals to subordinates; 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 consistently fails to show an understanding of the importance of fair treatment and equal opportunity. Employee frequently fails to meet other management obligations related to internal controls, merit systems obligations, performance management, and/or management of ethics, conduct and discipline issues.