

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 the Merit System Principles, anti-harassment, anti-discrimination and EEO obligations, strengthening diversity and inclusion, effective management of ethics, conduct and discipline issues, strategic planning of workforce requirements and effective use of recruitment, retention and hiring tools, reasonable accommodation obligations, safety and occupational health obligations, strengthening employee engagement and customer service, effective performance management, IT security, data protection and records management obligations, and internal management policies and controls. 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: The employee uses staff 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 such as the Merit System Principles, anti-harassment, anti-discrimination and EEO obligations, strengthening diversity and inclusion, effective management of ethics, conduct and discipline issues, strategic planning of workforce requirements and effective use of recruitment, retention and hiring tools, reasonable accommodation obligations, safety and occupational health obligations, strengthening employee engagement and customer service, effective performance management, IT security, data protection and records management obligations, and internal management policies and controls. Employee 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. The employee's work with others shows an understanding of the importance of fair treatment and equal opportunity and meets other management obligations such as the Merit System Principles, anti-harassment, anti-discrimination and EEO obligations, strengthening diversity and inclusion, effective management of ethics, conduct and discipline issues, strategic planning of workforce requirements and effective use of recruitment, retention and hiring tools, reasonable accommodation obligations, safety and occupational health obligations, strengthening employee engagement and customer service, effective performance management, IT security, data protection and records management obligations, and internal management policies and controls. 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 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 Department of the Interior has not developed a benchmark standard for Minimally Successful standard for this performance cycle; however, managers and supervisors must develop a Minimally Successful standard when plans are established for the year and/or if it is determined that an employee has not achieved Fully Successful performance. This may include a specific standard in the EPAP itself or a narrative Letter of Expectations attached and made part of the performance standard which must indicate the following information: 1) the employee is on notice that his/her performance is less than Fully Successful; 2) that the employee's performance is Minimally Successful and what constitutes the Minimally Successful performance (written in a forward, not backward manner), such as "your performance is Minimally Successful which means that you have completed certain work products 50% of the time;" 3) that the employee must continue at this level in order to avoid falling to the Unsatisfactory level; and 4) that the expectation is that the employee will get back to the Fully Successful level of performance. Please contact your servicing Human Resource Office for assistance.

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 such as the Merit System Principles, anti-harassment, anti-discrimination and EEO obligations, strengthening diversity and inclusion, effective management of ethics, conduct and discipline issues, strategic planning of workforce requirements and effective use of recruitment, retention and hiring tools, reasonable accommodation obligations, safety and occupational health obligations, strengthening employee engagement and customer service, effective performance management, IT security, data protection and records management obligations, and internal management policies and controls.