

Departmental Leadership/Management Performance Element

Critical Element: Leadership/Management – Mandatory for All GS Supervisors

Objective: To lead staff in an environment that maximizes employee performance; manage programs and resources that support strategic goals and objectives; and advance leadership and management initiatives.

Results of Major Activities:

- (1) Resources are managed to accomplish the Department's Strategic Goals and [Insert Bureau Name] objectives. [Insert Bureau Name] priorities are effectively communicated to staff.
- (2) Employees are coached to realize their potential (e.g., using individual development plans, meaningful feedback or training programs), and employee performance is managed through development of performance plans, continuous feedback, appraisals, and resolution of performance deficiencies.
- (3) Recognition programs (i.e., monetary, non-monetary, or honor awards) are routinely used to acknowledge employee performance and contributions to mission.
- (4) Employment actions follow Merit System Principles, Equal Employment Opportunity, equity and inclusion principles; are free from Prohibited Personnel Practices; and apply strategies that hire, develop, and retain qualified employees.
- (5) Foster employee engagement, by creating an environment that promotes staff integration, collaboration, open and ongoing dialogue, and utilizes the employee perspective to improve workplace satisfaction.
- (6) Support is aligned with advancing leadership's diversity, equity, inclusion, and accessibility (DEIA) responsibilities, as defined in the DOC and/or (insert bureau) DEIA Strategic Plan. Participate in and/or lead efforts that contribute to an organizational culture of equity, inclusion, accessibility, and a workplace where diversity and individual differences are valued and leveraged to achieve the vision and mission of the Department.

Criteria for Evaluation:

- (1) Ensure timely and accurate completion of critical and administrative functions, effectively managing staff and resources with clear direction and sound judgment.
- (2) Career enhancement opportunities are provided in an equitable and timely manner to employees. Identify staff for leadership and/or development opportunities.
- (3) Employees' performance plans are issued timely, and meet requirements as stated by policy, including organizational alignment, results-oriented goals and measurable standards for each critical element.
- (4) Meaningful performance discussions are held with all direct reports, to include at least one midpoint progress review and an end-of-year appraisal, which is accurately documented on the employees' performance plan and within the Performance Management Tracking System.
- (5) Steps to address poor performance are timely, implementing improvement measures or adverse actions, when necessary.
- (6) Reward good performance in a timely manner, through appropriate use of the performance appraisal system and incentive-based awards.

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- (7) Staff are treated equitably. Professionalism, courtesy, and respect are demonstrated in interactions with others. Employee grievances and allegations of discrimination receive a timely response. Where possible, matters are resolved at the lowest organizational level.
- (8) Perform recruitment activities that are in line with organizational goals, budget considerations, staffing needs, and established timeframes, as outlined in the recruitment and hiring plan.
- (9) Employee engagement initiatives and action plans are aligned with [insert Agency/bureau] organizational goals and monitored through organizational health surveys (e.g., FEVS, Pulse Survey, etc.) to improve workplace satisfaction.
- (10) Model and foster a safe, inclusive, fair, and impartial work environment; follow appropriate procedures for addressing allegations of discrimination, harassment, and all other unacceptable behaviors.
 - [Insert specific support activity(ies) to be performed and/or assigned, correlating to this performance requirement.]

Supervisory Support Activity:

- Lead or support an initiative to raise awareness and emphasize the value of diversity, equity, inclusion, and accessibility in the workplace.
- Lead or support training that promotes diversity, equity, inclusion, and accessibility, in the workplace, e.g., encouraging team members to attend DEIA presentations and trainings.
- Communicate the importance of DEIA efforts and provide tools and resources available that demonstrate support for these initiatives.
- Implement policies, programs, and a work environment that promote diversity and inclusion, enhance cultural competency and fairness, equity, and accessibility in the workplace.
- Implement best-practices to support diversity and equity in processes such as career appointments and promotion opportunities. Creative solutions to improve processes are suggested, reviewed, and discussed annually.
- Actively perform focused outreach to underserved communities to attract, recruit, and retain a diverse workforce, e.g., sharing vacancy announcements, attending career fairs, and supporting internship opportunities, etc.
- Promote a diverse and inclusive organizational culture through outreach efforts targeted to increase underrepresented student and graduate applicants.
- Equitably deliver economic programs and services to underserved communities and/or small and disadvantaged businesses.