

APPENDIX D

MANDATORY SUPERVISORY JOB OBJECTIVES

Under all DOD performance management systems, there are mandatory supervisory/managerial standards that must be included under one or more critical elements. The mandatory standards address the following three areas:

- a. Hiring reform.
- b. Innovation in the workplace
- c. Whistleblower protections

In addition, mandatory standards pertaining to other basic supervisory/managerial responsibilities must be included in the performance plans of supervisors. The three elements in paragraphs 1 through 3, below, incorporate the required standards for supervisors and managers. Elements may be combined, and standards may be modified to include additional performance evaluation factors and specific measurements. For example, rating officials may want to combine the standards for critical elements 1 and 2 into one element titled "Leadership and Supervision" and include an additional standard dealing with effective handling of employees who are injured on the job.

The Defense Personnel Management and Appraisal Program (DPMAP) requires the number of supervisory job elements, must equal or exceed, the number of technical job elements.

***Note:** Standards language in bold may not be modified as it is directed by higher authority (DoD or NGB).

(1) Critical Element 1: Workforce Management/Hiring Reform

The standard below must be included in the performance plan of every senior executive, manager, and supervisor.

Standard: Effectively attracts/recruits a high caliber workforce. Identifies current/future position requirements to ensure recruiting is appropriately focused and timely to produce high quality candidate pools. Support new hires successful transition to the Federal workforce. Acts responsibly by ensuring the staffing process is conducted IAW merit systems principles. Provide opportunities for orientation and tools for enabling employees to successfully perform during the probationary period and beyond. Ensures effective internal controls are in place and acts as a good steward of public funds.

(2) Critical Element 2: Supervision and Employee Engagement

The standard below applies to all supervisors and managers.

Standard: Effectively monitors employee performance by completing performance management tasks in a timely manner, ensuring performance plans, progress reviews and appraisals are prepared, completed, and communicated as required. Communicates regularly with employees, monitors employee performance and conduct, addresses declining and poor performance and conduct in a timely manner and takes appropriate action. Recognizes employees' contributions by optimizing the use of monetary and non-monetary awards fairly and consistently. Monitors employee development; establishes Individual Development Plans; and ensures training is completed within established deadlines. If applicable, fulfills labor relations responsibilities in a timely and effective manner. Fosters teamwork and respect among the staff.

***Note:** For supervisors in grades 13 and above and equivalents in other pay systems, the following additional standard must be added to the above element:

Effectively develop and champion innovative ideas to improve the organization and to create an environment that fosters innovation.

(3) Critical Element 3: Safety, EEO, and Whistleblower Protections

The standard below applies to all supervisors and managers.

Standard: Ensures consistent application of, and compliance with, applicable laws, regulations and policies governing merit systems principles, prohibited personnel practices, and equal employment opportunity. Promptly addresses allegations of discrimination, harassment, and retaliation. Maintains a safe work environment. Supports the Whistleblower Protection program by responding constructively to employees who make protected disclosures under 5 U.S.C. 2302(b) (8); taking responsible actions to resolve disclosures; and fostering an environment in which employees feel comfortable making such disclosures to supervisors or other appropriate authorities.