

# **RECRUITING, SELECTING, DEVELOPING, APPRAISING AND RECOGNIZING SUPERVISORS**

## **I. PURPOSE and SCOPE:**

These guidelines establish a comprehensive system that provides a corporate perspective on how the Justice Management Division (JMD) will recruit, select, develop, and appraise supervisors. The U. S. Office of Personnel Management’s (OPM) policy framework that governs the identification, selection, development, and performance evaluation of supervisors provides Federal agencies significant flexibility to design systems tailored to their organizational needs. These guidelines are intended to provide consistency in creating a culture for growing high-performing leaders. Regulations that define the framework for these areas are described in Title 5, Code of Federal Regulations Parts 300, 410, 412 and 430 and 5 U.S.C. section 3321 (a)(2).

## **II. DEFINITIONS**

The definition of supervisor, as indicated in 5 U.S.C. Section 7103(a)(10) means, “an individual employed by an agency having authority in the interest of the agency to hire, direct, assign, promote, reward, transfer, furlough, layoff, recall, suspend, discipline, or remove employees, to adjust their grievances, or to effectively recommend such action, if the exercise of the authority is not merely routine or clerical in nature but requires the consistent exercise of independent judgment...”

## **III. RECRUITING AND SELECTING SUPERVISORS**

When considering candidates for all supervisory positions all JMD Staffs/Offices must use the following Quality Ranking Factor (QRF) as a mandatory factor in vacancy announcements:

*Ability to lead a diverse workforce including: creating a culture that fosters high standards of ethics; developing strategies to maximize employee potential; developing performance plans and monitoring performance; resolving conflicts; fostering workforce diversity on the staff; and, recognizing staff contributions.*

QRFs are competencies or knowledge, skills, and abilities (KSAs) that are expected to enhance performance in a position. Unlike selective factors, quality ranking factors are not used as a “screen out” factor. In addition, JMD Staff/Offices may also use other QRFs that clearly address organizational specific supervisory or leadership competencies. These competencies must be evident in the criteria used to evaluate candidates against the QRF. Candidates should possess proficiency or the potential to develop proficiency in these competencies prior to entry into a supervisory position. When assessing supervisory competencies for selection purposes, selecting officials are encouraged to use Structured Interview questions.

#### IV. DEVELOPING SUPERVISORS

Once an employee is appointed to a new supervisory position (e.g., employee has never held a supervisory position in the Federal Government), the organization must:

- Conduct a needs assessment that addresses the OPM/Department of Justice (DOJ) leadership competencies (See Attachments 1 and 2);
- Assist him/her with an Individual Development Plan (IDP) that is based on the needs assessment (See Attachment 3);
- Include 40 hours of formal supervisory development during the first six months of the probationary period; and,
- Record training completions in *learnDOJ* when the employee completes an assigned learning activity.

As long as the employee encumbers a supervisory position, the organization must:

- Conduct a needs assessment that addresses specific leadership competencies needing development;
- Maintain an IDP that is based on a needs assessment;
- Offer leadership development at least once every three years; and,
- Record training completions in *learnDOJ* when the employee completes an assigned learning activity.

When a non-DOJ supervisor is selected into a DOJ supervisory position, the organization must:

- Conduct a needs assessment that addresses specific leadership competencies needing development;
- Maintain an IDP that is based on a needs assessment;
- Offer leadership development at least once every three years; and,
- Record training completions in *learnDOJ* when the employee completes an assigned learning activity.

JMD Staffs/Offices are strongly encouraged to assess needs and develop IDPs for all current supervisors. Supplemental continuous learning activities may include:

- Courses in human resource management for supervisors (e.g., employee relations; labor-management relations; diversity management; recruitment; staffing and classification; performance management; employee development);
- Mentoring; (See Attachment 4)
- Rotational assignments to other program offices;
- Combination of classroom theory, experiential learning, on-the-job learning; and/or, computer based instruction (*learnDOJ*) that addresses specific leadership competencies requiring development.

## **V. APPRAISING SUPERVISORS**

JMD's Senior Leadership, in coordination with Human Resources, will establish and implement mandatory accountability standards and measures that apply to all levels of management and supervision. This will include a requirement to eliminate barriers to addressing poor performing probationary supervisors. Two such barriers include:

- An organization's budget which may not allow for the poor performing probationary supervisor to move to a non-supervisory position; and,
- Performance during the probationary period which may not be addressed until the end of the period.

JMD Staffs/Offices may help eliminate barriers by conducting frequent progress reviews with probationary supervisors during the first year. This should include a review after three to six months focusing on scheduled trainings and developmental assignments, as well as the new supervisor's ability to demonstrate basic supervisory skills. Additionally, during the reviews:

- Discuss performance, conduct, and/or attendance problems with probationary supervisors as they occur;
- Keep thorough and accurate documentation of all discussions;
- Follow up all conversations between supervisor and the employee with a written record of the discussion, including a statement of the problem, proposed solution, and timelines; and,
- Contact DOJ Human Resources for assistance with performance, leave or conduct problems well before the end of the probationary period.

## **VI. RECOGNIZING SUPERVISORS**

Effective supervision is critical to good performance management. Excellent supervisors understand the importance of using their fine-tuned supervisory skills throughout the five fundamental processes of performance management: planning, developing, monitoring, rating, and rewarding employee contributions. JMD Staffs/Offices are strongly encouraged to recognize and award excellent supervisors and managers. Awards may also be considered to support the following efforts:

- Fostering workforce diversity on the staff;
- Recognizing and rewarding staff contributions; and,
- Developing strategies to maximize employee potential.