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MEMORANDUM FOR JMD SENIOR STAFF

FROM: Lee J. Lofthus
Assistant Attorney General
for Administration

SUBJECT: Recruiting, Selecting, Developing, Appraising
and Recognizing Supervisors

I want to ensure that we, in the Justice Management Division (JMD), recognize the value of preparing our current and future leaders so they have the tools and information they need to be successful in managing resources and leading people. In order to accomplish this, it is important that we address the lifecycle of the supervisory workforce from how we recruit and select – to how we develop, appraise and recognize them.

Accordingly, we have established the attached guidance to provide JMD with a framework – moving from the traditional focus on technical skills – to attaining competencies such as strategic thinking, accountability, adaptability, and leading people. This applies to all supervisory levels and are aligned with 5 CFR 412 and the Office of Personnel Management's (OPM) "Guidelines for Managerial Development".

The goal is to ensure that all JMD Staffs/Offices:

- Include a standard Quality Ranking Factor in supervisory vacancy announcements;
- Conduct a needs assessment and establish Individual Development Plans for supervisors that are based on the OPM/Department of Justice leadership competencies;
- Address supervisory performance issues during the one-year probationary period;
- Ensure 40 hours of formal development for new supervisors;
- Establish mandatory accountability standards and measures that apply to all levels of supervision; and,
- Recognize and award effective supervisors.

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Through this consistent approach to leadership planning, JMD will improve its process for identifying potential supervisors, foster a culture of continuous learning, and ensure accountability. Please ensure your HR practices at the staff level fully incorporate these important professional development elements.

For more information, you may contact Melissa DuRoss, JMD Training Officer, JMD/HR at 202-616-3734, or via email at Melissa.L.DuRoss@usdoj.gov.

Attachments