

Fact Sheet

Holding managers and supervisors with responsibility for hiring accountable for recruiting and hiring highly qualified employees and supporting their successful transition into Federal service

A formal and effective method for holding supervisors accountable for completing and achieving their supervisory responsibilities is through the agency's employee appraisal system. Most agencies require a Supervisory or Leadership element in supervisory performance plans that include responsibilities for: recruiting, hiring and retaining qualified employees; appraising and rewarding employees; addressing poor performance; and other competencies, activities, and results expected from supervisors, whether they are executives, managers, or first-line supervisors. Below are items described at the Fully Successful level that could be included in a supervisory critical element to hold supervisors responsible for recruiting, hiring, and good performance management practices that support a successful transition into Federal service. The following are only examples and are provided as a catalyst as agencies construct their own elements and standards.

Competency-Based Examples:

- Selects and manages subordinates based on organizational goals, budget considerations, and staffing needs. Appropriately recruits, selects, appraises, and rewards employees; takes action to address performance problems. Manages a multi-sector workforce and a variety of work situations. (based on the Executive Core Qualifications)
- Implements recruitment, retention, and developmental strategies that support organizational performance objectives, agency hiring goals, and successful transition of highly qualified employees.
- Plans current and future workforce requirements and keeps succession plans up to date.
- Maintains current competency plans for all positions supervised, identifying the core skills needed to successfully perform in the position

Results-Based Examples:

- The hiring manager successfully transitions new hires into the position by promptly providing applicable elements and standards, providing ongoing feedback and coaching, and making appropriate use of the probationary period to assess the new hire's ability to perform in the position.

- The HR office confirms the supervisor (when hiring) participated in all steps of the recruiting and hiring process
- A survey of new employees indicates that at least 50-85 percent of the employees would recommend their new agency to others as a good place to work.

Recruitment Activity Example:

- When hiring, the supervisor participates in at least 2-4 agency recruitment fairs during the appraisal period, or the supervisor provides to the Human Resources staff new contacts for diverse locations or organizations for recruiting purposes.
- When filling a position, supervisor cooperates fully with HR to ensure accurate posting of the job vacancy, proper screening of the applications, and appropriate categorization of applicants based on qualifications

Hiring Activity Example:

- At least 90-95 percent of the time, the supervisor meets all timeframes and deadlines established for supervisors in the Agency's recruitment and hiring plan. Instances for not meeting the established timeframes have been justified by a higher-level official.
- When filling a position, supervisor personally interviews all candidates he/she considers best qualified.

Performance Management Activity Example:

- The supervisor establishes subordinate employee performance plans within established timeframes that align with Agency and Departmental goals and objectives and employees understand how their work supports the Agency's mission. Employee performance plans contain clear, measurable standards and the supervisor provides accurate and timely feedback to determine progress and success in meeting expectations.
 - The supervisor completes performance plans, progress reviews, and appraisals of subordinate employees by the due dates and at least one critical element for each employee is clearly traceable to the agency's goals and objectives.
 - The supervisor sets clear objectives in employee performance plans, establishes and communicates performance requirements that align with organizational goals, and evaluates all employees against these requirements.