

Departmental Holding Employees Accountable Performance Element

Critical Element: Holding Employees Accountable – Mandatory for All Supervisory Employees

Objective: To establish and enforce accountability measures to ensure subordinates consistently deliver efficient and high-quality work.

Results of Major Activities:

- (1) Ensures subordinate's commitment to efficient work execution.
- (2) Models self-accountability and holds subordinates accountable for high-quality results.
- (3) Recognizes, supports, and rewards excellent work from employees supervised.
- (4) Timely and efficiently addresses poor and mediocre performance of employees supervised—including seeking appropriate action up to removal from the Federal service.
- (5) Takes appropriate action when employees report concerns of illegal conduct or waste, fraud, or abuse.

Criteria for Evaluation: *(Level 3 and 5 must be included in the appraisal form. Level 1, 2, and 4 are optional.)*

Level 1 (*Optional*): The supervisor consistently demonstrates the following behaviors and results:

- (1) Work is below Minimally Satisfactory.

Level 2 (*Optional*): The supervisor consistently demonstrates the following behaviors and results:

- (1) With few exceptions, demonstrates commitment to efficient work execution. Requires reminders and guidance to optimize processes and productivity.
- (2) With few exceptions, holds subordinates accountable for delivering results. Expectations and standards are sometimes clearly defined, leading to inconsistent performance.
- (3) Attempts to recognize or support excellent work. Recognition programs are infrequent or ineffective.
- (4) Occasionally attempts to address poor and mediocre performance, leading to prolonged issues. Corrective actions are insufficient or poorly implemented.
- (5) Takes limited action when employees report concerns of illegal conduct or waste, fraud, or abuse, leading to a lack of trust and transparency

Level 3 (*Mandatory*): The supervisor consistently demonstrates the following behaviors and results:

- (1) Ensures that subordinates are committed to executing work efficiently and effectively, modeling self-accountability in all tasks.
- (2) Holds subordinates accountable for delivering high-quality results, setting clear expectations and standards.
- (3) Actively recognizes, supports, and rewards excellent work of employees, fostering a culture of achievement and motivation.
- (4) Addresses poor and mediocre performance in a timely and efficient manner, implementing corrective actions as necessary, including considering removal from Federal service if appropriate.

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- (5) Consistently takes appropriate action when employees report concerns of illegal conduct or waste, fraud, or abuse.

Level 4 (*Optional*): The supervisor consistently demonstrates the following behaviors and results:

- (1) Demonstrates strong commitment to efficient work execution among subordinates, consistently optimizing processes to enhance productivity.
- (2) Achieves excellent results through subordinates by setting clear goals and providing the necessary resources and guidance to consistently meet and exceed expectations.
- (3) Actively identifies and celebrates outstanding contributions from employees, implementing effective recognition programs that boost morale and motivation.
- (4) Manages performance issues effectively, resulting in noticeable improvements in employee performance and engagement. Handles complex employee situations with skill, using appropriate administrative actions.
- (5) Fosters an environment where employees feel safe to report concerns of illegal conduct or waste, fraud, or abuse.

Level 5 (*Mandatory*): The supervisor consistently demonstrates the following behaviors and results:

- (1) Consistently demonstrates and instills a strong commitment to efficient work execution among subordinates, leading by example and optimizing processes to enhance productivity.
- (2) Achieves exceptional results through subordinates by setting clear, ambitious goals and providing the necessary resources and guidance to exceed expectations consistently.
- (3) Proactively identifies and celebrates outstanding contributions from employees, implementing innovative recognition programs that significantly boost morale and motivation.
- (4) Effectively manages performance issues with a strategic approach, resulting in noticeable improvements in employee performance and engagement.
- (5) Demonstrates skillful handling of complex and sensitive employee situations, including successful resolution of performance-related challenges using the full range of administrative actions.
- (6) Fosters a transparent and supportive environment where employees feel safe to report concerns of illegal conduct or waste, fraud, or abuse.

NOTE: Outstanding performance in this element reflects a supervisor who not only meets the basic requirements but exceeds them by creating a high-performing team that consistently delivers exceptional results, while maintaining a positive and compliant workplace culture.