

**Supervisor Element 1: Supervisory Competencies**

Rating Level	Performance Indicators and Standards
5	<p><b>Substantively Exceeds Expectations – Performance Indicators</b>                      Indicators are <i>examples</i> of performance at this level, not all inclusive lists or “must meet” requirements</p> <p><b><u>Leading and Managing</u></b></p> <ol style="list-style-type: none"> <li>1. Communicates effectively to facilitate adaptation to controversial or difficult changes; executes change management strategies that are particularly efficient/effective, or that benefit individuals beyond immediate organization.</li> <li>2. Fosters collaboration and teamwork across non-traditional boundaries to achieve innovative and effective solutions to difficult problems.</li> <li>3. Manages programs and subordinates to achieve a high level of mission success, effectiveness and/or customer satisfaction.</li> <li>4. Anticipates and proactively/effectively addresses employee and/or team needs for information and support to maintain high degree of agility.</li> <li>5. Inspires a high level of morale in the supervised organization, even in times of turmoil/peak workload, exceptionally short deadlines, or significant staff shortages.</li> <li>6. Exemplary management recognized through sources such as customer or employee-provided feedback.</li> <li>7. Proactively takes on and successfully resolves employee problem situations (e.g., misconduct, chronic poor attendance, interpersonal conflicts) that are particularly difficult, intractable or sensitive.</li> </ol> <p><b><u>Achieving Results</u></b></p> <ol style="list-style-type: none"> <li>1. Achieves positive organizational results which exceed the norm.</li> <li>2. Organization’s success significantly contributes to achievement of Center, Agency-level or government-wide initiatives.</li> <li>3. Identifies and leverages effective staffing solutions to achieve priorities in uncertain or rapidly changing environments.</li> <li>4. Develops and implements new approaches which improve productivity, mission results, or operational efficiency, or generate substantial savings of time or money.</li> <li>5. Evidences improved organizational safety performance by reduced rates for mishaps, reportable cases, lost time cases, and first aid cases.</li> </ol> <p><b><u>Resources Management</u></b></p> <ol style="list-style-type: none"> <li>1. Develops resource options and recommended solutions which significantly improve performance or facilitate recovery from major setbacks during the performance period.</li> <li>2. Anticipates and mitigates significant risks to mission success through adjustments to priorities, work schedules and resources.</li> </ol> <p><b><u>Equal Opportunity and Diversity/Inclusion</u></b></p> <ol style="list-style-type: none"> <li>1. Participates in Center or Agency development and implementation of equal employment opportunity (EEO) and diversity/inclusion (D/I) plans, programs, and activities.</li> <li>2. Participates in and/or encourages employees to participate in more advanced voluntary EEO or D/I activities, such as dialogues, conflict resolution training, etc.</li> <li>3. Works proactively to address/resolve situations that might lead to EEO complaints or grievances; for example, engages EEO or Human Resources staff in devising plans to address such situations, provides assistance to employees to help with problem solving and resolving conflicts.</li> <li>4. Takes positive steps to “make the business case” for D/I at NASA by articulating to managers and/or employees why D/I issues are relevant to NASA and its mission.</li> <li>5. Works to broaden the diversity of applicant pools for NASA or Center jobs by means such as:                         <ul style="list-style-type: none"> <li>o Participates with HR to establish focused recruitment plans</li> <li>o Utilizes non-traditional sources when advertising vacancies</li> <li>o Considers Schedule A appointments to hire individuals with disabilities</li> <li>o Seeks expertise of employee resource/affinity groups to assist in outreach and recruitment efforts</li> </ul> </li> </ol>

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3	<p data-bbox="201 174 708 201"><b>Meets Expectations – Performance Standards</b></p> <p data-bbox="201 207 456 235"><b><u>Leading and Managing</u></b></p> <ol data-bbox="201 241 1490 493" style="list-style-type: none"> <li>1. Conducts supervisory responsibilities in an effective and timely manner in accordance with Center, NASA and government-wide policies.</li> <li>2. Effectively responds to and implements changes within the organization and workforce</li> <li>3. Supports and encourages flexible and innovative approaches to conduct work and meet performance requirements.</li> <li>4. Exhibits effective and respectful communication, collaboration and teamwork.</li> <li>5. Ensures that relevant information, results and decisions are timely/effectively communicated to staff.</li> <li>6. Provides appropriate support for effective transition of new employees into the organization.</li> <li>7. Recognizes and supports the needs of employees to balance work and personal life.</li> </ol> <p data-bbox="201 531 396 558"><b><u>Achieving Results</u></b></p> <ol data-bbox="201 564 1500 947" style="list-style-type: none"> <li>1. Demonstrates commitment to NASA's core values of safety, integrity, teamwork, and excellence while pursuing mission success and the accomplishment of Agency and Center goals and objectives.</li> <li>2. Evidences commitment to safety by maintaining and inspecting assigned area(s) of responsibility to ensure compliance with applicable safety and occupational health regulations, policies, and procedures; and ensuring expeditious corrective action to resolve unsafe conditions and/or procedures.</li> <li>3. Establishes and achieves realistic, measurable, and results-oriented short- and long-term organizational goals and objectives based on the Agency's Strategic Plan, Government-wide initiatives and Center priorities.</li> <li>4. Responds to potential or actual problems relating to the achievement of functional critical elements by identifying and diagnosing issues, determining alternative courses of action, and elevating to higher-level officials in a timely manner if necessary/appropriate.</li> <li>5. Utilizes performance results, employee input and/or customer feedback to develop/implement initiatives to improve program/project performance, functional support, or service delivery.</li> </ol> <p data-bbox="201 984 472 1012"><b><u>Resources Management</u></b></p> <ol data-bbox="201 1018 1463 1304" style="list-style-type: none"> <li>1. Based on assessment of current and future workforce needs, assigns individuals/teams and balances workload to efficiently and effectively accomplish the organization's goals and objectives.</li> <li>2. Prepares clear and defensible program/project/functional budgets within guidelines and by due dates.</li> <li>3. Periodically reviews programs/projects/functional and contractor performance to monitor progress against cost/performance milestones and goals, including contractor costs. Notable unutilized funds, schedule delays, or cost overruns are immediately brought to the attention of senior management.</li> <li>4. Utilizes appropriate hiring flexibilities to address skills imbalances and succession needs; well qualified candidates are hired, developed, and promoted with adherence to the Merit Systems Principles and Equal Employment Opportunity policy.</li> </ol> <p data-bbox="201 1341 667 1369"><b><u>Equal Opportunity and Diversity/Inclusion</u></b></p> <ol data-bbox="201 1375 1484 1881" style="list-style-type: none"> <li>1. Promotes and leads an inclusive work environment in which employees are valued/respected for individual and cultural differences and their talents are fully utilized.</li> <li>2. Internal and external interactions are respectful, appropriately cooperative and flexible, and facilitate the open exchange of ideas and opinions from diverse groups; so as to establish trust and to foster cooperation and knowledge sharing. Encourages and expects employees to do likewise.</li> <li>3. Makes supervisory decisions (e.g., hiring, work assignments, performance ratings, awards, promotions, training and development selections, etc.) fairly and without discrimination.</li> <li>4. Promotes a work environment that is free of discrimination, harassment, and retaliation of any kind, and accessible to individuals with disabilities.</li> <li>5. Ensures timely completion of required equal employment opportunity (EEO) training by self and employees.</li> <li>6. Cooperates in discrimination complaint processes; and timely and appropriately responds to reasonable accommodation requests, complaints under the Anti-Harassment Policy, etc.</li> <li>7. Addresses conflicts and complaints in a constructive manner, to include participating (when appropriate and feasible) in informal and/or formal dispute resolution activities/processes.</li> <li>8. Participates in, and encourages employees to participate in, EEO and diversity/inclusion activities (e.g., cultural events, surveys).</li> </ol>

## Supervisor Element 2: Employee Performance Management

Rating Level	Performance Indicators and Standards
5	<p><b>Significantly Exceeds Expectations – Performance Indicators</b></p> <p><b>Indicators are <i>examples</i> of performance at this level, not all inclusive lists or “must meet” requirements</b></p> <ol style="list-style-type: none"> <li>1. Encourages and facilitates/supports substantive employee participation in development of performance plans.</li> <li>2. Performance plans, feedback to employees and rating narratives demonstrate particularly high quality.</li> <li>3. Proactively identifies, presents, and promotes management strategies that aim to improve employee performance and engagement.</li> <li>4. Identifies and employs creative opportunities for recognizing outstanding performance.</li> <li>5. Encourages, recognizes and rewards employees for innovation and creativity.</li> <li>6. Provides challenging assignments and continuing educational and skill improvement opportunities to employees, to develop strengths and address areas where improvement is needed; leverages development opportunities to promote staff advancement and meet future organizational needs.</li> <li>7. Works with Human Resources to successfully address situations in which an employee’s unacceptable performance is not corrected by informal efforts (e.g., feedback/assistance, providing training, clarifying expectations).</li> <li>8. Is viewed as a role model for others; is sought after as a mentor; engages in activities that promote supervisory excellence at the Center or Agency level.</li> </ol>
3	<p><b>Meets Expectations – Performance Standards</b></p> <p>Conducts employee performance management responsibilities in an effective manner and in accordance with NASA, Center and government-wide policies and guidelines, to include normally completing required steps in the appraisal cycle by established due dates. Major elements of these responsibilities are:</p> <ol style="list-style-type: none"> <li>1. Develops performance plans for subordinates that:             <ol style="list-style-type: none"> <li>a. contain at least one element clearly aligned to Agency goals and objectives,</li> <li>b. incorporate responsibilities for details and matrixed assignments; and</li> <li>c. include performance elements, standards and indicators that are appropriately challenging for the grade level, hold employees accountable for results, and provide sufficient detail to adequately communicate expectations.</li> </ol> </li> <li>2. Encourages employees to provide self-assessments regarding their performance at mid-point and end of the appraisal cycle; requests, considers, and retains feedback on employees’ performance from appropriate sources (e.g., project managers, detail supervisors, subordinates); and provides timely and meaningful input to Rating Officials of detailee and matrixed employees.</li> <li>3. Accurately appraises employee performance in relation to established elements and standards/indicators; and includes narrative summaries that satisfactorily justify the assigned ratings. Ensures that performance awards are commensurate with summary ratings and that all other recognition is appropriately aligned with level of responsibility and progress toward organizational goals and objectives.</li> <li>4. Conducts timely, meaningful, face-to-face performance discussions with employees at least 3 times each year (e.g., plan development, mid-point and end of cycle) to communicate performance expectations, provide feedback, identify training and development needs, etc., except in situations where face-to-face discussions are not feasible (e.g., not co-located, students, extended absences)</li> <li>5. Provides employees opportunities to excel and encourages individual development through appropriate use of coaching, mentoring, special project/detail assignments, and training.</li> <li>6. Addresses employee performance issues in a timely and appropriate manner with guidance from Center Human Resources staff and in accordance with NASA, Center and government-wide policies and guidelines.</li> </ol>