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MPC
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From: Director, Civilian Human Resources, Civilian Workforce
Management Branch, Manpower and Reserve Affairs
To: Human Resources Directors and Satellite Managers

Subj: MANAGER AND SUPERVISOR ELEMENTS AND STANDARDS

Ref: (a) Presidential Memorandum regarding Improving the
Federal Recruitment and Hiring Process dated 11 May
2010
(b) Department of Defense Memorandum regarding Hiring
Reform Mandatory Performance Objective dated 5
October 2010
(c) Department of Navy Memorandum, Supervisory
Performance Management Critical Element, dated
3 December 2010
(d) MARADMIN 065-11 (Hiring Reform)
(e) Department of the Navy Memorandum, Supervisory
Performance Element for Assessing Innovation in the
Workplace, dated 26 August 2015
(f) MARADMIN 473-15 (Assessing Innovation)
(g) Department of the Navy Guidance for the
Implementation of Section 1097 of the NDAA for FY
2018 - Performance Management (Whistleblower
Protections)

1. Under all DOD performance management systems there are mandatory supervisory/managerial standards that must be included under one or more critical elements. The mandatory standards address the following three areas: (1) Hiring reform (references (a) through (d)); (2) Innovation in the workplace (references (e) and (f)); and, (3) Whistleblower protections (reference (g)). In addition, mandatory standards pertaining to other basic supervisory/managerial responsibilities must also be included in performance plans of supervisors and managers who must be held accountable for meeting the standards.

2. The specific standards that must be included in performance plans are in the critical elements listed in paragraph 3 below. The standards dealing with hiring reform and innovation should already be in supervisory/managerial performance plans; however,

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the standard dealing with whistleblower protection was issued on 20 June 2019 and must be added to the 2020 Defense Performance Management and Appraisal Program (DPMAP) performance plans not later than 20 August 2019.

3. The three elements in paragraphs a. through c. below incorporate the required standards for supervisors and managers. Except as noted, rating officials may modify the element titles and standards to meet the specific responsibilities of supervisors. Elements may be combined and standards may be modified to include additional performance evaluation factors and specific measurements. For example, rating officials may want to combine the standards for critical elements 1 and 2 into one element titled "Leadership and Supervision" and include an additional standard dealing with effective handling of employees who are injured in the job. On the other hand, supervisors may adopt the standards as written, without modification. Keep in mind under the DPMAP, the number of supervisory job elements must equal or exceed the number of technical job elements. Although up to ten job elements are permitted, we do not recommend more than 5 elements, to include the technical job elements. Finally, please note the language in the standards that is in bold may not be modified as the language is directed by higher authority (DoD or DON).

a. Critical Element 1: Workforce Management/Hiring Reform. The below standard must be included in the performance plan of every senior executive, manager, and supervisor.

Standard: Effectively attracts/recruits a high caliber workforce. Identifies current/future position requirements to ensure recruiting is appropriately focused and timely to produce high quality candidate pools. Support new hires successful transition to the Federal workforce. Acts responsibly by ensuring the staffing process is conducted IAW merit systems principles. Provide opportunities for orientation and tools for enabling employees to successfully perform during the probationary period and beyond. Ensures effective internal controls are in place and acts as a good steward of public funds.

b. Critical Element 2: Supervision and Employee Engagement. The below standard applies to all supervisors and managers.

Standard: Effectively monitors employee performance by completing performance management tasks in a timely manner,

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ensuring performance plans, progress reviews and appraisals are prepared, completed, and communicated as required. Communicates regularly with employees, monitors employee performance and conduct, addresses declining and poor performance and conduct in a timely manner and takes appropriate action. Recognizes employees' contributions by optimizing the use of monetary and non-monetary awards fairly and consistently. Monitors employee development; establishes Individual Development Plans; and ensures training is completed within established deadlines. If applicable, fulfills labor relations responsibilities in a timely and effective manner. Fosters teamwork and respect among the staff.

Note: For supervisors in grades 13 and above and equivalents in other pay systems, the following additional standard must be added to the above element: **Effectively develop and champion innovative ideas to improve the organization and to create an environment that fosters innovation.**

c. Critical Element 3: Safety, EEO, and Whistleblower Protections. The below standard applies to all supervisors and managers.

Standard: Ensures consistent application of, and compliance with, applicable laws, regulations and policies governing merit systems principles, prohibited personnel practices, and equal employment opportunity. Promptly addresses allegations of discrimination, harassment, and retaliation. Maintains a safe work environment. Supports the Whistleblower Protection program by responding constructively to employees who make protected disclosures under 5 U.S.C. 2302(b)(8); taking responsible actions to resolve disclosures; and fostering an environment in which employees feel comfortable making such disclosures to supervisors or other appropriate authorities.

Note: As previously mentioned, the mandatory standard dealing with Whistleblower protections must be added to the performance plans of all supervisors covered by DPMAP by 20 August 2019. For supervisors covered by other appraisal systems, the standard must be added within 30 days of the forthcoming appraisal system.

4. Please ensure all supervisors and managers are informed of the mandatory standards and that performance plans are adjusted accordingly.

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5. Questions may be directed to Yolanda Celestain at 703-432-9432 or Eileen Gregury at 703-432-9427.



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