

**Leadership/Management Critical Element** (revised 10.1.10)

Minimum 15% weight, but no prescribed weight

A Leadership/Management critical element is required for all General Schedule supervisors (including Schedule C appointees) to foster excellent resource management within ITA, with a particular focus on operational planning, individual performance management, training, safety, and diversity. This element reflects leadership in ITA program goals and supports the ITA-wide goal to “Achieve Organizational and Management Excellence.”

The leadership/management element is provided below for inclusion as written in individual performance plans.

Instructions - This Leadership/Management Critical Element must be used for employees who are designated by classification in their position description as a Supervisor.

Please cut and paste the blue text onto the [CD-430 Performance Management Record](#) critical element for **Leadership/Management**.

| <b>Critical Element and Objective</b>  |  |                |
|--|--|----------------|
| To lead staff and manage programs and allotted resources.  |  |                |
| <p><b>Weighting Factor</b> (The weight for each element should reflect the significance within the framework of the Department’s or bureau’s organization goals. Weights should not be assigned based on the percentage of time an employee spends working on that element.) <b>Enter the weight for this element in the adjacent box..→</b></p>   | <table border="1"> <tr> <th>Element Weight</th> </tr> </table> | Element Weight |
| Element Weight   |  |                |
| <p><b>Results of Major Activities:</b> Identify results that need to be accomplished in support of the performance element. A minimum of 3 and a maximum of 6 measurable results must be listed.</p> <p>Resources are managed to accomplish the Department’s Strategic Goals and ITA/business unit objectives. ITA/business unit priorities are communicated to staff.</p> <p>Employees are coached to realize their potential (e.g., using individual development plans or training programs) and employee performance is managed through development of performance plans, continuous feedback on performance, performance appraisals, and resolution of performance deficiencies. Recognition programs (i.e., monetary, non-monetary, or honor awards) are routinely utilized to acknowledge employee performance.</p> <p>Employment actions such as selections and promotions are managed, and are consistent with Merit System Principles, equal opportunity and diversity principles, and do not violate Prohibited Personnel Practices.</p> <p>Recruitment, retention, and developmental strategies are applied in hiring and retaining qualified employees.</p> <p>Office complies with legal and reporting obligations, the Privacy Act, and other applicable statutes, including the requirements of governmental and other suppliers of data to ITA/business unit to ensure the confidentiality of Personally Identifiable Information (PII).</p>   |  |                |
| <p><b>Criteria for Evaluation:</b> Supplemental Standards are required for each element and must be defined at Level 3 performance in terms of quality, quantity, timeliness, and/or cost-effectiveness. Attached Generic Performance standards also apply.</p> <p>Staff and resources are used effectively to complete assignments and meet the responsibilities of the Office.</p> <p>Employee performance plans are aligned with Agency/bureau organizational goals and include results-oriented critical elements and measurable standards for each critical element.</p> <p>Employee grievances and allegations of discrimination receive a timely response with the goal of resolution at the lowest organizational level.</p> <p>Employees are advised of the availability of developmental opportunities at a minimum, annually.</p> <p>Performance management system benchmarks are complied with (i.e., Performance plans are in place by November 30; Mid-year progress reviews are conducted by April 30; and Performance appraisals and ratings are completed by October 31).</p> <p>The Performance Management Tracking System is maintained and usually kept current to facilitate the bureau’s completion of the Department’s CD-431 reporting deadlines.</p> <p>Qualified employees are recruited, hired, retained and successfully transitioned into the Federal service in line with Agency/bureau organizational goals, budget considerations, staffing needs, and established timeframes and deadlines outlined in the Agency/bureau’s recruitment and hiring plan.</p> |  |                |

**Optional - Team Leader Critical Element** (minimum 15% weight, but no prescribed weight).

^^

Instructions - This Team Leader Critical Element is **OPTIONAL** and can be used for employees who are designated by classification in their position description as a Team Leader. **You MAY tweak the Team Leader element to fit your business needs.**

Please cut and paste the blue text onto the CD-430 Performance Management Record critical element for **Team Leader**.

| <b>Critical Element and Objective</b>   |  |                |  |
|---|--|----------------|--|
| Team Leader: To Achieve Organizational and Management Excellence.   |  |                |  |
| <b>Weighting Factor</b> (The weight for each element should reflect the significance within the framework of the Department's or bureau's organization goals. Weights should not be assigned based on the percentage of time an employee spends working on that element.) <b>Enter the weight for this element in the adjacent box..→</b>   | <table border="1"> <tr> <th style="text-align: center;">Element Weight</th> </tr> <tr> <td style="height: 20px;"> </td> </tr> </table> | Element Weight |  |
| Element Weight  |  |                |  |
|   |  |                |  |
| <b>Results of Major Activities:</b> Identify results that need to be accomplished in support of the performance element. A minimum of 3 and a maximum of 6 measurable results must be listed.   |  |                |  |
| <p>The organizational unit's mission, vision, core values, strategies, goals, objectives, plans, and priorities are communicated to employees.</p> <p>The organizational unit's workload is identified, distributed, and balanced among employees.</p> <p>The goals, objectives, priority, and deadlines of work assignments are communicated to employees; and work is reviewed to ensure that the supervisor's instructions on work priorities, methods, deadlines, and quality are met.</p> <p>Leadership, coaching, training, advice, and assistance are provided to employees in selecting and applying appropriate work methods, procedures, and techniques; and in improving individual and organizational unit functions, operations, and products and services.</p> <p>Unit and individual employee work products, accomplishments, problems, progress, and needs (i.e., training, resources, feedback, and decisions) are communicated to the supervisor.</p> |  |                |  |
| <b>Criteria for Evaluation:</b> Supplemental Standards are required for each element and must be defined at Level 3 performance in terms of quality, quantity, timeliness, and/or cost-effectiveness. Attached Generic Performance standards also apply.  |  |                |  |
| <p>The strategic plan, mission, vision, and core values are communicated annually in writing to employees and integrated into the organizational unit's strategies, goals, objectives, work products and services.</p> <p>Work products, methods, priorities, and assignments are well-reasoned, reflect sound analytical thinking, and completed by the established deadlines.</p> <p>Information is communicated to the supervisor weekly on unit and individual employee work products, accomplishments, problems, progress, and needs (training, resources, decisions).</p> <p>Employee work products are reviewed for compliance with established policy and procedures. Both written and oral feedback is provided in timely manner and are clear, specific, and constructive.</p> <p>Contributions to improving individual and organizational unit functions, operations, and work products and services are constructive and appropriate.</p>                   |  |                |  |