



IC Performance Standards

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Background

This document contains the following sections.

- **Occupational Structure** – Primary components of the occupational structure as defined in ICD 652. These components include the Work Categories and Work Levels.
- **Performance Element Model** – Definitions of each performance element and the key work behaviors that comprise each element. These work behaviors are the building blocks of the performance standards.
- **Performance Standards** – A separate set of standards has been defined for the Professional, Supervision/Management, and Technician/Administrative Support Work Categories. Within each of these categories, the performance standards define expectations for each Work Level (i.e., Entry/Developmental, Full Performance, Senior, and Expert). Within each Work Level, standards are anchored at two levels of performance: “Successful” and “Outstanding.”

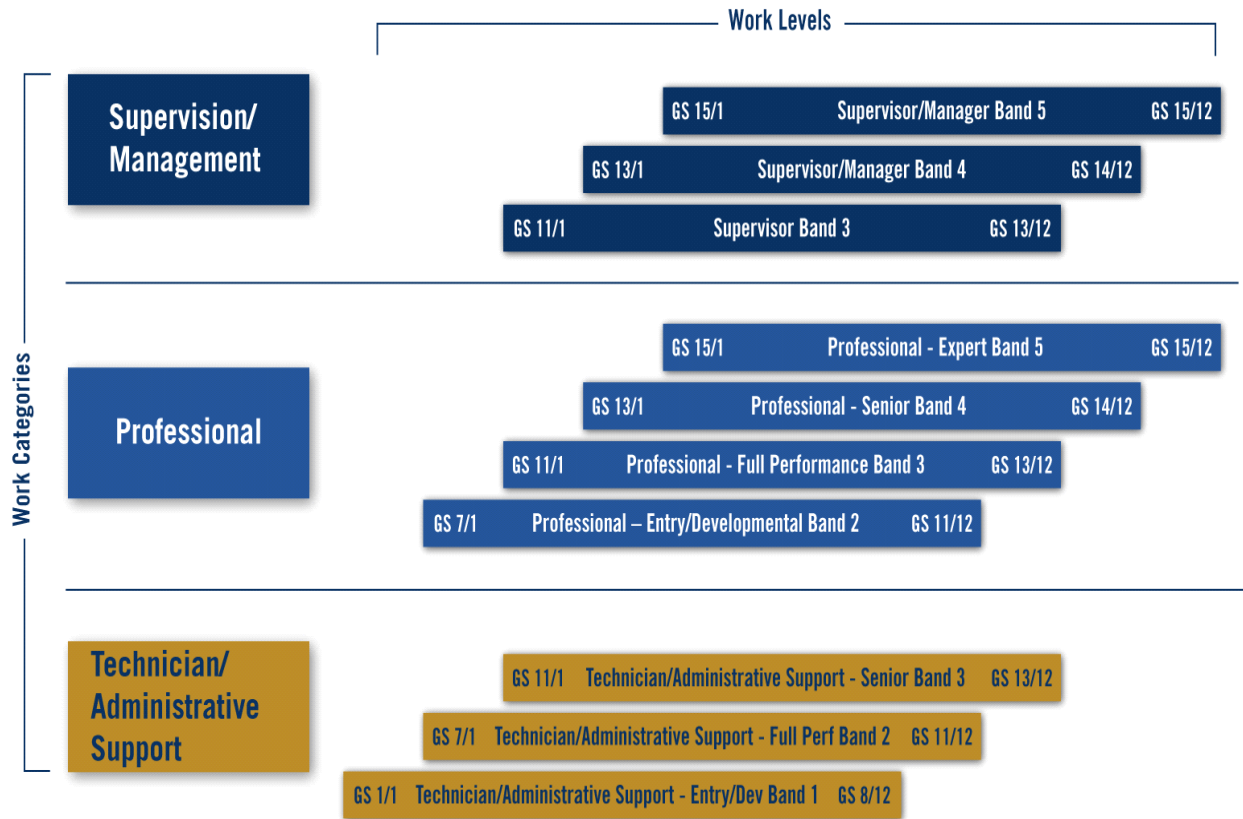
Occupational Structure

Separate performance standards have been defined for the Professional, Supervision/Management, and Technician/Administrative Support Work Categories. Definitions for each of these categories are presented below.

- **Professional** – Positions with duties and responsibilities that primarily involve professional or specialized work that requires the interpretation and application of concepts, theories, and judgment. Some groups in this category may have a positive education requirement (i.e., a requirement for a particular type or level of academic degree). Such work features multiple career progression stages and work levels.
- **Technician/Administrative Support** – Positions with duties and responsibilities that primarily involve support for the operations and functions of a particular type of work or organizational unit. Such support activities are technical or administrative in nature, and qualifications generally are acquired through practical experience, supplemented by on-the-job and/or skills-specific training. Such work tends to have fewer career progression stages and work levels. Positions in this category typically are covered by the Fair Labor Standards Act.
- **Supervision/Management** – Positions with duties and responsibilities that primarily involve planning, directing, and coordinating the operation of units within components, developing and/or executing strategy, formulating and/or implementing policies, overseeing daily operations, and managing material, financial, and/or human resources.

The Work Levels within each of the Work Categories are presented in Figure 1.

Figure 1. Work Levels within each Work Category¹



Work levels are defined as follows in ICD 652:

- **Entry/Developmental.** Work at this level involves acquiring competencies needed to perform successfully at the full performance level through appropriate formal training, actual on-the-job experience, or both, as appropriate for the Professional Work Category.
- **Full Performance.** Work at this level involves independently performing the full range of nonsupervisory duties appropriate for the Professional Work Category. Employees at this level have successfully completed required entry-level training and/or developmental activities, have a full understanding of the technical or specialty field, independently handle situations or assignments with minimal day-to-day instruction or supervision, and receive general guidance and direction on new projects or assignments. Full performance employees exercise independent judgment in selecting and applying appropriate work methods, procedures, techniques, and practices in accomplishing their duties and responsibilities. Actions at this level may have impact beyond the work unit and, as a

¹ Note: Supervisors may be designated at different work levels based on the types of employees supervised and the scope of related functions, responsibilities, and resources. Managers may be designated at different work levels based on the scope of the functions, responsibilities, resources, and interactions. (ICD 652, p. 7).

result, employees at this level typically collaborate internally and externally with their peers.

- **Senior.** Work at this level involves a wide range of complex assignments and non-routine situations that require extensive knowledge and experience in the technical or specialty field as appropriate for the Professional Work Category. Receiving broad objectives and guidelines from the supervisor, senior employees independently handle a wide-range of complex assignments and non-routine situations and exercise independent judgment to identify and take alternative courses of action. Following broad objectives and guidelines, employees act independently to establish priorities and deadlines within expectations established by the supervisor and exercise individual judgment to choose alternative guidelines to complete assignments. Employees may lead and coordinate special projects, teams, tasks, and initiatives and may be required to build and utilize collaborative networks with key contacts within and outside of their immediate organization. Actions at this level are likely to have an impact beyond the employee's immediate organization.
- **Expert.** Work at this level involves an extraordinary degree of specialized knowledge or expertise to perform highly complex and ambiguous assignments that normally require integration and synthesis of a number of unrelated disciplines and disparate concepts. Employees at this level set priorities, goals, and deadlines; and make final determinations on how to plan and accomplish their work. Components rely on employees in this level for the accomplishment of critical mission goals and objectives and as a result, employees may lead the activities of other senior and expert employees, teams, projects, or task forces. Employees in this level create formal networks involving coordination among groups across the IC and other external organizations.

Performance Element Content Models

Professional and Technician/Administrative Support Work Categories

1. **Accountability for Results** – *This performance element measures the extent to which the employee takes responsibility for his or her work, sets and meets priorities, and organizes and utilizes time and resources efficiently and effectively to achieve desired results, consistent with the organization's goals and objectives.*
 - Demonstrates accountability and responsibility for own work.
 - Plans, prioritizes, and balances assignments to ensure timely and effective completion of tasks; makes adjustments as needed to adapt to changing situations.
 - Makes effective and efficient use of time and other available resources.
 - Achieves meaningful results by putting in the necessary time and effort, and following through to ensure quality outcomes that support organizational goals and objectives.

2. **Communication** – *This performance element measures the extent to which an employee is able to comprehend and convey information with and from others in writing, reading, listening, and verbal and non-verbal action. Employees are expected to use a variety of media in communicating and making presentations appropriate to the audience.*
 - Actively attends and appropriately responds to written, verbal, and non-verbal forms of communication.
 - Writes in an accurate, clear, concise, and well-organized manner.
 - Orally communicates in an accurate, clear, concise, and well-organized manner.
 - Tailors communication (e.g., language, tone, level of specificity) to the audience's level of understanding, using a variety of media as appropriate.

3. **Critical Thinking** – *This performance element measures an employee's ability to use logic, analysis, synthesis, creativity, judgment, and systematic approaches to gather, evaluate, and use multiple sources of information to inform decisions and outcomes.*
 - Gathers information or data that is necessary and appropriate for identifying or addressing issues and problems.
 - Analyzes and integrates relevant information or data to draw sound and logical conclusions.
 - Identifies and evaluates alternative solutions, courses of action, and strategies to address issues and problems.
 - Makes sound and timely decisions or recommendations.

- 4. Engagement and Collaboration** – *This performance element measures the extent to which the employee is able to recognize, value, build, and leverage collaborative and constructive networks of diverse coworkers, peers, customers, stakeholders, and teams within an organization and/or across the IC to share knowledge and achieve results.*
- Builds collaborative and constructive relationships that facilitate working across boundaries, groups, or organizations.
 - Recognizes responsibility to provide information to others and appropriately shares information and knowledge to achieve desired goals.
 - Seeks out and integrates diverse perspectives from coworkers, peers, customers, stakeholders, and teams within an organization and/or across the IC.
- 5. Personal Leadership and Integrity** – *This performance element measures the extent to which the employee is able to demonstrate personal initiative and innovation and to demonstrate honesty, integrity, openness, and respect in dealings with coworkers, peers, customers, stakeholders, teams, and collaborative networks across the IC. IC employees are also expected to demonstrate core organizational and IC values, including selfless service, a commitment to excellence, and the courage and conviction to express their professional views.*
- Takes initiative and/or uses innovation to identify and understand emerging issues relevant to assignments and adapts products and services.
 - Demonstrates integrity, honesty, openness, and respect in dealings with coworkers, peers, customers, stakeholders, teams, and others across the IC.
 - Demonstrates an appreciation for the value of diversity.
 - Demonstrates core organizational and IC values, including selfless service, a commitment to excellence, and the courage and conviction to express one's professional views when representing one's self, unit, or agency.
- 6. Technical Expertise** – *This performance element measures an employee's ability to acquire and apply knowledge, subject matter expertise, tradecraft, and/or technical competency necessary to achieve results.*
- Demonstrates and applies relevant and appropriate knowledge, subject matter expertise, tradecraft, and/or technical competency to achieve work objectives and outcomes.
 - Stays up-to-date in professional/technical specialties by acquiring, developing, and maintaining relevant knowledge and skills.
 - Solicits, listens to, and acts on constructive feedback to enhance technical or professional skills.

Supervision/Management Work Category

- 1. Accountability for Results** – *This performance element measures the extent to which the employee takes responsibility for his or her work, sets and meets priorities, and organizes and utilizes time and resources efficiently and effectively to achieve desired results, consistent with their organization’s goals and objectives. In addition, IC supervisors are expected to use these same skills to accept responsibility for and achieve results through the actions and contributions of their subordinates and their organization as a whole.*

 - Demonstrates accountability and responsibility for own work and the work of others.
 - Plans, prioritizes, and balances assignments or projects to ensure timely and effective completion of tasks; makes adjustments as needed to adapt to changing situations.
 - Makes effective and efficient use of time and other available resources.
 - Achieves meaningful results by putting in the necessary time and effort, and following through to ensure quality outcomes through own work and the actions and contributions of subordinates and the organization as a whole.

- 2. Communication** – *This performance element measures the extent to which an employee is able to comprehend and convey information with and from others in writing, reading, listening, and verbal and non-verbal action. In addition, IC supervisors are expected to use effective communication skills to build cohesive work teams, develop individual skills, and improve performance.*

 - Actively attends and appropriately responds to written, verbal, and non-verbal forms of communication.
 - Writes in an accurate, clear, concise, and well-organized manner.
 - Orally communicates in an accurate, clear, concise, well-organized, and timely manner.
 - Tailors communication (e.g., language, tone, level of specificity) to the audience’s level of understanding, using a variety of media as appropriate.
 - Uses effective communication skills to build cohesive work teams, develop individual skills, and improve performance.

- 3. Critical Thinking** – *This performance element measures an employee’s ability to use logic, analysis, synthesis, creativity, judgment, and systematic approaches to gather, evaluate, and use multiple sources of information to inform decisions and outcomes. In addition, IC supervisors are expected to establish a work environment where employees feel free to engage in open, candid exchanges of information and diverse points of view.*

 - Gathers information or data that is necessary and appropriate for identifying or addressing issues and problems.
 - Analyzes and integrates relevant information or data to draw sound and logical conclusions.
 - Identifies and evaluates alternative solutions, courses of action, and strategies to address issues and problems.

- Makes sound and timely decisions or recommendations.
- Establishes a work environment where employees feel free to engage in open, candid exchanges of information and diverse points of view.

4. Engagement and Collaboration – *This performance element measures the extent to which the employee is able to recognize, value, build, and leverage collaborative and constructive networks of diverse coworkers, peers, customers, stakeholders, and teams within an organization and/or across the IC to share knowledge and achieve results. In addition, IC supervisors are expected to create an environment that promotes engagement, collaboration, integration, and the sharing of information and knowledge.*

- Builds effective, collegial relationships that facilitate working across boundaries, groups, or organizations.
- Recognizes responsibility to provide information to others and appropriately shares information and knowledge to achieve desired goals.
- Leverages diversity by seeking out and integrating diverse perspectives from subordinates, coworkers, peers, customers, stakeholders, and teams within an organization and/or across the IC.
- Creates an environment that promotes engagement, integration, and knowledge sharing.

5. Leadership and Integrity – *This performance element measures the extent to which the employee is able to demonstrate personal initiative and innovation and to demonstrate honesty, integrity, openness, and respect in dealings with coworkers, peers, customers, stakeholders, teams, and collaborative networks across the IC. Leaders are expected to achieve organizational goals and objectives through effective leadership, creating a shared vision and mission, and mobilizing employees in support of their objectives. Leaders are also expected to demonstrate core organizational and IC values, including selfless service, a commitment to excellence, and the courage and conviction to express their professional views. In addition, they must establish and promote equal opportunity and collaboration and reward and recognize individual and team accomplishments.*

- Takes initiative and/or uses innovation to identify and understand emerging issues relevant to assignments and adapts products and services.
- Demonstrates integrity, honesty, openness, and respect in dealings with subordinates, coworkers, peers, customers, stakeholders, teams, and others across the IC.
- Demonstrates and advances core organizational and IC values, including selfless service, a commitment to excellence, and the courage and conviction to express one's professional views when representing one's self, unit, or agency.
- Creates a shared vision and mission within one's organization and mobilizes employees, stakeholders, and collaborative networks in support of organizational objectives.
- Establishes a work environment and organizational culture that values and promotes equal opportunity, diversity (of both persons and points of view), critical thinking, collaboration, and information sharing.

- Recognizes and rewards individual excellence, enterprise focus, innovation, and collaborative action.

6. Management Proficiency – *This performance element measures an employee’s technical proficiency as it relates to his or her mission area and to his or her role as supervisor or manager. Expertise is acquired through a combination of education, training, and experience. Leaders and managers are expected to leverage their skills in planning for, acquiring, organizing, integrating, developing, and prioritizing human, financial, material, information, and other resources to accomplish objectives. Managers are expected to focus on the development and productivity of their subordinates by setting clear expectations and objectives, providing ongoing coaching and feedback, evaluating contributions, and linking performance ratings and rewards to accomplishments.*

- Demonstrates and applies relevant and appropriate knowledge, subject matter expertise, tradecraft, leadership, and managerial competency to achieve work objectives and outcomes.
- Stays up-to-date by acquiring, developing, and maintaining relevant and appropriate knowledge and skills.
- Solicits, listens to, and acts on constructive feedback to enhance leadership and managerial knowledge and skills.
- Plans for, acquires, organizes, integrates, develops, and prioritizes the human, financial, material, information, and other resources to accomplish the organization’s mission and objectives.
- Sets clear performance objectives and provides ongoing coaching and feedback.
- Accurately and fairly evaluates individual employee’s contributions to organizational results and links rewards to the accomplishment of those results.

Example Indicators of “Outstanding” Performance

- Demonstrates ability to interact effectively with a wide range of individuals under varying circumstances in a manner that far exceeds expectations.
- Proactively strives to improve work unit and organizational performance through innovative methods.
- Demonstrates unusual creativity – comes up with new products, services, or work products that break new ground and/or greatly improve the organization’s reputation, effectiveness, or efficiency.
- Outcomes have broad and significant impact beyond what would ordinarily be expected for his/her band.
- Generally performs at a level more consistent with the band above his or her current level.
- Operates more independently than would be expected at his/her band level.
- Is proactive rather than reactive: anticipates obstacles and actively plans to overcome them; persists in overcoming obstacles or solving problems when others typically give up.
- Achieves outcomes and results that are far superior in quality and depth to what would be expected ordinarily at the individual’s band level; work quality is recognized by peers and customers for excellence; work submitted for review requires few, if any, substantive revisions.
- Serves as a model performer for peers; is sought out by others for advice and guidance and to handle highly visible, difficult, sensitive, complex, or ambiguous tasks.
- Seeks out new responsibilities and assignments outside immediate area of responsibility, leading to additional contributions to the work unit or organization at large.
- Puts forth extra effort to accomplish work assignments in the most efficient and effective manner possible – even when demands are very heavy and it is personally inconvenient.
- Productivity is above what would be expected normally for the individual’s band level.
- Continually strives to improve his or her performance by seeking feedback and through self-directed learning opportunities.
- Demonstrates ability to handle more complex, subtle, or unusual problems than would be expected for his/her pay band.
- Demonstrates a higher level of knowledge and skill than what would be expected for his/her band.
- Recognizes patterns and trends in information or data and pulls together seemingly disparate pieces of information to develop new insights or solve problems.

Performance Standards

Professional Work Category –Entry/Developmental Band 2

Performance Standards for Entry/Developmental Band 2 Employees in Professional Work Category

Accountability for Results		
Successful		Outstanding
<ul style="list-style-type: none"> • Accepts responsibility for own actions, whether or not they are successful. • Adheres to schedules and, with guidance, organizes and prioritizes own tasks to complete assignments in a timely and effective manner, making adjustments as needed. • With guidance, gains a basic understanding of available resources and the process for acquiring the resources needed to accomplish own work; uses time and resources in an efficient manner. • Takes action to achieve meaningful results in support of organizational goals and objectives. 		<ul style="list-style-type: none"> • Proactively takes responsibility for own actions, even when faced with challenges or criticism. • Puts forth effort to overcome obstacles and accomplish assignments; takes appropriate initiative to make adjustments to plans, goals, and priorities to meet deadlines. • Takes initiative to expand knowledge of available resources and the process for acquiring them; makes meaningful suggestions for increasing efficiency in the use of resources. • Consistently takes action to achieve outcomes and results that are superior in quality, quantity, and/or impact to what would ordinarily be expected at this level.
Communication		
Successful		Outstanding
<ul style="list-style-type: none"> • Interprets and appropriately responds to written, verbal, and non-verbal communications. • With guidance, prepares routine written materials that are clear, organized, concise, in the correct format, and that contain proper spelling and grammar. • With guidance, communicates clearly and concisely, conveying ideas and information in an organized, logical fashion; responds to routine questions in a timely, accurate, and courteous manner. • With guidance, effectively adjusts communications for audience level of understanding; uses appropriate media in communications. 		<ul style="list-style-type: none"> • Effectively recognizes even subtle written, verbal, and nonverbal cues and responds appropriately. • Incorporates feedback to produce written materials that exceed expectations for organization, clarity, and quality. • Explains complicated information in a manner that is easy to understand; responds to difficult questions in a timely, accurate, concise, and courteous manner. • Tailors communications to meet audience needs and enhance their understanding.
Critical Thinking		
Successful		Outstanding
<ul style="list-style-type: none"> • With guidance, gains a basic understanding of straightforward situations or problems and collects information from routine sources. • With guidance, evaluates, analyzes, and integrates basic data/information to identify issues or trends and to draw reasonable, logical conclusions for straightforward problems. • With guidance, applies well-defined and established strategies and/or procedures to effectively solve straightforward problems. • With guidance, makes sound and timely decisions in well-defined, low-risk situations affecting own work. 		<ul style="list-style-type: none"> • Takes initiative to identify additional sources of information from non-routine sources for a more comprehensive understanding of issues and problems. • Independently evaluates, analyzes, and integrates basic data/information to identify issues or trends and to draw reasonable, logical conclusions for a variety of problems. • Suggests alternative solutions when the original course of action will not work. • Makes sound, timely, and effective decisions with minimal guidance.

Performance Standards for Entry/Developmental Band 2 Employees in Professional Work Category

Engagement and Collaboration

Successful		Outstanding
<ul style="list-style-type: none"> • Interacts collaboratively and demonstrates flexibility within own work unit to accomplish shared unit goals; willingly assists others. • Recognizes responsibility to provide information and willingly shares knowledge, skills, and lessons learned in own work unit. • Considers diverse perspectives from coworkers, peers, customers/partners and stakeholders within or who interact directly with own work unit. 		<ul style="list-style-type: none"> • Builds effective partnerships that contribute to work unit outcomes; seeks opportunities to assist others. • Seeks opportunities to share relevant knowledge and skills with others. • Actively seeks diverse perspectives from coworkers, peers, customers/partners and stakeholders and uses this information to enhance own work.

Personal Leadership and Integrity

Successful		Outstanding
<ul style="list-style-type: none"> • Demonstrates awareness of factors relevant to own work and, with guidance, adapts products and services as needed. • Treats everyone fairly, honestly, and respectfully. • Shows respect for diversity in the workplace by demonstrating inclusiveness and sensitivity to individual differences. • Demonstrates professional behavior and good judgment in routine interactions with others; behavior consistently reflects organizational and IC values, including selfless service, a commitment to excellence, and the courage and conviction to express own professional view. 		<ul style="list-style-type: none"> • Demonstrates a more complete understanding of factors relevant to work unit assignments; proposes innovative ideas for improving products and services. • Actively seeks and considers the perspectives, needs, and concerns of others and adjusts own interpersonal style accordingly. • Serves as a role model of respectful and inclusive behavior to others. • Demonstrates a high degree of composure in interactions with others, even in challenging and sensitive situations.

Technical Expertise

Successful		Outstanding
<ul style="list-style-type: none"> • Participates in developmental opportunities to acquire or enhance professional knowledge, tradecraft, and subject matter expertise. • Demonstrates progress in applying basic professional knowledge, tradecraft, and subject matter expertise to perform straightforward work activities with guidance. • Responds appropriately to feedback. • Uses acquired knowledge and skills to continually improve own performance. 		<ul style="list-style-type: none"> • Takes initiative to expand or enhance professional knowledge, tradecraft, and subject matter expertise. • Applies professional knowledge, tradecraft, and subject matter expertise to perform more advanced tasks with minimal supervision. • Seeks and responds appropriately to feedback. • Applies new approaches to perform more advanced and difficult tasks.

Professional Work Category – Full Performance Band 3

Performance Standards for Full Performance Band 3 Employees in Professional Work Category		
Accountability for Results		
Successful		Outstanding
<ul style="list-style-type: none"> • Takes responsibility for own actions, whether or not they are successful. • Plans, organizes, and prioritizes own work activities to complete assignments in a timely and effective manner and makes adjustments to respond to changing situations, demands, or obstacles. • Identifies and advocates for resources necessary to support and contribute to mission requirements; uses time and resources in an efficient and effective manner. • Takes action to achieve meaningful results in support of organizational goals and objectives; ensures work adheres to applicable authorities, standards, policies, procedures, and guidelines. 		<ul style="list-style-type: none"> • Takes responsibility for own actions and work unit outcomes, even in the face of significant criticism or challenges; proactively seeks to resolve issues. • Persists in overcoming obstacles to accomplish assignments; rapidly adjusts plans, goals, and priorities to meet deadlines. • Anticipates changes in workload requirements and advocates for resources well in advance of when they are needed; suggests flexible and innovative approaches to stretch limited resources. • Consistently takes action to achieve outcomes and results that are superior in quality, quantity, and/or impact to what would ordinarily be expected at this level.
Communication		
Successful		Outstanding
<ul style="list-style-type: none"> • Interprets and appropriately responds to written, verbal, and non-verbal communications. • Prepares routine and complex written materials that are clear, concise, organized, in the correct format, and that contain proper spelling and grammar. • Communicates clearly and concisely, conveying ideas and information in an organized and logical fashion; responds to a range of questions in a timely, accurate, concise, and courteous manner. • Effectively tailors communications for audience level of understanding; uses a variety of media in communicating to facilitate audience understanding. 		<ul style="list-style-type: none"> • Adeptly reads interpersonal interactions and nonverbal cues and adjusts own style or behavior to more effectively communicate with others. • Rapidly adapts to feedback to produce written materials that exceed expectations for organization, clarity, and quality. • Shows exceptional skill in presenting complex information; effectively conveys information in a variety of situations, explaining main ideas and subordinate points clearly and concisely; deftly handles questions and challenges. • Shows exceptional skill in tailoring communications to fully meet audience needs and maximize their understanding.

Performance Standards for Full Performance Band 3 Employees in Professional Work Category		
Critical Thinking		
Successful		Outstanding
<ul style="list-style-type: none"> • Gains a thorough understanding of moderately complex situations or problems by identifying key issues and assumptions and collecting accurate, relevant, and complete information. • Evaluates, analyzes, and integrates moderately complex data/information to identify issues, trends, and relationships and draw reasonable, logical conclusions. • Applies effective solutions, strategies, and/or procedures to solve moderately complex problems that directly impact immediate work environment. • Makes sound and timely recommendations or decisions for dealing with moderately complex issues. 		<ul style="list-style-type: none"> • Takes initiative to identify additional sources of information from non-routine or nontraditional sources for a more comprehensive understanding of issues and problems. • Evaluates, analyzes, and integrates complex data/information to identify issues, trends, and relationships and draw reasonable conclusions for ambiguous or ill-defined problems. • Identifies potential future problems that may directly impact the work environment and recommends solutions and alternative courses of action. • Makes sound and timely recommendations or decisions, even in stressful, ambiguous, or sensitive situations.
Engagement and Collaboration		
Successful		Outstanding
<ul style="list-style-type: none"> • Contributes to achieving work unit goals by working collaboratively and building effective partnerships across units; readily provides assistance to others when needed. • Demonstrates awareness of responsibility to provide information and actively seeks opportunities to share knowledge, skills, and lessons learned within and beyond own work unit. • Actively seeks diverse perspectives from coworkers, peers, customers/partners and stakeholders, who are in or interact directly with own work unit. 		<ul style="list-style-type: none"> • Develops relationships with a wide range of individuals across the organization; demonstrates exceptional skill in building and maintaining these relationships. • Seeks opportunities to increase knowledge and skill transfer within and beyond own work unit; encourages and promotes knowledge and skill sharing by mentoring others and/or developing informal knowledge-sharing channels. • Promotes the communication of diverse perspectives within and beyond own work unit.

Performance Standards for Full Performance Band 3 Employees in Professional Work Category		
Personal Leadership and Integrity		
Successful		Outstanding
<ul style="list-style-type: none"> • Takes initiative and puts forth effort needed to interpret emerging issues that affect work unit assignments and, with minimal guidance, develops innovative solutions for adapting products and services as needed. • Treats everyone fairly, honestly, and respectfully, thereby contributing to a positive team atmosphere that fosters cooperation, trust, and inclusion. • Shows respect for diversity in the workplace by demonstrating inclusiveness and sensitivity to individual differences. • Demonstrates a high degree of professional behavior, composure, and sound judgment when representing self or unit; behavior consistently reflects organizational and IC values, including selfless service, a commitment to excellence, and the courage and conviction to express own professional view. 		<ul style="list-style-type: none"> • Consistently puts forth effort needed to excel in understanding and solving moderately complex and challenging issues; proposes highly innovative ideas to ensure quality of products and services. • Actively seeks and consistently considers the perspectives, needs, and concerns of others; uses this information to tailor own behavior to work more effectively with others across situations and to foster a team environment. • Serves as a role model of respectful and inclusive behavior to others. • Demonstrates exceptional professionalism, composure, and sound judgment and promotes a positive image of the work unit and organization to internal and/or external parties, even in challenging and sensitive situations.
Technical Expertise		
Successful		Outstanding
<ul style="list-style-type: none"> • Participates in professional development activities in order to expand professional knowledge, tradecraft, and subject matter expertise. • With minimal guidance, develops, maintains, and applies professional knowledge, tradecraft, and subject matter expertise to perform assigned work activities. • Seeks and responds appropriately to feedback. • Stays current in professional/ technical area of expertise and uses this knowledge and skill to improve own performance. 		<ul style="list-style-type: none"> • Proactively seeks new opportunities for self-development of professional knowledge, tradecraft, and subject matter expertise. • Applies depth and breadth of professional knowledge, tradecraft, and subject matter expertise to perform well on complex and varied assignments. • Seeks feedback and uses it to improve own and work unit performance. • Applies new approaches to perform ambiguous and complex tasks.

Professional Work Category – Senior Band 4

Performance Standards for Senior Band 4 Employees in Professional Work Category

Accountability for Results		
Successful		Outstanding
<ul style="list-style-type: none"> • Takes responsibility for own actions and work unit outcomes, whether or not they are successful; where appropriate, acknowledges accomplishments of others. • Coordinates work across assigned projects or programs, effectively balancing competing work demands to achieve timely and positive outcomes; makes adjustments to plans, priorities, and timelines to respond to changing situations, demands, or obstacles. • Identifies and effectively advocates for the resources necessary to support and contribute to mission requirements; uses time and resources in an efficient and effective manner. • Coordinates projects across multiple work units and ensures that meaningful results in support of organizational goals and objectives are achieved; ensures work adheres to applicable authorities, standards, policies, procedures, and guidelines. 		<ul style="list-style-type: none"> • Takes responsibility for own and work unit actions and outcomes, even in the face of significant criticism or challenges; proactively seeks to resolve complex issues. • Persists in overcoming obstacles to accomplish assignments; monitors the execution of plans and schedules that have high organizational impact; rapidly makes adjustments to plans, goals, and priorities in complex and difficult situations to meet deadlines. • Anticipates changes in workload requirements and advocates for resources well in advance of when they are needed; develops and implements flexible and innovative approaches to stretch limited resources, resulting in greater contributions to the organization. • Consistently takes action to achieve outcomes and results that are superior in quality, quantity, and/or impact to what would ordinarily be expected at this level.
Communication		
Successful		Outstanding
<ul style="list-style-type: none"> • Interprets and appropriately responds to written, verbal, and non-verbal communications. • Prepares a variety of written materials that are clear, concise, organized, accurate, and in the correct format; reviews and/or edits written materials to ensure they meet expectations for organization, clarity, and accuracy; provides effective guidance to others when reviewing and editing written materials. • Communicates complex concepts and issues clearly and effectively in an accurate, confident, and compelling manner, conveying ideas and information in an organized, logical fashion; responds to a range of questions in a timely, accurate, concise, and courteous manner. • Recognizes potential implications of communications and tailors communications to audience needs and level of understanding; uses a variety of media in communicating to facilitate audience understanding. 		<ul style="list-style-type: none"> • Adeptly reads interpersonal interactions and nonverbal cues, and adjusts own style or behavior to more effectively communicate with others. • Produces written communications that are of exceptional quality; provides insightful guidance to others when reviewing and editing written materials. • Shows exceptional skill in presenting complex information orally; deftly handles questions and challenges; presentations are notable for clarity and depth of information and analysis, even with highly complex or unusual topics; presentations are used as examples for others to follow. • Shows exceptional skill in tailoring communications to fully meet audience needs and maximize their understanding; takes other perspectives into account, even when addressing controversial topics.

Performance Standards for Senior Band 4 Employees in Professional Work Category		
Critical Thinking		
Successful		Outstanding
<ul style="list-style-type: none"> • Gains a complete understanding of complex situations or problems that impact the organization by identifying key issues and assumptions and collecting accurate and relevant data from traditional and non-traditional sources. • Efficiently and effectively evaluates, analyzes, and integrates complex data/information to identify issues, relationships, and emerging trends and draw reasonable, logical conclusions. • Develops and applies the most appropriate solutions, strategies, and/or procedures to effectively solve difficult or complex problems or issues that impact the organization. • Makes sound and timely recommendations or decisions in a variety of complex situations by considering the costs, risks, and benefits and choosing courses of action in which the benefits outweigh the risks. 		<ul style="list-style-type: none"> • Takes initiative and displays exceptional persistence in finding critical, yet hard-to-obtain information. • Evaluates, analyzes, and integrates data/information to identify creative and workable solutions for very difficult and ambiguous problems; draws on evaluations and interpretations to form sound conclusions and identify reasonable, logical solutions. • Evaluates the impact of events outside own organization and uses this information to develop alternative strategies or processes. • Makes sound and timely recommendations or decisions when circumstances are stressful, sensitive, highly ambiguous, or complete information is not available; considers future consequences of alternatives.
Engagement and Collaboration		
Successful		Outstanding
<ul style="list-style-type: none"> • Contributes to achieving work unit and organizational objectives by working cooperatively and building and maintaining effective partnerships internal and external to the organization; recognizes when others need assistance and provides support to achieve organizational goals. • Engages in open communication and information sharing with other work units or organizations to ensure that others have the information necessary to accomplish their goals. • Actively seeks diverse perspectives from coworkers, peers, customers/partners and stakeholders internal and external to the organization. 		<ul style="list-style-type: none"> • Demonstrates exceptional skill in building and maintaining a broad range of professional relationships within and beyond own organization; leverages professional networks to make greater contributions to the mission. • Promotes open, candid, and regular exchanges and sharing of information within and outside of own organization; facilitates exchanges of information that increase contributions to the mission. • Promotes the communication of diverse perspectives within and among work units and organizations as a means for developing deeper and more innovative insights to address issues and problems.

Performance Standards for Senior Band 4 Employees in Professional Work Category		
Personal Leadership and Integrity		
Successful		Outstanding
<ul style="list-style-type: none"> • Takes initiative and puts forth effort needed to identify and interpret how emerging issues will affect assignments within and across units; coordinates and ensures the appropriate adaptation of products and services as needed. • Treats everyone fairly, honestly, and respectfully; creates a positive team atmosphere that fosters cooperation, trust, and inclusion by modeling and encouraging this behavior in others. • Shows respect for diversity in the workplace by demonstrating inclusiveness and sensitivity to individual differences. • Demonstrates a high degree of professional behavior, composure, and sound judgment when representing self, unit, or organization, promoting a positive image to internal and external parties and consistently reflecting organizational and IC values, including selfless service, a commitment to excellence, and the courage and conviction to express own professional view. 		<ul style="list-style-type: none"> • Consistently seeks opportunities to learn about emerging issues; develops highly innovative and integrative ideas for coordinating the adaptation of products and services. • Proactively solicits ideas to gain an understanding of the priorities, needs, and concerns of others and address them as appropriate; tailors own behavior to work more effectively with others and to foster a team environment even in difficult situations. • Serves as a role model of respectful and inclusive behavior and encourages others to do the same. • Consistently demonstrates exceptionally sound judgment, professionalism, and composure, even in highly challenging or sensitive situations; exemplifies a strong commitment to IC values and strives to promote a positive image of the IC.
Technical Expertise		
Successful		Outstanding
<ul style="list-style-type: none"> • Seeks feedback and participates in challenging professional development activities to continually develop professional knowledge, tradecraft, and subject matter expertise; applies lessons learned to improve work unit and organizational performance. • Applies depth and breadth of professional knowledge, tradecraft, and subject matter expertise to perform a wide range of complex assignments that impact own organization. • Stays current in professional/ technical area of expertise, and uses this knowledge and skill to improve own, work unit, and organizational performance. 		<ul style="list-style-type: none"> • Proactively seeks new opportunities and feedback to continually develop and expand professional knowledge, tradecraft, and subject matter expertise; applies lessons learned to significantly improve work unit and organizational performance. • Applies depth and breadth of knowledge, tradecraft, and subject matter expertise to perform exceptionally well on the full range of complex or varied assignments that impact the reputation, effectiveness, or efficiency within and beyond own organization. • Translates new developments in own technical field into concrete advances that significantly improve the work unit and organization performance.

Professional Work Category – Expert Band 5

Performance Standards for Expert Band 5 Employees in Professional Work Category

Accountability for Results	
Successful	Outstanding
<ul style="list-style-type: none"> • Takes responsibility for own actions and organizational outcomes, whether or not they are successful; takes responsibility for organizational results; where appropriate, acknowledges accomplishments of others. • Coordinates work across assigned projects, programs, or units, effectively balancing competing work demands to achieve timely and positive outcomes; makes adjustments to plans, priorities, and schedules to respond to changing situations, demands, or obstacles. • Identifies and effectively advocates for the resources necessary to support and contribute to mission requirements; actively contributes to resource planning efforts and competently defends resource requirements; uses time and resources in an efficient and effective manner. • Coordinates projects across multiple work units and organizations and ensures that meaningful results in support of organizational goals and objectives are achieved; ensures work adheres to applicable authorities, standards, policies, procedures, and guidelines. 	<ul style="list-style-type: none"> • Takes responsibility for own, work unit, and organization actions and outcomes, even in the face of significant criticism or challenges; proactively seeks to resolve issues; actively promotes and communicates the accomplishments of others. • Persists in overcoming obstacles to accomplish assignments; monitors the execution of very complex or sophisticated plans and schedules that have high organizational impact; makes adjustments to plans, goals, and priorities in complex and fluid situations to achieve optimal outcomes. • Anticipates changes in workload requirements and advocates for resources well in advance of when they are needed; balances competing resource requirements to ensure alignment with mission objectives; develops and implements flexible and innovative approaches to stretch limited resources, resulting in greater contributions to the organization. • Consistently takes action to achieve outcomes and results that are superior in quality, quantity, and/or impact to what would ordinarily be expected at this level.
Communication	
Successful	Outstanding
<ul style="list-style-type: none"> • Interprets and appropriately responds to written, verbal, and non-verbal communications. • Consistently prepares, reviews, and/or edits complex written materials, properly emphasizing key issues and considering potential implications; ensures written materials are thorough, logical, concise, complete, accurate, consistent, and organized; provides effective guidance to others. • Communicates complex, controversial, and sensitive concepts and issues clearly and effectively in an accurate, confident, and compelling manner, conveying ideas and information in an organized, logical fashion; responds to a range of questions in a timely, accurate, concise, and courteous manner. • Recognizes potential implications of communications and tailors communications to a wide range of audience needs and level of understanding; uses a variety of media in communicating to facilitate audience understanding. 	<ul style="list-style-type: none"> • Adeptly reads interpersonal interactions and nonverbal cues and adjusts own behavior to more effectively communicate with others. • Produces written materials that are of superior quality; delivers exceptional guidance when reviewing that improves the quality of the materials. • Shows exceptional skill in presenting even the most complex information orally; presentations are notable for clarity and depth of information and analysis, even with highly complex or unusual topics; anticipates potential issues, and communicates persuasively to make his/her points; deftly handles questions and challenges; presentations are used as examples for others to follow. • Shows exceptional skill in tailoring communications to fully meet audience needs and maximize their understanding across the organization; takes other perspectives into account, even when addressing controversial topics.

Performance Standards for Expert Band 5 Employees in Professional Work Category

Critical Thinking

Successful

- Gains a complete understanding of a variety of highly-complex or high-visibility issues that impact the work unit and organization; places issues in a larger context by identifying key issues and assumptions and collecting accurate and relevant data; identifies sources for specialized or uncommon data.
- Expertly evaluates, analyzes, and integrates highly complex data/information to detect issues, relationships, emerging trends, and/or opportunities for action; draws reasonable, logical conclusions.
- Develops and applies creative and insightful solutions to highly complex or visible problems/issues that impact the organization and IC; develops effective strategies to address problems associated with new and emerging issues.
- Makes timely and logical recommendations or decisions in highly complex, difficult, high pressure, and/or ill-defined situations by considering the costs, risks, and benefits and choosing courses of action in which the benefits outweigh the risks.

Outstanding

- Focuses on the most critical information needed to define and understand issues; takes initiative and displays exceptional persistence in finding critical, yet hard-to-obtain information.
- Identifies significant connections between seemingly unrelated pieces of data/information to draw innovative conclusions or to resolve the most difficult or ambiguous problems; draws on evaluations and interpretations to form sound conclusions and identify reasonable, logical solutions.
- Takes the initiative to resolve problems of particular difficulty, sensitivity, or strategic importance in order to maximize contributions to the organization and IC; evaluates the impact of outside events and uses this information to develop alternative strategies or processes.
- Makes decisions or recommendations in the most sensitive, difficult, and ambiguous situations and consistently offers sound counsel, effectively balancing costs, benefits, and future consequences.

Engagement and Collaboration

Successful

- Contributes to achieving organizational objectives by modeling collaboration and building effective partnerships internal and external to the IC; recognizes when others need assistance and provides support to achieve organizational or cross-organizational goals.
- Consistently models open, direct, candid, and regular exchanges of information within and outside of the organization; establishes communication processes that ensure work activities are well-integrated across organizations; clearly articulates and promotes the importance and the value of information, skills, and knowledge sharing; encourages sharing of knowledge, skills, and lessons learned within and across work units and organizations.
- Actively seeks diverse perspectives from coworkers, peers, customers/partners, and stakeholders internal and external to the IC; integrates these perspectives to develop new and deeper insights on issues of interest.

Outstanding

- Demonstrates exceptional skill in building and maintaining professional relationships internal and external to the IC; leverages extensive professional networks to maximize contributions to the mission.
- Actively works to ensure the continuous transfer of knowledge and skills across the organization, IC, and externally by serving as a resource or initiating and overseeing the development of knowledge-sharing and collaboration systems.
- Promotes the communication of diverse perspectives within and beyond the IC; fosters a climate in the organization reinforcing the value of trust, respect, and diverse perspectives; champions respect for and value of individual differences and diversity, resulting in greater information sharing.

Performance Standards for Expert Band 5 Employees in Professional Work Category		
Personal Leadership and Integrity		
Successful		Outstanding
<ul style="list-style-type: none"> • Takes initiative and puts forth the effort needed to understand difficult, challenging, and ambiguous issues that affect the organization and IC; proposes and implements innovative programs and initiatives designed to improve products and services. • Treats everyone fairly, honestly, and respectfully; creates a positive team atmosphere that fosters cooperation, trust, and inclusion by modeling and encouraging this behavior in others. • Shows respect for diversity in the workplace by demonstrating inclusiveness and sensitivity to individual differences. • Represents self, unit, or organization in a manner that enhances its image and reputation through his/her judgment, professionalism, composure, credibility, preparation, and commitment, even in challenging or sensitive situations, thus promoting the IC image and core values, including selfless service, a commitment to excellence, and the courage and conviction to express own professional view. 		<ul style="list-style-type: none"> • Consistently seeks opportunities to learn about emerging issues; excels at understanding and developing solutions for highly complex, high stakes issues across the organization and IC; champions the implementation of improved products and services throughout the IC. • Proactively solicits ideas to gain an understanding of the priorities, needs, and concerns of others internal and external to the IC and address them as appropriate; tailors own behavior to work more effectively with others and to foster a team environment, even in difficult situations. • Serves as a role model of respectful and inclusive behavior and encourages others to do the same. • Consistently sets an example of excellence as a representative of the organization or IC; is called upon to handle the most difficult, politically sensitive, or highly visible situations in a manner embodying exceptional professionalism, composure, judgment, and demonstration of the IC core values.
Technical Expertise		
Successful		Outstanding
<ul style="list-style-type: none"> • Develops, maintains, and applies expert-level professional knowledge, tradecraft, and subject matter expertise to perform a full range of highly complex work activities; applies expertise to improve own and organizational performance; serves as recognized authority in area of expertise within the IC. • Continually seeks information and feedback to enhance technical and professional competencies; identifies and pursues challenging development opportunities and applies lessons learned to improve the organization and IC. • Stays current in professional/ technical area of expertise and uses this knowledge and skill to improve own, work unit, organizational, and/or IC performance. 		<ul style="list-style-type: none"> • Serves and is consulted as a recognized authority within and beyond the IC for depth and breadth of professional knowledge, tradecraft, and subject matter expertise; applies expertise to handle the most complex and difficult assignments. • Proactively identifies new methods of obtaining information and organizational feedback that lead to concrete improvements that have a broad organizational and community impact. • Translates new developments in own technical field into concrete advances that have a broad organizational and community impact.

Technician/Administrative Support Work Category – Entry/Developmental Band 1

Performance Standards for Entry/Developmental Band 1 Employees in Technician/Administrative Support Work Category		
Accountability for Results		
Successful		Outstanding
<ul style="list-style-type: none"> • Accepts responsibility for own actions, whether or not they are successful. • Adheres to schedules and, with guidance, organizes and prioritizes own tasks to complete assignments in a timely and effective manner, making adjustments as needed. • With guidance, gains a basic understanding of available resources and the process for acquiring the resources needed to accomplish own work; uses time and resources efficiently. • Takes action to achieve meaningful results in support of organizational goals and objectives. 		<ul style="list-style-type: none"> • Proactively takes responsibility for own actions, even when faced with challenges or criticism. • Takes appropriate initiative to make adjustments to plans, goals, and priorities to meet deadlines. • Takes initiative to expand knowledge of available resources and the process for acquiring them; makes meaningful suggestions for increasing efficiency in the use of resources. • Consistently takes action to achieve outcomes and results that far exceed expectations for quality, quantity, and/or impact.
Communication		
Successful		Outstanding
<ul style="list-style-type: none"> • Interprets and appropriately responds to written, verbal, and non-verbal communications. • With direction, prepares written materials that meet expectations for organization, clarity, accuracy, grammar, and spelling. • With guidance, communicates clearly and concisely, conveying ideas and information in an organized, logical fashion; responds to routine inquiries in a timely, accurate, and courteous manner. • With guidance, effectively adjusts communications for audience level of understanding; uses appropriate media in communications. 		<ul style="list-style-type: none"> • Adeptly interprets nonverbal cues and adjusts personal style or behavior to effectively interact with others. • Incorporates feedback to consistently produce written materials that exceed expectations for organization, clarity, and quality. • Responds to inquiries in a timely, accurate, concise, and courteous manner, explaining technical information in a manner that is easy to understand. • With minimal guidance, tailors communications to meet audience needs.
Critical Thinking		
Successful		Outstanding
<ul style="list-style-type: none"> • Seeks and uses appropriate guidance to gain a basic understanding of straightforward situations or problems and collect information from routine sources. • With guidance, evaluates, analyzes, and integrates basic data/information to identify issues and clear trends and to draw reasonable, logical conclusions for straightforward problems. • With guidance, applies well-defined and established strategies, and/or procedures to effectively solve straightforward problems. • With guidance, makes sound and timely recommendations in well-defined, low-risk situations affecting own work. 		<ul style="list-style-type: none"> • Demonstrates persistence in gathering information that is difficult to locate. • With minimal guidance, evaluates, analyzes, and integrates basic data/information to identify clear issues and clear trends and to draw reasonable, logical conclusions for a variety of problems. • Suggests alternative solutions when the original course of action will not work. • Makes sound, timely, and effective recommendations with minimal guidance.

Performance Standards for Entry/Developmental Band 1 Employees in Technician/Administrative Support Work Category		
Engagement and Collaboration		
Successful		Outstanding
<ul style="list-style-type: none"> • Interacts collaboratively within own work unit to accomplish shared goals; willingly assists others. • Recognizes responsibility to provide information and willingly shares knowledge, skills, and lessons learned in own work unit. • Considers diverse perspectives from coworkers, peers, and customers/partners internal and external to the work unit. 		<ul style="list-style-type: none"> • Builds effective partnerships that contribute to work unit outcomes; seeks opportunities to assist others. • Seeks opportunities to share relevant knowledge and skills in own work unit. • Actively seeks diverse perspectives from coworkers, peers, and customers/partners and uses this information to enhance own work.
Personal Leadership and Integrity		
Successful		Outstanding
<ul style="list-style-type: none"> • Treats everyone fairly, honestly, and respectfully. • Demonstrates awareness of factors relevant to own work and, with guidance, adapts products and services as needed. • Shows respect for diversity in the workplace by demonstrating inclusiveness and sensitivity to individual differences. • Demonstrates professional behavior and good judgment in routine interactions with others; behavior consistently reflects organizational and IC values, including selfless service, a commitment to excellence, and the courage and conviction to express own professional view. 		<ul style="list-style-type: none"> • Actively seeks and considers the perspectives, needs, and concerns of others and adjusts own interpersonal style accordingly. • Demonstrates a more complete understanding of factors relevant to work unit assignments; proposes innovative ideas for improving products and services. • Exemplifies respectful and inclusive behavior. • Demonstrates a high degree of composure in interactions with others, even in challenging and sensitive situations.
Technical Expertise		
Successful		Outstanding
<ul style="list-style-type: none"> • Participates in developmental opportunities to acquire or enhance appropriate knowledge, tradecraft, and subject matter expertise. • Demonstrates progress in applying basic knowledge, tradecraft, and subject matter expertise to perform straightforward work activities with guidance. • Responds appropriately to feedback to enhance technical skills. • Uses acquired professional knowledge, tradecraft, and subject matter expertise to continually improve own performance. 		<ul style="list-style-type: none"> • Takes initiative to expand or enhance own knowledge, tradecraft, and subject matter expertise. • Applies knowledge, tradecraft, and subject matter expertise to perform more advanced tasks with minimal supervision. • Seeks and responds appropriately to feedback to enhance technical skills. • Applies new approaches to perform more advanced tasks.

Technician/Administrative Support Work Category – Full Performance Band 2

Performance Standards for Full Performance Band 2 Employees in Technician/Administrative Support Work Category		
Accountability for Results		
Successful		Outstanding
<ul style="list-style-type: none"> • Accepts responsibility for own actions, whether or not they are successful. • Plans, organizes, and prioritizes own work activities to complete assignments in a timely and effective manner and makes adjustments to respond to changing situations, demands, or obstacles. • Identifies and advocates for resources necessary to support and contribute to mission requirements; uses time and resources efficiently and effectively. • Takes action to achieve meaningful results in support of organizational goals and objectives; ensures work adheres to applicable authorities, standards, policies, procedures, and guidelines. 		<ul style="list-style-type: none"> • Proactively takes responsibility for own actions and work unit outcomes, even in the face of significant criticism or challenges. • Persists in overcoming obstacles and takes action necessary to accomplish assignments; takes appropriate initiative to make adjustments to plans, goals, and priorities to meet deadlines. • Anticipates changes in workload requirements and advocates for resources well in advance of when they are needed; suggests flexible and innovative approaches to stretch limited resources. • Consistently takes action to achieve outcomes and results that far exceed expectations for quality, quantity, and/or impact.
Communication		
Successful		Outstanding
<ul style="list-style-type: none"> • Interprets and appropriately responds to written, verbal, and non-verbal communications. • Prepares routine and complex written materials that are clear, concise, organized, in the correct format, and that contain proper spelling and grammar. • Communicates clearly and concisely, conveying ideas and information in an organized and logical fashion; responds to a range of inquiries in a timely, accurate, concise, and courteous manner. • Effectively tailors communications for audience level of understanding; uses a variety of media in communicating to facilitate audience understanding. 		<ul style="list-style-type: none"> • Adeptly interprets nonverbal cues and adjusts personal style or behavior to effectively interact with others. • Rapidly adapts to feedback to consistently produce written materials that exceed expectations for organization, clarity, and quality. • Shows exceptional skill in presenting complex information; explains technical information in a manner that is easy to understand. • Shows exceptional skill in tailoring communications to fully meet audience needs and maximize their understanding.

Performance Standards for Full Performance Band 2 Employees in Technician/Administrative Support Work Category		
Critical Thinking		
Successful		Outstanding
<ul style="list-style-type: none"> • Gains a thorough understanding of moderately complex situations or problems by identifying key issues and assumptions and collecting accurate, relevant, and complete information. • Evaluates, analyzes, and integrates moderately complex data/information to identify issues, trends, and relationships and draw reasonable, logical conclusions. • Applies effective solutions, strategies, and/or procedures to solve moderately complex problems that directly impact immediate work environment. • Makes sound and timely recommendations or decisions for dealing with moderately complex issues. 		<ul style="list-style-type: none"> • Takes initiative to identify additional sources of information from non-routine or nontraditional sources for a more comprehensive understanding of issues and problems. • Evaluates, analyzes, and integrates data/information to identify issues, trends, and relationships and draw reasonable conclusions for ill-defined problems. • Identifies potential future problems that may directly impact the work environment and recommends solutions and alternative courses of action. • Makes sound and timely recommendations or decisions, even in stressful or sensitive situations.
Engagement and Collaboration		
Successful		Outstanding
<ul style="list-style-type: none"> • Contributes to achieving work unit goals by working collaboratively with others and building effective partnerships across units; readily provides assistance to others when needed. • Recognizes responsibility to provide information and actively seeks opportunities to share knowledge, skills, and lessons learned within and beyond the work unit. • Actively seeks diverse perspectives from coworkers, peers, customers/partners and stakeholders, internal or external to the work unit. 		<ul style="list-style-type: none"> • Demonstrates exceptional skill in building and managing professional relationships. • Seeks opportunities to increase knowledge and skill transfer within and beyond the work unit; encourages and promotes knowledge and skill sharing by providing guidance to others and developing informal knowledge sharing channels. • Promotes the communication of diverse perspectives internal and external to the work unit.

Performance Standards for Full Performance Band 2 Employees in Technician/Administrative Support Work Category		
Personal Leadership and Integrity		
Successful		Outstanding
<ul style="list-style-type: none"> • Treats everyone fairly, honestly, and respectfully; contributes to a positive team atmosphere which fosters cooperation, trust, and inclusion. • Takes initiative to interpret emerging issues that affect work unit assignments and, with minimal guidance, develops innovative solutions for adapting products and services as needed. • Shows respect for diversity in the workplace by demonstrating inclusiveness and sensitivity to individual differences. • Demonstrates a high degree of professional behavior, composure, and sound judgment when representing self or unit; behavior consistently reflects organizational and IC values, including selfless service, a commitment to excellence, and the courage and conviction to express own professional view. 		<ul style="list-style-type: none"> • Actively seeks and consistently considers the perspectives, needs, and concerns of others; uses this information to tailor own behavior to work more effectively with others across situations and to foster a team environment. • Consistently excels in understanding and solving moderately complex and challenging issues; proposes highly innovative ideas to continually improve products and services. • Serves as a role model of respectful and inclusive behavior. • Demonstrates exceptional professionalism, composure, and sound judgment and promotes a positive image of the work unit and organization to internal and/or external parties, even in challenging and sensitive situations.
Technical Expertise		
Successful		Outstanding
<ul style="list-style-type: none"> • Participates in professional development activities in order to develop and expand knowledge, tradecraft and subject matter expertise. • With minimal guidance, applies knowledge, tradecraft, and subject matter expertise to perform assigned work activities. • Seeks and responds appropriately to feedback to enhance technical skills. • Stays current in professional/ technical area of expertise and uses this knowledge and skill to improve own performance. 		<ul style="list-style-type: none"> • Proactively seeks new opportunities for self-development of knowledge, tradecraft, and subject matter expertise. • Applies depth and breadth of knowledge, tradecraft, and subject matter expertise to perform well on complex and varied assignments. • Seeks feedback to enhance technical skills and to improve work unit performance. • Applies new approaches to perform more complex tasks.

Technician/Administrative Support Work Category – Senior Band 3

Performance Standards for Senior Band 3 Employees in Technician/Administrative Support Work Category		
Accountability for Results		
Successful		Outstanding
<ul style="list-style-type: none"> • Takes responsibility for own actions and work unit outcomes, whether or not they are successful; where appropriate, acknowledges accomplishments of others. • Coordinates work across assigned projects or programs, effectively balancing competing work demands to achieve timely and positive outcomes; makes adjustments to plans, priorities, and timelines to respond to changing situations, demands, or obstacles. • Identifies and effectively advocates for resources necessary to support and contribute to mission requirements; uses time and resources efficiently and effectively. • Coordinates projects across multiple work units to achieve meaningful results in support of organizational goals and objectives; ensures work adheres to applicable authorities, standards, policies, procedures, and guidelines. 		<ul style="list-style-type: none"> • Takes responsibility for own and work unit actions and outcomes, even in the face of significant criticism or challenges; proactively seeks to resolve complex issues. • Persists in overcoming obstacles to accomplish assignments; monitors the execution of plans and schedules that have high organizational impact; rapidly makes adjustments to plans, goals, and priorities in complex and difficult situations to meet deadlines. • Anticipates changes in workload requirements and adapts or advocates for resources well in advance of when they are needed; develops and implements flexible and innovative approaches to stretch limited resources, resulting in greater contributions to the organization. • Consistently takes action to achieve outcomes and results that far exceed expectations of quality, quantity, and/or impact.
Communication		
Successful		Outstanding
<ul style="list-style-type: none"> • Interprets and appropriately responds to written, verbal, and non-verbal communications. • Prepares a variety of written materials that are clear, concise, organized, accurate, and in the correct format; reviews and/or edits written materials to ensure they meet expectations for organization, clarity, and accuracy. • Informs leadership of issues that impact the work unit; communicates complex concepts and issues clearly and effectively in an accurate, confident, and compelling manner, conveying ideas and information in an organized, logical fashion; responds to a range of inquiries in a timely, accurate, concise, and courteous manner. • Recognizes potential implications of communications and tailors communications to audience needs and level of understanding; uses a variety of media in communicating to facilitate audience understanding. 		<ul style="list-style-type: none"> • Adeptly interprets nonverbal cues and adjusts personal style or behavior to effectively interact with others. • Produces written materials that are of exceptional quality; provides insightful guidance to others when reviewing and editing written materials. • Anticipates potential issues that may impact the work unit and proactively informs leadership; shows exceptional skill in presenting complex information; deftly handles inquiries and challenges; presentations are notable for clarity and depth of information and analysis with highly complex or unusual topics; presentations are used as examples for others to follow. • Shows exceptional skill in tailoring communications to fully meet audience needs and maximize their understanding; takes other perspectives into account when addressing controversial topics.

Performance Standards for Senior Band 3 Employees in Technician/Administrative Support Work Category		
Critical Thinking		
Successful		Outstanding
<ul style="list-style-type: none"> • Gains a complete understanding of complex situations or problems that impact own or other work units by identifying key issues and assumptions and collecting accurate and relevant data from traditional and non-traditional sources. • Efficiently and effectively evaluates, analyzes, and integrates complex data/information to identify issues, relationships, and emerging trends and draw reasonable, logical conclusions. • Evaluates, identifies, and applies the most appropriate solutions, strategies, and/or procedures to effectively solve difficult or complex problems or issues that impact the organization. • Makes sound and timely recommendations or decisions in a variety of complex situations by considering the costs, risks, and benefits and choosing courses of action in which the benefits outweigh the risks. 		<ul style="list-style-type: none"> • Takes initiative and displays exceptional persistence in finding critical, yet hard-to-obtain information. • Evaluates, analyzes, and integrates data/information to identify creative and workable solutions for very difficult and ambiguous problems; draws on evaluations and interpretations to form sound conclusions and identify reasonable, logical solutions. • Evaluates the impact of events outside own organization and uses this information to develop alternative strategies or processes. • Makes sound and timely recommendations or decisions when circumstances are stressful, sensitive, highly ambiguous, or complete information is not available; considers future consequences of alternatives.
Engagement and Collaboration		
Successful		Outstanding
<ul style="list-style-type: none"> • Contributes to achieving work unit and organizational objectives by working cooperatively and building and maintaining effective partnerships internal and potentially external to the organization; recognizes when others need assistance and provides support to achieve organizational goals. • Engages in open communication and information sharing with other work units or organizations to ensure that others have the information necessary to accomplish their goals. • Actively seeks diverse perspectives from coworkers, peers, customers/partners and stakeholders internal and external to the organization. 		<ul style="list-style-type: none"> • Demonstrates exceptional skill in building and maintaining a broad range of professional relationships internal and external to the organization; leverages professional networks to make greater contributions to the mission. • Promotes open, candid, and regular exchanges and information sharing internal and external to own organization; facilitates exchanges of information that increase contributions to the mission; works to ensure the continuous transfer of knowledge and skills by serving as a resource for initiating and overseeing the development of knowledge-sharing and collaboration systems. • Promotes the communication of diverse perspectives within and among work units and organizations as a means for developing deeper and more innovative insights to address issues and problems.

Performance Standards for Senior Band 3 Employees in Technician/Administrative Support Work Category

Personal Leadership and Integrity

Successful		Outstanding
<ul style="list-style-type: none"> • Treats everyone fairly, honestly, and professionally; creates a positive team atmosphere which fosters cooperation, trust, and inclusion by modeling and encouraging this behavior in others. • Takes initiative to identify and interpret how emerging issues will affect organizational goals; coordinates and ensures the appropriate adaptation of products and services as needed. • Shows respect for diversity in the workplace by demonstrating inclusiveness and sensitivity to individual differences. • Demonstrates a high degree of professional behavior, composure, and sound judgment when representing self, unit, or agency, promoting a positive image to internal and external parties and consistently reflecting organizational and IC values, including selfless service, a commitment to excellence, and the courage and conviction to express own professional view. 		<ul style="list-style-type: none"> • Proactively solicits ideas to gain an understanding of priorities, needs, and concerns across the organization and address them as appropriate; tailors own behavior to work more effectively with others even in difficult situations. • Consistently seeks opportunities to learn about emerging issues; develops highly innovative ideas for coordinating the adaptation of products and services internal and external to the organization. • Serves as a role model of respectful and inclusive behavior and encourages others to do the same. • Consistently demonstrates exceptionally sound judgment, professionalism, and composure, even in highly challenging or sensitive situations; exemplifies a strong commitment to IC values.

Technical Expertise

Successful		Outstanding
<ul style="list-style-type: none"> • Seeks feedback and participates in challenging professional development activities to develop knowledge, tradecraft, and subject matter expertise; applies lessons learned to improve work unit and organizational performance. • Applies depth and breadth of knowledge, tradecraft, and subject matter expertise to perform a wide range of complex assignments. • Stays current in professional/ technical area of expertise and uses this knowledge and skill to improve own, work unit, and organizational performance. 		<ul style="list-style-type: none"> • Proactively seeks new opportunities and feedback to develop knowledge, tradecraft, and subject matter expertise; applies lessons learned to significantly improve work unit and organizational performance. • Applies depth and breadth of knowledge, tradecraft, and subject matter expertise to perform exceptionally well on complex and varied assignments. • Translates new developments in own technical field into concrete advances that significantly improve work unit and organizational performance.

Supervision/Management Work Category – Supervisor Band 3

<i>Performance Standards for Supervisor Band 3 Employees in Supervision/Management Work Category</i>		
<i>Accountability for Results</i>		
Successful		Outstanding

UNCLASSIFIED

<ul style="list-style-type: none"> • Takes responsibility for own actions and the actions of work unit, whether or not they are successful; holds employees accountable for their actions and recognizes their accomplishments. • Coordinates work for an assigned project or program; balances competing work demands to achieve timely and positive outcomes; effectively manages employee assignments to ensure they can be completed successfully and on time; adjusts plans, priorities, and timelines to respond to changing situations, demands, or obstacles. • Identifies and advocates for resources necessary to support and contribute to mission requirements; uses time and resources efficiently and effectively. • With minimal guidance, ensures that the work unit achieves meaningful results in support of organizational goals and objectives; ensures work adheres to applicable authorities, standards, policies, procedures, and guidelines. 		<ul style="list-style-type: none"> • Takes responsibility for own and work unit actions, even in the face of significant criticism or challenges; proactively seeks to resolve issues; brings employee accomplishments to the attention of others. • Persists in overcoming obstacles and takes action necessary to accomplish assignments; motivates employees to do the same; effectively leverages resources to overcome challenges. • Anticipates changes in workload requirements and advocates for resources well in advance of when they are needed; suggests flexible and innovative approaches to stretch limited resources. • Leads the work unit to produce outcomes and results that far exceed expectations for quality, quantity, and/or impact.
Communication		
Successful		Outstanding
<ul style="list-style-type: none"> • Interprets and appropriately responds to written, verbal, and non-verbal communications. • Ensures written materials meet expectations for organization, clarity, accuracy, grammar, and spelling. • Orally communicates clearly and concisely, conveying ideas and information in an organized and logical fashion; responds to a range of questions in a timely, accurate, concise, and courteous manner. • Effectively tailors communications for audience level of understanding; uses a variety of media in communicating to facilitate audience understanding. • Uses effective communication skills to build cohesive work units, develop individual skills, and improve performance. 		<ul style="list-style-type: none"> • Adeptly interprets nonverbal cues and adjusts personal style or behavior to effectively interact with others. • Produces written materials that far exceed expectations for organization, clarity, and quality. • Shows exceptional skill in presenting complex information orally; effectively conveys information in a variety of situations, explaining main ideas and subordinate points clearly and concisely; deftly handles questions and challenges. • Shows exceptional skill in tailoring communications to fully meet audience needs and maximize their understanding. • Demonstrates exceptional skill in using communication to build cohesive and high performing work units.

Performance Standards for Supervisor Band 3 Employees in Supervision/Management Work Category		
Critical Thinking		
Successful		Outstanding
<ul style="list-style-type: none"> • Gains a thorough understanding of moderately complex situations or problems by identifying key issues and assumptions and collecting accurate, relevant, and complete information. • Evaluates, analyzes, and integrates moderately complex data/information to identify issues, trends, and relationships and draw reasonable, logical conclusions. • Develops effective solutions, strategies, and/or procedures to solve moderately complex problems that directly impact immediate work environment. • Makes sound and timely recommendations or decisions for dealing with moderately complex issues. • Establishes a work environment where employees feel free to engage in open, candid exchanges of information and diverse points of view. 		<ul style="list-style-type: none"> • Takes initiative to identify additional sources of information from non-routine or nontraditional sources, and appropriately framing the issue for more comprehensive understanding. • Evaluates, analyzes, and integrates data/information to identify issues and draw reasonable conclusions for ambiguous or ill-defined problems. • Identifies potential future problems that may directly impact the work environment and recommends solutions and alternative courses of action. • Makes sound and timely recommendations or decisions, even in stressful, ambiguous, or sensitive situations. • Actively seeks diverse viewpoints and promotes a climate that facilitates critical review of ideas.
Engagement and Collaboration		
Successful		Outstanding
<ul style="list-style-type: none"> • Contributes to achieving organizational goals by working collaboratively and building effective partnerships across work units. • Ensures employees understand their responsibility to provide information and creates opportunities to share knowledge, skills, and lessons learned within and beyond the work unit. • Actively seeks diverse perspectives from coworkers, peers, customers/partners, and stakeholders. • Fosters an environment that promotes engagement, integration, and knowledge sharing. 		<ul style="list-style-type: none"> • Demonstrates exceptional skill in building and maintaining relationships with a wide range of individuals and work units across the organization. • Seeks opportunities to increase knowledge and skill transfer within and beyond the work unit; champions information exchange by developing informal knowledge sharing channels. • Promotes the communication of diverse perspectives within and beyond the work unit. • Demonstrates exceptional skill in creating a climate that fosters engagement, integration, and knowledge sharing.

Performance Standards for Supervisor Band 3 Employees in Supervision/Management Work Category	
Leadership and Integrity	
Successful	Outstanding
<ul style="list-style-type: none"> • Takes initiative to identify and understand emerging issues that affect work unit assignments and, with minimal guidance, develops and proposes innovative solutions for adapting products and services as needed. • Treats everyone fairly, honestly, and respectfully; creates a positive team atmosphere that fosters cooperation, trust, and inclusion. • Demonstrates professional behavior, composure, and sound judgment when representing self or unit; behavior consistently reflects organizational and IC values, including selfless service, a commitment to excellence, and the courage and conviction to express own professional view. • With minimal guidance, fosters a shared vision and mission within own work unit and ensures employees understand how their work contributes to organizational objectives. • Fosters a work environment and organizational culture that values and promotes equal opportunity, diversity (of both persons and points of view), and collaboration; demonstrates inclusiveness and sensitivity to individual differences. • Recognizes and rewards individual excellence, enterprise focus, innovation, and collaborative action. 	<ul style="list-style-type: none"> • Excels in understanding and solving moderately complex and challenging issues; develops and proposes innovative ideas and/or solutions to ensure quality of products and services. • Actively seeks and consistently considers other perspectives, needs, and concerns; uses this information to tailor own behavior to work more effectively with others across situations and to foster a team environment. • Demonstrates exceptional professional behavior, composure, and sound judgment and promotes a positive image of the work unit and organization to internal and/or external parties, even in challenging and sensitive situations. • Motivates employees to make significant contributions to the organization's mission, going above and beyond what is expected of them. • Establishes practices to ensure equal opportunity, diversity, and collaboration within the organization; serves as a role model of respectful and inclusive behavior to others. • Develops and implements innovative methods of recognizing and rewarding individual excellence, enterprise focus, innovation, and collaborative action.

Performance Standards for Supervisor Band 3 Employees in Supervision/Management Work Category	
Management Proficiency	
Successful	Outstanding
<ul style="list-style-type: none"> • Develops and applies the managerial and professional knowledge, tradecraft, and subject matter expertise needed to perform assignments. • Stays current in managerial and professional knowledge, tradecraft, and subject matter expertise, and uses this knowledge and skill to improve own and work unit performance. • Seeks and responds appropriately to feedback and participates in developmental opportunities to expand managerial and professional knowledge, tradecraft, and subject matter expertise. • With guidance, plans for, acquires, organizes, integrates, develops, and prioritizes the human, financial, material, information, and other resources necessary to accomplish the work unit mission and objectives. • Sets clear performance objectives and provides candid and useful feedback and coaching to improve performance; in accordance with applicable policies and procedures, addresses performance and conduct problems in a fair, timely, honest, and respectful manner. • Accurately and fairly evaluates individual employee contributions to organizational results and links rewards to the accomplishment of those results. 	<ul style="list-style-type: none"> • Applies depth and breadth of managerial and professional knowledge, tradecraft, and subject matter expertise to perform more effectively on complex or varied assignments. • Uses acquired expertise to apply innovative approaches and ideas to improve own and work unit performance. • Proactively identifies new opportunities for self-development of managerial and professional knowledge, tradecraft, and subject matter expertise; uses feedback to improve own and work unit performance. • Manages work unit human, financial, material, information, and other resources in anticipation of changes; effectively addresses problems regarding the acquisition, organization, integration, and development of resources. • Demonstrates exceptional skill in coaching and mentoring employees; identifies potential performance problems before they become serious and gives early feedback to eliminate these problems. • Uses the performance management system to reinforce and foster superior performance.

Supervision/Management Work Category – Supervisor/Manager Band 4

Performance Standards for Supervisor/Manager Band 4 Employees in Supervision/Management Work Category		
Accountability for Results		
Successful		Outstanding
<ul style="list-style-type: none"> • Takes responsibility for own actions and the actions of the work unit, whether or not they are successful; holds employees accountable for their actions and ensures their accomplishments are recognized at higher levels. • Coordinates work across assigned projects or programs; balances competing work demands to achieve timely and positive outcomes; effectively manages employee assignments to ensure they can be completed successfully; adjusts plans, priorities, and timelines to respond to changing situations. • Identifies and effectively advocates for the resources necessary to support and contribute to mission requirements; uses time and resources efficiently and effectively. • Ensures that the work unit achieves meaningful results in support of organizational goals and objectives; ensures work adheres to applicable authorities, standards, policies, procedures, and guidelines. 		<ul style="list-style-type: none"> • Takes responsibility for own and work unit actions and outcomes, even in the face of significant criticism or challenges; proactively seeks to resolve complex issues; provides opportunities for employees to showcase their accomplishments externally. • Persists in overcoming obstacles to accomplish difficult and complex assignments; motivates the work unit to do the same; effectively leverages resources to overcome challenges. • Anticipates changes in workload requirements, and adapts or advocates for resources well in advance of when they are needed; develops and implements flexible and innovative approaches to stretch limited resources, resulting in greater contributions to the organization. • Leads the work unit to produce outcomes and results that far exceed expectations for quality, quantity, and/or impact.
Communication		
Successful		Outstanding
<ul style="list-style-type: none"> • Interprets and appropriately responds to written, verbal, and non-verbal communications. • Prepares a variety of written materials that are clear, concise, organized, accurate, and in the correct format; reviews and edits written materials to ensure they meet expectations for organization, clarity, and accuracy; provides effective guidance to others when reviewing and editing written materials. • Orally communicates complex concepts and issues clearly and effectively in an accurate, confident, and compelling manner, conveying ideas and information in an organized, logical fashion; responds to a range of questions in a timely, accurate, concise, and courteous manner. • Recognizes potential implications of communications and tailors communications to audience needs and level of understanding; uses a variety of media to influence decision-making and facilitate audience understanding. • Uses effective communication skills to build cohesive work units, develop individual skills, and improve performance. 		<ul style="list-style-type: none"> • Adeptly interprets nonverbal cues and adjusts personal style or behavior to effectively interact with others. • Produces written materials that are of exceptional quality; provides insightful guidance to others when reviewing and editing written materials. • Shows exceptional skill in presenting complex information orally; deftly handles questions and challenges; presentations are notable for clarity of presentation and depth of information and analysis, even with highly complex or unusual topics; presentations are used as examples for others to follow. • Shows exceptional skill in tailoring communications to fully meet audience needs, maximize their understanding, and influence decision-making; takes other perspectives into account, even when addressing controversial topics. • Demonstrates exceptional skill in using communication to build cohesive and high performing work units.

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Performance Standards for Supervisor/Manager Band 4 Employees in Supervision/Management Work Category		
Critical Thinking		
Successful		Outstanding
<ul style="list-style-type: none"> • Gains a complete understanding of complex situations or problems that impact own or other work units by identifying and framing key issues and assumptions and collecting accurate and relevant data/information from traditional and non-traditional sources. • Efficiently and effectively evaluates, analyzes, and integrates complex data/information to identify issues, relationships, and emerging trends and draw reasonable, logical conclusions. • Develops solutions, strategies, and/or procedures to effectively solve difficult or complex problems or issues that impact the organization. • Makes sound and timely recommendations or decisions in a variety of complex situations by considering the costs, risks, and benefits and choosing appropriate courses of action. • Establishes a work environment where employees feel free to engage in open, candid exchanges of information and diverse points of view. 		<ul style="list-style-type: none"> • Takes initiative and displays exceptional persistence in finding critical and/or hard-to-obtain information and appropriately frames the issue for a more comprehensive understanding. • Evaluates, analyzes, and integrates data/information to identify creative and workable solutions for very difficult or highly ambiguous problems; makes connections between pieces of divergent information that are difficult to recognize; draws on evaluations and interpretations to form sound conclusions and identify reasonable, logical solutions. • Evaluates the impact of events outside own organization and uses this information to develop alternative strategies or processes. • Makes sound and timely recommendations or decisions when circumstances are highly ambiguous, complete information is not available, or decisions may be unpopular; considers costs, risks, benefits, and future consequences of alternatives. • Actively seeks diverse viewpoints and promotes a climate that facilitates critical review of ideas; models effective methods for communicating about complex, sensitive, or controversial issues that impact the organization.
Engagement and Collaboration		
Successful		Outstanding
<ul style="list-style-type: none"> • Contributes to achieving work unit and organizational objectives by working cooperatively and building and maintaining effective partnerships internal and external to the organization; effectively leverages these relationships and uses professional networks to address complex organizational issues. • Promotes regular, open communication and information sharing within and across work units; facilitates exchanges of information or skilled resources related to achieving organizational results. • Actively seeks diverse perspectives from coworkers, peers, customers/partners, and stakeholders internal and external to the organization. • Creates an environment that promotes engagement, integration, and knowledge sharing. 		<ul style="list-style-type: none"> • Demonstrates exceptional skill in building and maintaining a broad range of professional relationships internal and external to own organization; leverages professional networks to make greater contributions to the mission. • Ensures open, candid, and regular exchanges and sharing of information within and outside of own organization; facilitates exchanges of information that increase contributions to the mission. • Promotes the communication of diverse and innovative perspectives within and among work units and organizations as a means for addressing issues and problems. • Demonstrates exceptional skill in creating a climate that fosters engagement, integration, and knowledge sharing.

Performance Standards for Supervisor/Manager Band 4 Employees in Supervision/Management Work Category		
Leadership and Integrity		
Successful		Outstanding
<ul style="list-style-type: none"> • Takes initiative to identify and understand emerging issues that affect work unit assignments and, with minimal guidance, develops and implements innovative solutions for adapting products and services. • Treats everyone fairly, honestly, and respectfully; creates a positive team atmosphere that fosters cooperation, trust, and inclusion by modeling and encouraging this behavior in others. • Demonstrates a high degree of professional behavior, composure, and sound judgment when representing self or unit, promoting a positive image to internal and external parties and consistently reflecting organizational and IC values, including selfless service, a commitment to excellence, and the courage and conviction to express own professional view. • Creates a shared vision and mission within own work unit and organization; ensures employees understand how their work contributes to organizational objectives. • Promotes a work environment and organizational culture that values and promotes equal opportunity, diversity (of both persons and points of view), and collaboration; demonstrates inclusiveness and sensitivity to individual differences. • Recognizes and rewards individual excellence, enterprise focus, innovation, and collaborative action. 		<ul style="list-style-type: none"> • Consistently seeks opportunities to expand knowledge of emerging issues; develops and implements highly innovative ideas and/or solutions for adapting products and services beyond the immediate organization that promote continuous improvement. • Solicits ideas to gain an understanding of priorities, needs, and concerns across the organization and address as appropriate; tailors own behavior to work more effectively with others and to foster a team environment, even in difficult situations. • Consistently demonstrates exceptional professional behavior, composure, and sound judgment and promotes a positive image of the work unit and organization to internal and/or external parties, even in challenging and sensitive situations; exemplifies a strong commitment to IC values and actively strives to promote a positive community image. • Motivates employees to make significant contributions to the organization's mission, going above and beyond what is expected of them. • Establishes practices to ensure equal opportunity, diversity, and collaboration within the organization; serves as a role model of respectful and inclusive behavior to others. • Develops and implements innovative methods of recognizing and rewarding individual excellence, enterprise focus, innovation, and collaborative action.

Performance Standards for Supervisor/Manager Band 4 Employees in Supervision/Management Work Category	
Management Proficiency	
Successful	Outstanding
<ul style="list-style-type: none"> • Develops and applies the managerial and professional knowledge, tradecraft, and subject matter expertise needed to perform complex assignments. • Stays current in managerial and professional knowledge, tradecraft, and subject matter expertise, and uses this expertise to improve own, work unit, and organizational performance. • Seeks feedback to develop managerial and professional knowledge, tradecraft, and subject matter expertise; participates in challenging development activities that offer feedback opportunities and applies lessons learned to improve work unit and organizational performance. • Plans for, acquires, organizes, integrates, develops, and prioritizes the human, financial, material, information, and other resources necessary to accomplish the work unit mission and objectives. • Sets clear performance objectives and provides candid and useful feedback and coaching to improve performance; in accordance with applicable policies and procedures, addresses performance and conduct problems in a fair, timely, honest, and respectful manner. • Accurately and fairly evaluates individual employee contributions to organizational results and links rewards to the accomplishment of those results. 	<ul style="list-style-type: none"> • Applies depth and breadth of managerial and professional knowledge, tradecraft, and subject matter expertise to far exceed expectations on complex or varied assignments that have an impact beyond the immediate organization. • Translates innovative approaches and ideas into concrete advances that impact work unit and organizational performance. • Identifies new opportunities to develop managerial and professional knowledge, tradecraft, and subject matter expertise; translates feedback into concrete improvements that are directly linked to work unit and organizational performance. • Manages work unit resources in anticipation of changes; consistently develops new and innovative ways to maximize resource acquisition and value in support of the organization's mission and objectives; effectively addresses complex problems regarding the acquisition, organization, integration, and development of human, financial, material, information, and other resources. • Demonstrates exceptional skill in coaching and mentoring employees; inspires employees through feedback and coaching to perform beyond set objectives and standards; identifies potential performance problems before they become serious and gives early feedback to eliminate these problems. • Uses the performance management system to reinforce and foster superior performance.

Supervision/Management Work Category – Supervisor/Manager Band 5

Performance Standards for Supervisor/Manager Band 5 Employees in Supervision/Management Work Category		
Accountability for Results		
Successful		Outstanding
<ul style="list-style-type: none"> • Takes responsibility for own actions and the actions of the organization, whether or not they are successful; holds employees accountable for their actions and provides opportunities for employees to showcase their accomplishments internally and externally. • Coordinates work across assigned projects, programs, or organizations, effectively balancing competing work demands to achieve timely and positive outcomes; effectively manages employee assignments to ensure they are completed successfully; adjusts plans, priorities, and timelines to respond to changing situations, demands, or obstacles. • Identifies and effectively advocates for the resources necessary to support and contribute to mission requirements; actively contributes to resource planning efforts and competently defends resource requirements; uses time and resources efficiently and effectively. • Coordinates projects across multiple work units and organizations and ensures that meaningful results in support of IC goals and objectives are achieved; ensures work adheres to applicable authorities, standards, policies, procedures, and guidelines. 		<ul style="list-style-type: none"> • Takes responsibility for own, work unit, and organizational actions and outcomes, even in the face of significant criticism or challenges; proactively seeks to resolve issues; actively promotes and communicates the accomplishments of others. • Persists in overcoming obstacles to accomplish assignments; monitors the execution of complex or sophisticated plans and timelines that have high organizational impact; adjusts plans, goals, and priorities in complex and fluid situations in order to achieve optimal outcomes. • Anticipates changes in workload requirements, and adapts or advocates for resources well in advance of when they are needed; balances competing resource requirements to ensure alignment with mission objectives; develops and implements flexible and innovative approaches to stretch limited resources, resulting in greater contributions to the organization. • Leads the organization in achieving outcomes and results that far exceed expectations for quality, quantity, and/or impact.

Performance Standards for Supervisor/Manager Band 5 Employees in Supervision/Management Work Category		
Communication		
Successful		Outstanding
<ul style="list-style-type: none"> • Interprets and appropriately responds to written, verbal, and non-verbal communications. • Consistently prepares and edits complex written materials, properly emphasizing key issues and considering the political and legal implications; ensures written materials are thorough, logical, concise, complete, accurate, consistent, and organized. • Orally communicates complex, controversial, and sensitive concepts and issues clearly and effectively in an accurate, confident, and compelling manner, conveying ideas and information in an organized, logical fashion; responds to a range of questions in a timely, accurate, concise, and courteous manner. • Recognizes potential implications of communications and tailors communications to audience needs and level of understanding; uses a variety of media to influence decision-making and facilitate audience understanding. • Uses effective communication skills to build cohesive work units and/or organizations, develop individual skills, and improve performance. 		<ul style="list-style-type: none"> • Adeptly interprets nonverbal cues and adjusts personal style or behavior to effectively interact with others. • Produces written materials that are of superior quality; delivers exceptional guidance when reviewing that improves the quality of the materials. • Shows exceptional skill in presenting even the most complex information orally; deftly handles questions and challenges; presentations are notable for clarity and depth of information and analysis, even with highly complex or unusual topics; anticipates potential issues, and communicates persuasively to make his/her points; presentations are used as examples for others to follow. • Shows exceptional skill in tailoring communications to fully meet audience needs, maximize understanding across the organization, and influence decision-makers; takes other perspectives into account, even when addressing controversial topics. • Demonstrates exceptional skill and serves as a role model in using communication to build cohesive and high performing work units and/or organizations.

Performance Standards for Supervisor/Manager Band 5 Employees in Supervision/Management Work Category	
Critical Thinking	
Successful	Outstanding
<ul style="list-style-type: none"> • Gains a complete understanding of a variety of highly-complex or high-visibility issues that impact the work unit and organization; places issues in a larger context by identifying and framing key issues and assumptions and collecting accurate and relevant data/information; identifies sources for specialized or uncommon data/information. • Expertly evaluates, analyzes, and integrates highly complex data/information to detect issues, relationships, emerging trends, or opportunities for action; draws reasonable, logical conclusions. • Develops creative and insightful solutions to highly complex or visible problems/issues that impact the work unit, organization, and IC; develops effective strategies to address problems associated with new and emerging issues. • Makes sound, timely, and logical recommendations or decisions in highly complex, difficult, high pressure, and/or ill-defined situations by considering the costs, risks, and benefits and choosing appropriate courses of action. • Establishes a work environment where employees feel free to engage in open, candid exchanges of information and diverse points of view. 	<ul style="list-style-type: none"> • Focuses on the most critical information needed to understand, define, and re-define issues as needed; displays exceptional persistence in finding critical and/or hard-to-obtain information. • Identifies significant connections between seemingly unrelated pieces of data/information to draw innovative conclusions or to resolve the most difficult or ambiguous problems; draws on evaluations and interpretations to form sound conclusions and identify reasonable, logical solutions. • Takes the initiative to resolve problems of particular difficulty, sensitivity, or strategic importance in order to maximize contributions to the work unit, organization, and IC; evaluates the impact of outside events and uses this information to develop alternative strategies or processes. • Makes sound, timely, and logical recommendations or decisions in the most sensitive, difficult, and ambiguous situations and consistently offers good counsel, effectively balancing costs, risks, benefits, and future consequences. • Actively seeks diverse viewpoints and promotes a climate that facilitates critical review of ideas; models effective methods for communicating about complex, sensitive, or controversial issues that impact the organization and IC.

Performance Standards for Supervisor/Manager Band 5 Employees in Supervision/Management Work Category	
Engagement and Collaboration	
Successful	Outstanding
<ul style="list-style-type: none"> • Contributes to achieving organizational objectives by modeling collaboration and flexibility and building and maintaining effective partnerships internal and external to the organization; uses these networks to deal with complex organizational and cross-organizational issues. • Establishes communication processes that ensure work activities are well-integrated both internally and externally as appropriate; initiates and oversees the development of knowledge sharing and collaboration systems and ensures that relevant information is being transferred and integrated. • Actively seeks diverse perspectives from coworkers, peers, customers/partners, and stakeholders internal and external to the organization; integrates these perspectives to develop new and deeper insights on issues and problems. • Creates an environment that promotes engagement, integration, and knowledge sharing. 	<ul style="list-style-type: none"> • Leverages internal and external relationships to create synergy and influence decision making; understands the political and cultural environment within the organization and the IC to effectively promote cross-functional and cross-organizational teamwork; implements effective strategies for getting the most complex, interdependent programs accomplished across organizational units. • Seeks, encourages, and facilitates opportunities and processes to exchange information internal and external to the organization to successfully leverage related efforts. • Promotes the communication of diverse perspectives internal and external to the organization; fosters a climate in the organization reinforcing the value of trust, respect, and diverse perspectives; champions respect for and value of individual differences and diversity, resulting in greater information sharing. • Demonstrates exceptional skill in creating a climate that fosters engagement, integration, and knowledge sharing in which input is regularly sought, valued, and used to significantly improve work processes, products, and services.

Performance Standards for Supervisor/Manager Band 5 Employees in Supervision/Management Work Category		
Leadership and Integrity		
Successful		Outstanding
<ul style="list-style-type: none"> • Takes initiative to identify and understand difficult, challenging, and ambiguous issues that affect units internal and external to the organization; implements innovative initiatives designed to improve products and services. • Treats everyone fairly, honestly, and respectfully; creates a positive team atmosphere that fosters cooperation, trust, and inclusion by modeling and encouraging this behavior in others. • Represents self, unit, organization, or the IC in a manner that enhances its image and reputation through his/her judgment, professional behavior, composure, credibility, preparation, and commitment, even in challenging or sensitive situations, thus promoting a positive IC image and the core values, including selfless service, a commitment to excellence, and the courage and conviction to express own professional view. • Creates a shared vision and mission within own organization and ensures employees understand how their work contributes to organizational objectives. • Enables a work environment and organizational culture that values and promotes equal opportunity, diversity (of both persons and points of view), and collaboration; demonstrates inclusiveness and sensitivity to individual differences. • Recognizes and rewards individual excellence, enterprise focus, innovation, and collaborative action. 		<ul style="list-style-type: none"> • Consistently seeks opportunities to expand knowledge of emerging issues; excels at understanding and developing solutions for highly complex, high-stakes issues internal and external to the organization; facilitates the implementation of initiatives designed to improve the organization and/or IC. • Solicits ideas to gain an understanding of priorities, needs, and concerns internal and external to the organization and address them as appropriate; tailors own behavior to work more effectively with others and foster a team environment, even in difficult situations. • Sets an example of excellence as a representative of the organization or IC; is called upon to handle the most difficult, politically sensitive, or highly visible situations in a manner embodying exceptional professionalism, composure, judgment, and demonstration of the IC core values. • Motivates employees to make significant contributions to the organization's mission, going above and beyond what is expected of them. • Establishes practices to ensure equal opportunity, diversity, and collaboration within the organization; serves as a role model of respectful and inclusive behavior to others. • Develops and implements innovative methods of recognizing and rewarding individual excellence, enterprise focus, innovation, and collaborative action.

Performance Standards for Supervisor/Manager Band 5 Employees in Supervision/Management Work Category	
Management Proficiency	
Successful	Outstanding
<ul style="list-style-type: none"> • Develops and applies the managerial and professional knowledge, tradecraft, and subject matter expertise needed to perform highly complex or varied assignments that have an impact within and beyond the immediate organization. • Stays current in managerial and professional knowledge, tradecraft, and subject matter expertise, and uses this expertise to improve performance of oneself, work unit, others across the organization, and across the IC. • Seeks feedback from multiple sources to enhance managerial and professional knowledge, tradecraft, and subject matter expertise; participates in challenging development activities that offer feedback opportunities and applies lessons learned to improve work unit and organizational performance. • Plans for, acquires, organizes, integrates, develops, and prioritizes the human, financial, material, information, and other resources necessary to accomplish the organization's mission and objectives. • Sets clear performance objectives and provides candid and useful feedback and coaching to improve performance; in accordance with applicable policies and procedures, addresses performance and conduct problems in a fair, timely, honest, and respectful manner. • Accurately and fairly evaluates individual employee contributions to organizational results and links rewards to the accomplishment of those results. 	<ul style="list-style-type: none"> • Consistently applies depth and breadth of managerial and professional knowledge, tradecraft, and subject matter expertise to far exceed expectations on the most complex or varied assignments at this level; applies knowledge to improve organizational and IC performance. • Translates new developments in own technical field into concrete advances that have a broad organizational and IC impact. • Identifies new opportunities to develop managerial and professional knowledge, tradecraft, and subject matter expertise; translates feedback into concrete improvements that have broad organizational and IC impact. • Manages work unit resources in anticipation of changes; consistently develops new and innovative ways to maximize resource acquisition and value in support of organizational and IC mission and objectives; effectively addresses the most complex, controversial, and sensitive problems regarding the acquisition, organization, integration, and development of human, financial, material, information, and other resources. • Demonstrates exceptional skill in coaching and mentoring employees; inspires employees through feedback and coaching to perform beyond set objectives and standards; identifies potential performance problems before they become serious and gives early feedback to eliminate these problems. • Uses the performance management system to reinforce and foster superior performance.