

Defense Logistics Agency Instruction



DLAI 7515
Effective May 23, 2003
Certified Current April 19, 2011
DLA Training Center

Probationary Period for New Supervisors/Managers

References: Refer to Enclosure 1.

1. **PURPOSE.** Completion of a one-year probationary period is required by law of all individuals newly appointed to a federal civilian supervisory position. The probationary period is considered an extension of the selection process, bridging the gap between the supervisory potential the individual has demonstrated and the supervisory performance required in the new position. This process ensures that first-time federal civilian supervisors are informed of the requirements of the supervisor probationary period and are provided with the assistance necessary for successful transition into a leadership role within the Agency. Only those individuals who demonstrate satisfactory performance of supervisory duties and complete required training/developmental activities during the probationary period will be retained in a supervisory position beyond the end of the supervisor probationary period.

2. **APPLICABILITY.** This instruction applies to all DLA civilian employees selected to a supervisor position in both the Federal Wage System (WS) and General Schedule (GS). The Probationary Period for New Supervisors and Managers is managed by the DLA Human Resources Services, DLA Training.

3. **POLICY**

a. Upon initial entry into a federal civilian supervisory position, an employee must complete a one-year supervisor probationary period. This probationary period is required for a permanent appointment, a temporary appointment of one continuous year or longer, and a temporary appointment that is made permanent with no breaks in service in the supervisory position.

b. The supervisor probationary period begins on the effective date of the permanent appointment, or temporary appointment of one continuous year or longer, that enters the employee into a covered position. All probationary supervisors will be required to complete mandatory supervisor training as outlined in the DLA Instruction 7519, Training for Newly Appointed Supervisors (also known as the DLA Supervisor Certificate Program). Developmental requirements outlined for the first year of the DLA Supervisor Certificate Program must be completed by the end of the supervisor probationary period.

c. Temporary service in a supervisory position that is subsequently converted to a permanent appointment with no break in service is creditable toward completion of the supervisor probationary period. In these situations, the effective date of the supervisor probationary period will begin on the date of the temporary appointment in the supervisor position. This includes service on a temporary promotion or reassignment to another supervisory position while serving a supervisory probation. Service on a detail assignment to a supervisor position is not creditable toward completion of the supervisor probationary period.

d. When an employee's service is interrupted during the supervisor probationary period, service is creditable as follows:

(1) If transferred, reassigned, or promoted to another supervisory position while serving a supervisor probationary period, service in the former position counts toward completion of the probationary period prescribed for the new position, regardless of series and grade.

(2) Service on detail, temporary promotion, or reassignment to another supervisory position while serving the supervisor probationary period is creditable toward completion of probation. Service on detail, temporary promotion, or reassignment to a nonsupervisory position is not creditable.

(3) Absence in a non-pay status is creditable up to a total of 22 workdays. Any non-pay status in excess of this amount extends the probationary period an equal amount of time.

(4) Absence due to a compensable injury or military duty from which the employee is entitled to restoration rights or priority consideration is creditable in full.

(5) Service does not count toward completion of a subsequent supervisor probationary period when an employee leaves a supervisory position, for cause or voluntarily, and moves to a nonsupervisory position during the probationary period. In these cases, an employee must begin a new one-year supervisor probationary period upon subsequent assignment to a supervisory position.

e. Individuals who must serve time in a supervisor probationary period will be notified of this requirement in writing and provided with basic information concerning the requirements of the period, including potential consequences of failing to satisfactorily complete the supervisor probationary period.

f. Managers of probationary supervisors will conduct and document an initial in-brief with the new supervisor within 30 days of appointment, utilizing the DLA Probationary Supervisor and Manager Partnering Agreement. At this time, the manager will define and discuss performance requirements with the probationary supervisor and issue a performance plan in accordance with DLAI 7513, Performance Management System for Supervisors and Managers. See [Enclosure 2](#) for the DLA Probationary Supervisor and Manager Partnering Agreement.

g. Within 30 days of appointment, the probationary supervisor and the manager will prepare an individual development plan (IDP) to document learning goals and proposed developmental activities.

h. Managers will conduct and document a progress review with probationary supervisors at least once every quarter during the probationary period, at approximately the 3, 6, 9, and 12-month points of the probationary period. See [Enclosure 3](#) for the Quarterly Progress Review (DLA Probationary Supervisors) format.

i. Satisfactory completion of the supervisor probationary period will be determined and documented in writing by the manager of the probationary supervisor prior to completion of the probationary period. Documentation will be placed in the employee's Official Personnel Folder (OPF).

j. Satisfactory completion of the probationary period and accomplishment of required training/developmental activities is a prerequisite to retain an employee in a supervisory position.

k. If, after a full and fair opportunity an employee has demonstrated supervisor deficiencies that make him/her unacceptable for continuation in the supervisor position, or the employee has failed to complete required training/developmental activities, the employee will be placed in a nonsupervisory position prior to completion of the probationary period.

l. An employee who is assigned out of a supervisory position because of unsatisfactory performance of supervisory duties is ordinarily entitled to be returned to a position in the organization that is not lower in grade than the position the employee left to accept the supervisory position. If an employee accepted a change to a lower grade to enter the supervisory position, the employee will only be entitled to reassignment (in grade) to a non-supervisory position.

(1) The employee is entitled to an advance written notice of assignment out of the supervisory position that makes clear the reasons for the action and effective date. Formal job protection procedures do not apply to this notice, nor is the employee entitled to grade or pay retention.

(2) An employee who is demoted or reassigned to a non-supervisory position due to unacceptable performance during the supervisor probationary period has no appeal or grievance rights, with the following exception: An employee who alleges that an agency action was based on partisan political affiliation or marital status, may appeal to the Merit Systems Protection Board.

m. The demotion of an employee to a position lower in grade than the position the employee left to accept the supervisory position, or lower than the grade of the supervisory position when the employee entered the position by change to lower grade, is an action for which formal job protection procedures apply, governed by part 432 or part 752 procedures, whichever is applicable. If the employee believes an action under this subpart was based on improper discrimination or other prohibited practices under 5 U.S.C. 2302, the employee may appeal to the

Merit Systems Protection Board or the Equal Employment Opportunity Commission, as appropriate.

n. An organization may take adverse action or other appropriate personnel action for reasons unrelated to supervisory performance. If the action is based on performance deficiencies in addition to those of a supervisory nature, the procedures of 5 USC Part III, Subpart C, Chapter 43 apply. If the action is based in whole or in part on misconduct, the procedures of 5 USC Part III, Subpart C, Chapter 75 apply.

o. The reassignment or demotion of an employee to a non-supervisory position should not be grounds, in and of itself, to deny consideration for a subsequent assignment or promotion to a supervisory position. Position requirements as well as employee capabilities change, and an employee found unsuited to a particular position might perform satisfactorily in another position.

p. Dissatisfaction concerning the following actions are processed in accordance with the administrative grievance procedure.

(1) The determination as to whether or not an employee previously served in a position that entitles him/her to an exemption from serving a supervisor probationary period.

(2) A determination on crediting prior service toward completion of a supervisor probationary period.

(3) A determination as to whether or not an employee's position makes him/her subject to the requirements for a supervisor probationary period.

q. An allegation of discrimination due to race, color, religion, sex, national origin, physical handicap, or age in connection with a demotion or reassignment taken during the supervisor probationary period is processed in accordance with the DLA Equal Employment Opportunity Program.

r. The manager of the probationary supervisor defines performance requirements and learning activities, coaches the new supervisor and provides continuous feedback, documents satisfactory completion of the probationary period, and coordinates action during the probationary period related to unsatisfactory performance.

4. RESPONSIBILITIES

a. The DLA Human Resources Services HR Specialist determines when the supervisor probationary period has not been completed, documents the remarks section of the Notification of Personnel Action, SF-50, and inputs supervisor probationary period completion date to DCPDS. When an individual is assigned from a non-supervisory position to a supervisory position, and has already completed the supervisor probationary period, the DLA HR Specialist indicates this completion in the remarks section of the SF 50.

b. DLA Human Resources Services at Columbus and at New Cumberland notify DLA Human Resources Services, DLA Training of all personnel actions involving transfers into DLA to supervisory positions; provisional, term/temporary, or career conditional appointments to supervisory positions; and internal employee reassignments, promotions, or temporary appointments from nonsupervisory positions to supervisory positions.

c. DLA Human Resources Services, DLA Training prepares supervisory appointment letter and sends to the probationary supervisor along with information on training requirements. Probationary supervisor forwards this information to his/her manager.

d. The manager of probationary supervisor discusses appointment letter with probationary supervisor, defines performance requirements, presents performance standard/job objectives, discusses and signs the DLA Probationary Supervisor and Manager Partnering Agreement, and develops or updates the probationary supervisor's individual development plan.

e. Probationary supervisor attends required training required for completion during the supervisor probationary period. If supervisor is serving on a temporary appointment, completion of training requirements will be aligned with the length of the appointment.

f. Manager monitors performance, provides learning experiences, and coaches with continuous feedback and quarterly progress reviews.

g. DLA Human Resources Services, DLA Training sends assessment memorandum to manager by the tenth month of the probationary period. If performance training is satisfactory, the assessment will be retained by the manager until the end of the supervisor probationary period, then completed and forwarded to DLA Human Resources Services, DLA Training within 2 weeks after the end of the supervisor probationary period. This completed assessment will be accompanied by copies of the Probationary Supervisor and Manager Partnering Agreement and documentation of the quarterly progress reviews.

h. If the performance is not satisfactory upon receipt of the assessment memorandum, the manager will immediately coordinate with the DLA HR Specialist for advice and assistance. Should the decision be made to not retain an individual in a supervisory position, manager prepares and presents to the probationary supervisor, before the end of the probationary period, a written notice of reassignment or demotion out of the supervisory position during the probationary period.

5. PROCEDURES.

a. DLA Human Resources Services at Columbus and at New Cumberland complete staffing action and documents SF-50 Notification of Personnel Action to indicate whether the supervisor probationary period is required or whether it has already been completed, and input supervisor probationary period completion date to DCPDS.

b. DLA Human Resources Services at Columbus forwards daily spreadsheet of supervisor appointments to DLA Human Resources Services, DLA Training Program Manager, DLA Supervisor Certification Program.

c. DLA Human Resources Services, DLA Training reviews EOPF of supervisor appointments to determine if supervisor probationary period is required for completion. DLA Human Resources Services, DLA Training prepares appointment letter and information package, and forwards to probationary supervisor and the manager of the probationary supervisor.

d. Manager of the probationary supervisor issues performance plan/job objectives, partnering agreement, and individual development plan. Manager and probationary supervisor sign acknowledgement memorandum and return to DLA Human Resources Services, DLA Training.

e. Probationary supervisor accomplishes required training activities as part of the DLA Supervisor Certification Program.

f. Manager of the probationary supervisor monitors performance, provides continuous feedback, and conducts quarterly progress reviews. Manager assists probationary supervisor in balancing mission demands, supervisory duties, and developmental requirements so that training requirements identified for the probationary period are completed on time.

g. DLA Human Resources Services, DLA Training sends probationary period assessment form to the manager of the probationary supervisor 30-60 days prior to the end of the supervisor probationary period. This includes status of the probationary supervisor's training requirements.

h. If first year training requirements remain unfulfilled, the manager follows-up with probationary supervisor to ensure completion of requirements prior to the end of the probationary period.

i. If probationary supervisor is not performing at a satisfactory level, or has failed to complete required developmental requirements, manager coordinates with DLA HR Specialist for advice and assistance. As warranted, manager prepares and presents written notice to demote or reassign prior to completion of the supervisor probationary period for deficient performance.

j. If probationary supervisor is performing at a satisfactory level, the manager documents the satisfactory performance on the assessment form and returns the form to DLA Human Resources Services, DLA Training within 2 weeks after the end of the supervisor probationary period. Manager attaches completed Probationary Supervisor and Manager Partnering Agreement and documentation from the quarterly progress reviews.

6. EFFECTIVE DATE. This Instruction is effective immediately.

Director, DLA Enterprise Support
May 23, 2003

Deputy Director, Human Resources
April 19, 2011

3 Enclosures

Enclosure 1 – References

Enclosure 2 - Probationary Supervisor and Manager Partnering Agreement

Enclosure 3 - Quarterly Progress Reviews (DLA Probationary Supervisors)

Enclosure 1
References

1. DLA One Book Process Chapter, Probationary Period for New Supervisors and Managers, November 21, 2006, superseded.
2. Department of Defense (DOD) Directive 5105.22, sub-paragraph E2.1.1.16. of Enclosure 2. Defense Logistics Agency .
3. 5 U.S.C., Part III, Chapter 33, Subchapter I, Section 3321, Competitive Service – Probationary Period.
4. 5 CFR, Chapter I, Part 315, Subpart I, Sections 315.901-315.909 – Probation on Initial Appointment to a Supervisory or Managerial Position.

Enclosure 2
Probationary Supervisor and Manager Partnering Agreement

1. Purpose. The purpose of the Probationary Supervisor and Manager Partnering Agreement is to facilitate communication and collaboration between the newly appointed probationary supervisor and his or her manager. This discussion should occur during the first 30 days of the new supervisor's appointment. Suggested discussion topics are listed below. Following these items is a section for both parties to record comments and indicate agreement to support each other and the organization during the DLA Supervisor Certificate period. This agreement should be revisited during quarterly progress reviews. The completed and signed Partnering Agreement will be included as an attachment to the Probationary Period Assessment returned to the DLA Human Resources Services, DLA Training prior to the end of the supervisor probationary period.

2. Categories of Discussion Items.

a. Desired Results: Support needed to aid in the transition to a supervisor/leadership role; Support for completion of the DLA Supervisor Certificate Program requirements; Individual Development Plan for the first and second year of the Certificate Program; Work unit performance and accomplishments Presentation and discussion of position description and organization chart; Organization initiatives, mission and responsibilities, business goals and objectives; Desired results and outcomes for work unit; Customer requirements and satisfaction levels; Communication plan and staff meeting requirements; Keeping manager informed on Certification Program plans and accomplishments

b. Guidelines: Information on organization's standard operating procedures and internal processes; Manager's leadership style and approach to problem solving/decision making; Levels of flexibility (empowerment) in various circumstances and scenarios; Organization and group values and culture Specific boundaries and deadlines for accomplishing desired results (strategic plan, business plan, balanced scorecard, etc.); Degree of independence expected of new supervisor and level of managerial controls; Governing rules and regulations; "Watch-outs" and "don't dos"

c. Resources: Leadership hierarchy/chain of command; POCs for HR, EEO, safety, IT, budget, equipment/supplies, T&A, DTS, etc.; Support desired in terms of coaching or mentoring People, money, facilities, tools, and systems available to accomplish desired results; Special leadership needs of the work unit; Any pending personnel or other administrative issues; New supervisor's assessment of his or her leadership strengths and areas for growth; Planning for individualized, self-development activities

d. Accountability: Organizational metrics and reporting requirements; Feedback from customers and teams; Schedule for quarterly progress reviews Presentation and discussion of performance standards; Discussion of performance expectations and supervisory/managerial performance plan rating levels; DLA managerial/leadership competencies; Final probationary

period assessment and performance expectations; Expectations for modeling values of corporate culture

e. Outcomes: Preferences on financial and non-financial awards, time off, verbal praise, and individual or team recognition; Opportunities for increased responsibilities and career growth
Results of achieving or not achieving goals and objectives: money, opportunities, increased trust, respect, etc.

3. Probationary Supervisor's Comments. Probationary Supervisor's Statement of Agreement:

I agree to fully utilize the DLA Supervisor Certificate Program to meet all developmental requirements that are outlined for building my foundation of leadership knowledge and skills. I will keep my manager apprised of my progress and obtain his or her assistance in determining individualized self-development activities. I will seek the advice and assistance of my manager as I lead my employees toward accomplishment of organization goals and the formation of a cohesive, committed, and productive work unit. I will strive to demonstrate the actions, attitudes, and behaviors expected of DLA leaders as defined in the DLA Values and DLA managerial/leadership competencies.

Signature of New Supervisor: _____ Date: _____

4. Manager's Comments. Manager's Statement of Agreement:

I agree to support the probationary supervisor in his or her accomplishment of all developmental requirements outlined for the DLA Supervisor Certificate Program. I will assist the new supervisor in managing workload and delegating assignments so that all requirements are met during the 2-year certification period. I will monitor the progress of the new supervisor and provide quarterly progress reviews, regular coaching and feedback on ways to build and strengthen his or her leadership competencies. I will model the actions, attitudes, and behaviors expected of DLA leaders as defined in the DLA Values and DLA managerial/leadership competencies. Finally, I will assess the probationary supervisor's performance in supervisory duties and ensure retention in a supervisory position only if he or she demonstrates "solid performance" in all DLA managerial/leadership competencies during the supervisor probationary period.

Signature of Manager: _____ Date: _____

Enclosure 3
Quarterly Progress Reviews (DLA Probationary Supervisors)

Purpose: The progress review documents quarterly discussions between the newly appointed supervisor and his/her manager on short-term developmental goals established for the supervisor probationary period. Use the new supervisor's IDP and the Probationary Supervisor and Manager Partnering Agreement as reference points for discussions and planning. The completed and signed Quarterly Progress Review will be included as an attachment to the Probationary Period Assessment returned at the end of the supervisor probationary period. For additional space, continue on an attached separate sheet of paper.

End of 3 Months Date of Progress Review: _____

1. Challenges Faced (such as developmental needs, focus-areas, and difficult situations):

2. Progress Made (such as most successful areas, memorable learning points, developmental strengths, and positive developmental results):

3. Developmental Goals for Next 3 Months (such as opportunities to pursue, areas to strengthen):

4. Needed Management Support (how the manager can assist in transition and developmental progress):

Signature of Probationary Supervisor: _____
Date: _____

Signature of Manager: _____
Date: _____

End of 6 Months Date of Progress Review: _____

1. Challenges Faced (such as developmental needs, focus-areas, and "stretch" assignments):

2. Progress Made (such as most successful areas, memorable learning points, developmental strengths, and positive developmental results):

3. Developmental Goals for Next 3 Months (such as opportunities to pursue, areas to strengthen):

4. Needed Management Support (such as assistance and/or support needed from the manager):

Signature of Probationary Supervisor: _____

Date: _____

Signature of Manager: _____

Date: _____

End of 9 Months Date of Progress Review: _____

1. Challenges Faced (such as developmental needs, focus-areas, and difficult situations):

2. Progress Made (such as most successful areas, memorable learning points, developmental strengths, and positive developmental results):

3. Developmental Goals for Next 3 Months (such as opportunities to pursue, areas to strengthen):

4. Needed Management Support (how the manager can assist in transition and developmental progress):

Signature of Probationary Supervisor: _____

Date: _____

Signature of Manager: _____

Date: _____

End of 12 Months Date of Progress Review: _____

1. Challenges Faced (such as developmental needs, focus-areas, and “stretch” assignments):

2. Progress Made (such as most successful areas, memorable learning points, developmental strengths, and positive developmental results):

3. Developmental Goals for Next Year (such as opportunities to pursue, areas to strengthen):

4. Needed Management Support (such as assistance and/or support needed from the manager):

Signature of Probationary Supervisor: _____

Date: _____

Signature of Manager: _____

Date: _____