



Department of Defense



***National Security
Personnel System***

Writing Effective Job Objectives Workshop

June 2007

Leading The Way





Facilitators

- Paula Antonovich, PEO NSPS
- Mark Houghton, DON
- Caperton Hubbard, DON

- Learn how to align job objectives with:
 - Salary
 - Performance Indicators
 - Mission/Organizational Priorities
- Learn how to write job objectives using the SMART framework
- Use Contributing Factors to address “how” the work will be completed
- Write and analyze at least one job objective
- Receive individual support

- Increase awareness of how your work supports overall departmental and organizational strategic initiatives and goals
- Align with your salary
- Provide a useful guide to assess your progress in meeting your job objectives
- Serve as part of the basis for determining your compensation at the end of the rating cycle
- Promote communication and shared understanding between you and your supervisor about what is important in your organization and what is expected of you

- **Roles need to change** - The supervisor's role changes from being a better expert to being a leader and the employee's role changes from executing instructions to taking responsibility.
- **Job objectives are about outcomes, results, accomplishments** – Not tasks or activities or areas of responsibility.
- **Job objectives need to be constructed/developed with the end in mind** – Eventually they need to be rated.
- **Pay for Performance, to work, also has to be Performance for Pay** - Job objectives need to reflect the level of compensation.

■ Performance Indicators

- Standardized descriptions of levels of performance, by Pay Schedule and pay band, that are:
 - ✓ Used to develop job objectives
 - ✓ Applied when rating the accomplishment of job objectives

■ Contributing Factors

- Attributes of job performance, identified by Pay Schedule and pay band, that are significant to the accomplishment of individual job objectives:
 - ✓ Cooperation and Teamwork
 - ✓ Communication
 - ✓ Critical Thinking
 - ✓ Customer Focus
 - ✓ Leadership*
 - ✓ Resource Management
 - ✓ Technical Proficiency

* Required for the supervisory job objective



SMART Framework

Specific

Measurable

Aligned

Realistic/**R**elevant

Timed

- **Understand the goals or mission statements for your team, unit, or organization**
 - “How does my work fit into the goals/mission?”

- **Identify relevant Standard Operating Procedures (SOPs), Policies, Guidance, and Directives**
 - “How can I identify meaningful quality, quantity and time measures for results?”

- **Group the work into large categories/functions**
 - “What are the large ‘buckets of work’ that I do?”

Discussion



Leading The Way



S Specific



Task/Activity

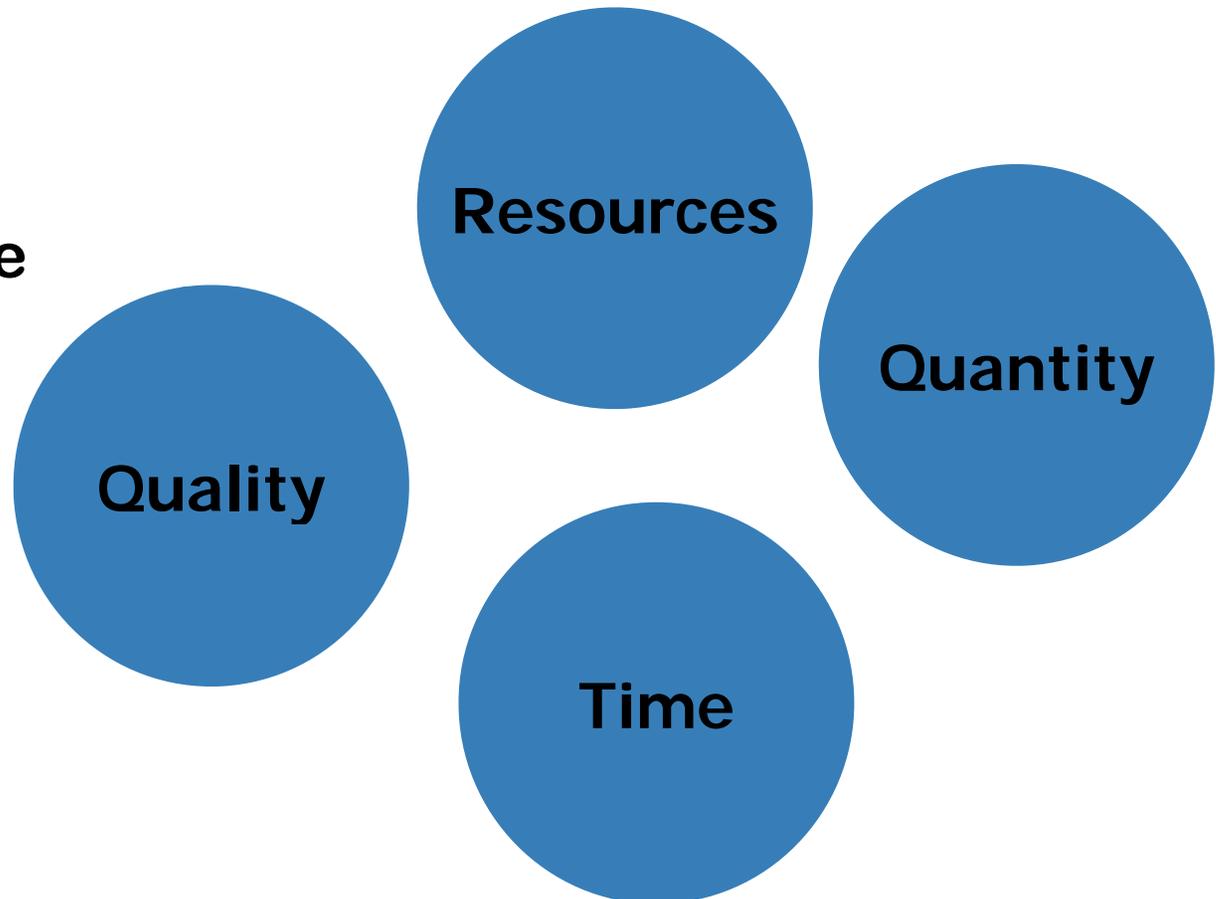
“Identify procedures.”

Objective

“Develop standard operating procedures for the newly acquired mail sorting tool for release no later than the end of FY07.”

S Specific

M Measurable



Revise no less than 80% of existing procedures to reflect the impact of the new system.

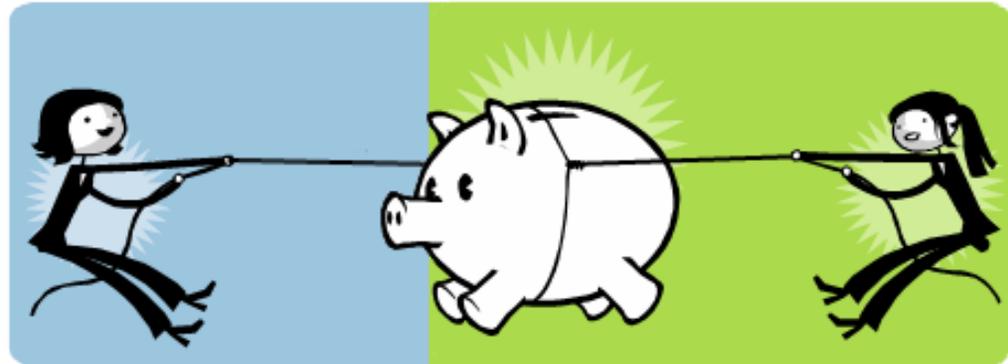
Or

Revise 40 of 60 existing procedures to reflect the impact of the new system.

S Specific

M Measurable

A Aligned





Aligned Example

Completion of this objective supports our organization's goal of improving business line productivity by 15% by the end of the year.

- S** Specific
- M** Measurable
- A** Aligned
- R** Realistic/Relevant



S Specific

M Measurable

A Aligned

R Realistic/Relevant

T Timed





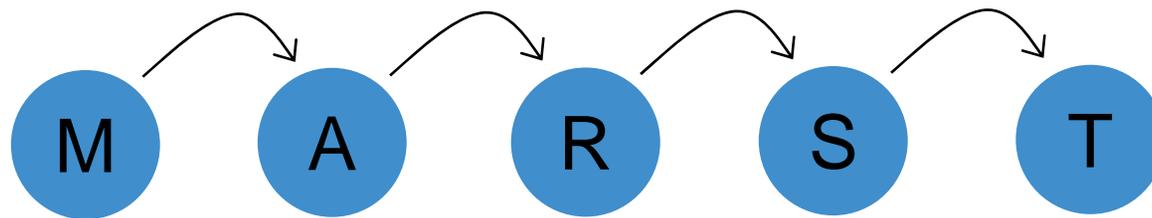
Timed Example

By July 30, 2007, revise no less than 80% of existing procedures to reflect the impact of the new system.

Outcome or Task Statement?



- Not a style or composition competition
- Capture key elements in using/applying the SMART framework
- Sequence



- Consider:
 - Milestones
 - Self-management tool

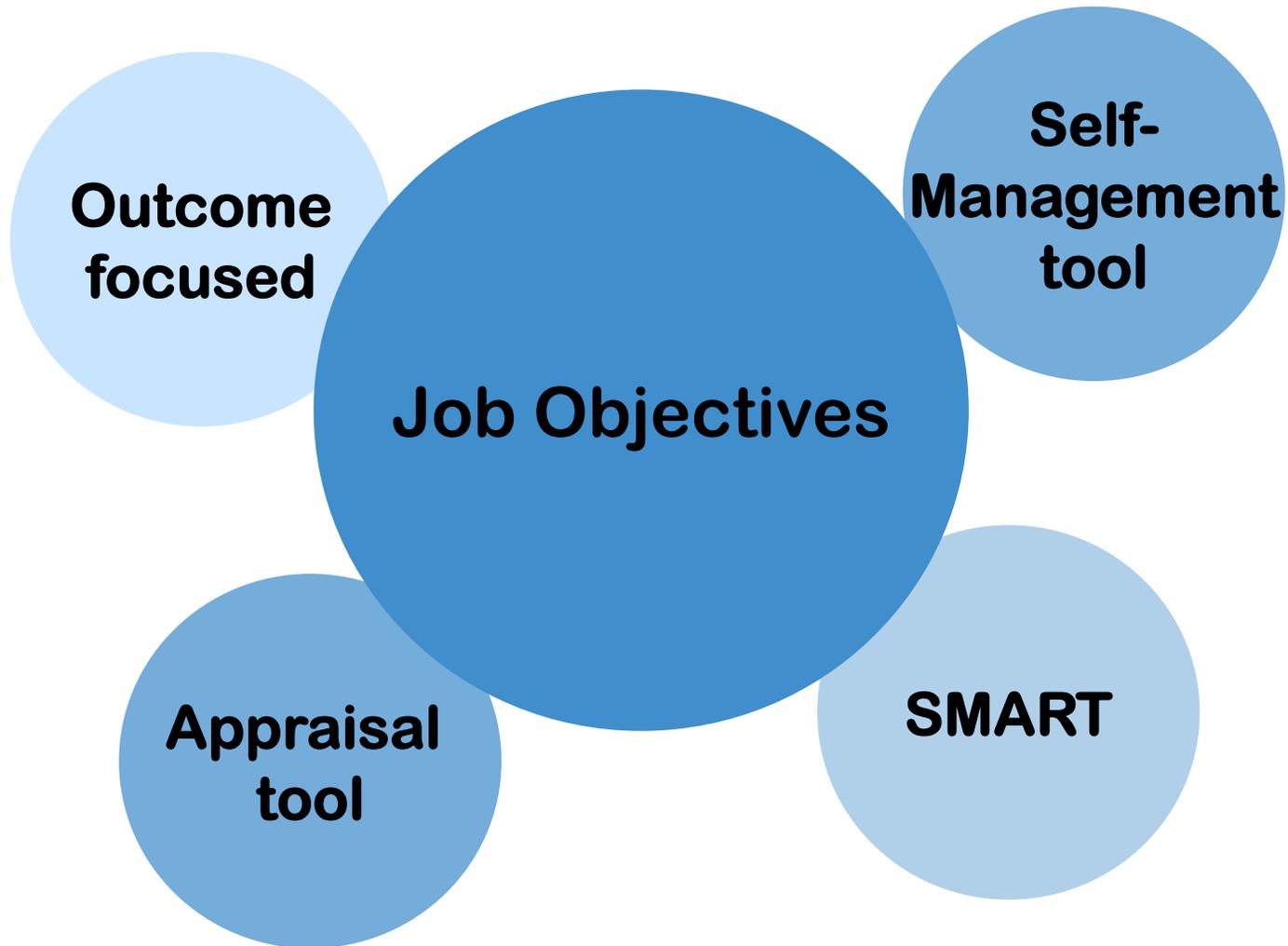


Create a job objective.

ACTIVITY



- What was difficult?
- What helped?
- What are the lessons learned?
- Others?





■ Courses

- Writing Effective Job Objectives
- Performance Management for Managers and Supervisors
- Performance Management for Employees
- Introduction to Pay Pool Management

■ NSPS website: <http://www.cpms.osd.mil/nsps>

- *iSuccess*

■ Your Component NSPS Program Office