



Department of Defense



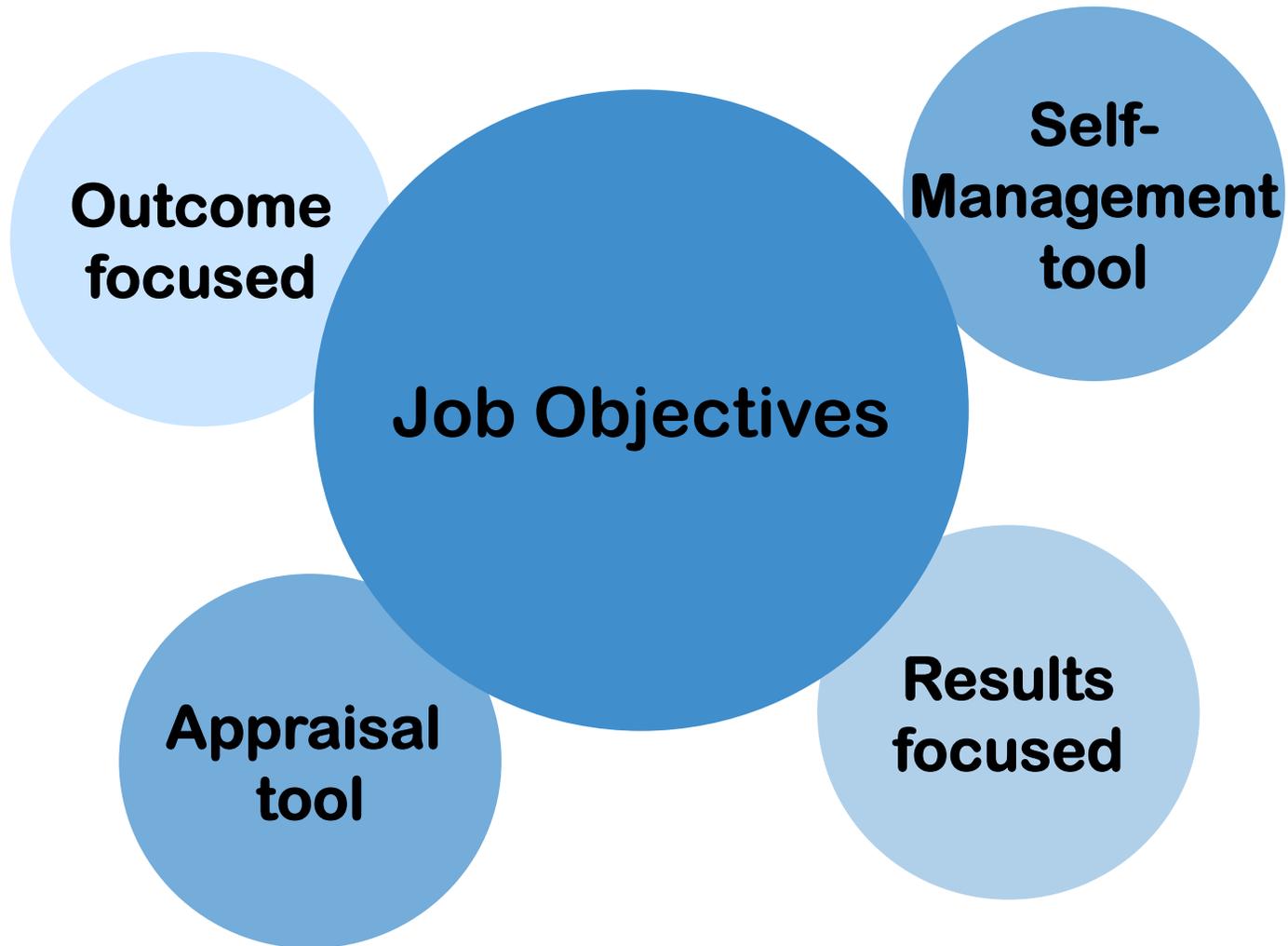
***National Security
Personnel System***

Writing Effective Job Objectives and Assessments

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- **Learn how to align job objectives with:**
 - **Mission/Organizational Priorities**
 - **Performance Indicators**
 - **Salary**
- **Learn how to write effective job objectives**
- **Learn how to translate job objectives into assessments**
- **Discuss lessons learned**





Effective Job Objectives

- **Increase awareness of how individual work supports overall departmental and organizational strategic initiatives and goals**
- **Promote communication and shared understanding between employee and supervisor**
- **Serve as part of the basis for determining compensation at the end of the rating cycle**
- **Align with salary**
- **Are written at Level 3 using appropriate Performance Indicators**

- **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.**

■ Performance Indicators

- **Standardized descriptions of levels of performance, by Pay Schedule and pay band, that are:**
 - ✓ **Used to develop job objectives – focus on Level 3**
 - ✓ **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**



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





Tips for Effective Writing

- **Address each job objective in a separate paragraph**
- **Describe accomplishments in terms of results and outcomes**
- **Address how individual contributions affect organizational outcomes**
- **Be clear and concise**

- **What challenges do you face or anticipate facing using job objectives as the primary vehicle for rating performance?**
- **Are you comfortable using the Performance Indicators to establish appropriate levels of performance and expectations?**
- **What about the use of Contributing Factors?**
- **What skills/assistance do you need to feel better prepared?**

Discussion





■ 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