



US Army Garrison Schweinfurt



JOB OBJECTIVES

A GUIDE FOR EMPLOYEES AND SUPERVISORS



Every Day ... Better!

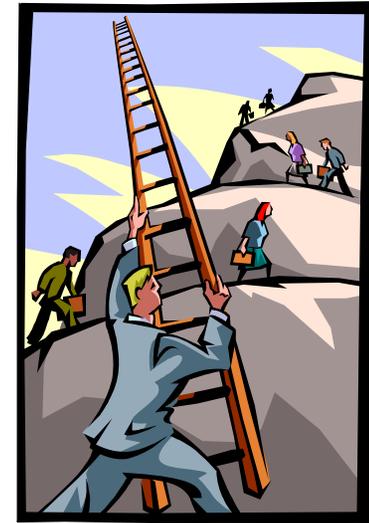


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Training Objectives

- Improve skills in writing S·M·A·R·T job objectives:
 - Performance focused
 - Aligned with organization
 - Appraisal and self-management tool



- Preparation for NSPS performance evaluations and employee self-assessment



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Foundation for Performance Management

- Draw a line of sight
- Capture performance expectations
- Communication is a key element
- Provide basis for rating
- Must be written in **S·M·A·R·T** style
- Should be aligned to salary and pay band
- Must be weighted (total 100%)





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The Performance Plan Conversation

• PURPOSES

- To reach a joint understanding of performance expectations for the current (new) rating cycle
- To explain the organization's goals and to align employee objectives with these goals
- To establish timelines and measurement methods
- To identify developmental needs

• OUTCOMES

- Performance plan
- Individual Development Plan (IDP)
- Conversation notes, other relative documentation





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Coach and Motivate Employees

- Motivate and inspire
- Align employees' core values with the mission of the organization
- Help high performers to work with and encourage low performers:
 - Provide informal mentorship
 - Ensure contribution to team
- Promote a high performing organization – most employees want to do a good job
 - How can you help make that happen?





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Key Requirements for Job Objectives

- 2 to 5 key functions - not tasks - per job must be communicated, e.g., budget execution, supervision, strategic communication, clerical and administrative support
- Job objectives must be weighted
(not less than 10% per objective NTE 100% for all objectives)
- Job objectives aligned to Garrison mission / goals
- Supervisors must have the Army standardized supervisory job objective
- Selected one contributing factor that represents *the most significant work behavior required to accomplish the job objective*





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Mission Statement / Goals

USAG Schweinfurt provides installation operations in order to support readiness and mission execution of stationed and rotational units while ensuring the well-being of the community.

Goals:

- 1. Maintain High Levels of Safety, Force Protection, and Occupational Health***
- 2. Sustain and Improve Local Community Relations***
- 3. Develop and Retain a Professional Workforce***
- 4. Optimize Resources***
- 5. Be an Adaptive, Customer-Focused Organization***
- 6. Sustain and Improve the Infrastructure***
- 7. Maintain Deployment, Sustainment, and Redeployment Operations***



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Job Objectives are not a Task List

- Baseline document is the official job description
- Focuses on the result, the work product, the contribution in meeting the goals of the organization
- Describes “what” the employee will accomplish during the rating cycle
- Employee is responsible for the outcome





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S·M·A·R·T Job Objectives

SMART is a framework for developing (and evaluating) job objectives

- **S**pecific
- **M**easurable
- **A**ligned
- **R**ealistic/**R**elevant
- **T**imed





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S·M·A·R·T Job Objectives are *SPECIFIC*

- Define an observable action, behavior, or achievement
- Link to a level of performance, frequency, percentage, or other number
- Are specific regarding the description of expected results (not the activities to achieve results)

What do you want the employee to accomplish?

- ➔ Make the objective as clear and specific as possible, so there is no ambiguity about the expected results
- ➔ At the end of the rating cycle, can you answer the question, “Has the employee achieved this job objective/goal?”

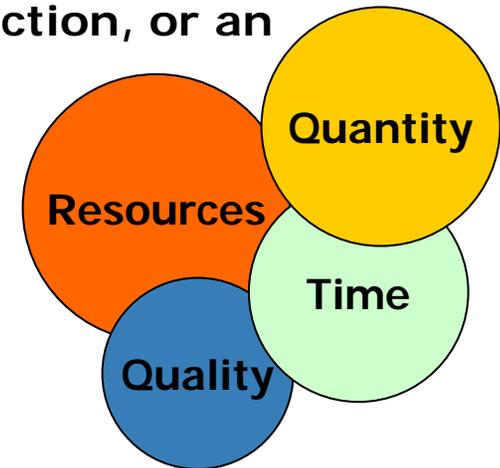


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S·M·A·R·T Job Objectives are **MEASUREABLE**

- Provide a method to allow tracking, recording, and validating the quality of a specific behavior, an action, or an outcome
- Define
 - ✓ Quantity (how many)
 - ✓ Time (how long)
 - ✓ Quality (how good)
 - ✓ Resources (how much)



What are you going to measure?

- ➔ Define a method or procedure to assess and record the quality of results
- ➔ Some work is measured easily; in other cases, behaviors or results need to be verified or observed



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S·M·A·R·T Job Objectives are *ALIGNED*

- Line of sight is drawn between employee's work, unit goal, and organization's mission
- Objectives ensure that everyone is working towards shared goals
- All objectives in the organization pull in the same direction
- Managers/supervisors need understanding of their own objectives before they can work with their employees to establish theirs

Does the objective align with the command's objectives and/or the organization's overall mission?

- ⇒ If not, the objective may need adjustment
- ⇒ Use the Garrison mission statement/goals to identify the goal number or other identifier to which each job objective applies



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S·M·A·R·T Job Objectives are ***REALISTIC / RELEVANT***

- **Realistic:** Objectives achievable with resources and personnel available and within the available time
- **Relevant:** Objectives important to the employee and the organization
- **Level of responsibility expressed must be appropriate to employee's pay schedule and pay band**

Is it realistic and relevant?

- ⇒ **"Realistic"** questions whether the objective is doable and whether it is within the employee's control
- ⇒ **"Relevant"** asks whether it is a high priority

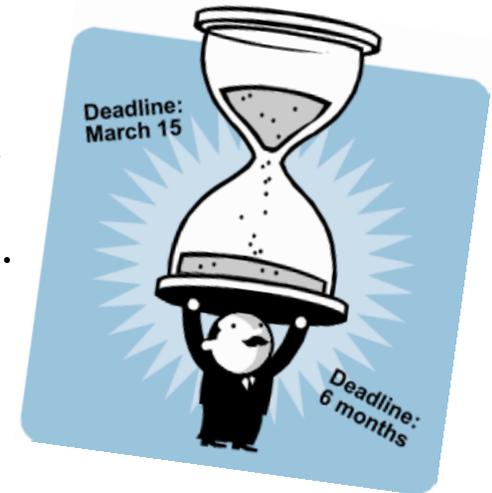


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S·M·A·R·T Job Objectives are *TIMED*

- Establishes boundaries for start and completion
- Specify (NLT, before, by) timeframe (e.g., Sep, 30) or define event (end of rating cycle, end of FY)
- Milestones can be included
 - ✓ Specific time – by September 30th or end of FY
 - ✓ Relative to another event – 3 months after
 - ✓ Recurring – bi-weekly, quarterly, annually



Why timed?

- ⇒ Putting an “end point” on the objective gives a clear target
- ⇒ Without a time factor, the objective is too vague



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Select One Contributing Factor for Each Job Objective

- Define sets of work behaviors that are related to and impact the performance of a job objective
- Contribute to “how” job objectives are accomplished
- Impacts the rating process (-1 / 0 /+1)

- Technical Proficiency
- Critical Thinking
- Cooperation & Teamwork
- Communication
- Customer Focus
- Resource Management
- Leadership



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Contributing Factors

- **Technical Proficiency**

- Demonstrates and applies relevant and appropriate knowledge and skills to perform work activities.
- Stays up-to-date in professional/technical specialties.
- Acquires, develops, and maintains relevant and appropriate job skills through training or other developmental activities.
- Uses appropriate and available technology or tools to perform work activities.
- Demonstrates an understanding of the organization's mission, functions, values, and applicable policies and procedures.
- Develops and maintains an awareness of internal/external factors affecting the organization or specific work assignments.
- Demonstrates an understanding of the relationship between the agency's affirmative employment program and the work unit's support/involvement therein.



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Contributing Factors – cont'd

- **Critical Thinking**

- Recognizes issues, problems, opportunities, or emerging trends.
- Collects 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 conclusions.
- Identifies and evaluates alternative solutions to problems or issues.
- Makes sound and timely decisions or recommendations.
- Identifies and utilizes innovative or creative methods to accomplish work.

- **Cooperation/Teamwork**

- Develops and maintains effective working relationships with others.
- Respects and values individual differences and diversity by treating everyone fairly and professionally.
- Contributes to organizational or institutional knowledge by sharing information with others.
- Contributes to a positive team atmosphere that fosters cooperation, trust, and group identity.
- Collaborates effectively with others to resolve disagreements or conflicts in a positive and constructive manner.



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Contributing Factors – cont'd

- **Communication**

- Actively listens and appropriately responds to the questions, ideas, and concerns of others.
- Writes in an accurate, clear, concise, well-organized, and timely 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 and to the communication medium and any adaptive technologies needed for accommodation of persons with disabilities.
- Actively/consistently communicates agency affirmative employment program objectives/programs to unique work unit customers and to the general public.

- **Customer Focus**

- Effectively identifies and assesses customer requirements, rejecting/renegotiating those that adversely impact agency affirmative employment objectives/programs.
- Effectively manages customer expectations and addresses questions and concerns.
- Provides timely, flexible, and responsive service to customers.
- Utilizes the full and diverse staff resources that are qualified and available to interface with the custom, gathering a variety of perspectives on the customer engagement process.



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Contributing Factors – cont'd

- **Leadership**

- Seeks out and capitalizes on opportunities to help the organization accomplish its mission and objectives and move toward its long-term vision.
- Communicates a vision for work unit, translating broad organizational goals into concrete objectives, plans, priorities, and assignments with special emphasis on agency affirmative employment program objectives and support programs.
- Effectively assigns, coordinates, and monitors the work of others.
- Provides timely and constructive feedback (formal or informal) to others.
- Develops others through motivation, mentoring, and coaching.
- Fosters an environment that facilitates a high performing workforce and models a high standard of performance for others.

- **Resource Management**

- Maintains an awareness of available resources and the process for acquiring needed resources.
- Identifies and advocates for resources required to accomplish work activities or projects.
- Makes effective and efficient use of available resources.
- Safeguards available resources to prevent fraud, waste, and abuse.
- Promotes workplace safety and security.



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Additional Training Resources

- **iSuccess**

↪ An interactive training course on how to write

**JOB OBJECTIVES
and
SELF ASSESSMENTS**



↪ Final course work can be saved on your computer for future use

<http://www.cpms.osd.mil/nsps/iSuccess/>



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Mandatory Standard Army Supervisory Objective

Execute the full range of human resources (including performance management as outlined in DoD 1400.25-M, SC1940.5.7.4.) and fiscal responsibilities **within established timelines** and **in accordance with applicable regulations**. Adhere to merit principles. Develop a vision for the work unit; align performance expectations with organizational goals. Maintain a safe work environment and **promptly address** allegations of noncompliance. Ensure EEO/EO principles are adhered to throughout the organization. Ensure continuing application of, and compliance with, applicable laws, regulations and policies governing prohibited personnel practices; promptly address allegations of prohibited discrimination, harassment, and retaliation. Maintain a SOHAT/FECA Working Group to produce positive accident and cost trends. Develop/implement programs to support workforce development. Create/maintain succession plan capitalizing on vacancies and the mentorship program. Successfully accomplish the mission with average vacancy rate of 5-10%.

Contributing Factor: Leadership

Relevant Mission Alignment: Goal 3, 4 & 5

Key

Specific

Measurable

Timed



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Administrative Support Technician, YB-01

Maintains personnel files of assigned employees *by updating training records, filing notifications of personnel actions, processing awards, updating leave records and other employee data and* ensures compliance with instructions. Initiates Request for Personnel Actions (RPAs) as directed by supervisor. *Coordinates with CPAC and RMO personnel applying a technical knowledge and/or experience to meet management/employees needs.* Processes LN time & attendance data *by entering T&A reports submitted by supervisors* by the 3rd business days of the following month.

Measurements:

RPA status/late action report
Feedback from supervisors/staff
T&A files

Contributing factor: Technical Proficiency

Relevant Mission Alignment: Goal 2 & 5

Key

Specific

Measurable

Timed



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Sports Specialist, YA-02

*Within established resources **for fiscal year**, plans, develops and coordinates team and individual sport/fitness activities at unit, intramural and garrison levels **by marketing programs/activities through unit commanders, key garrison personnel, and local medial sources** to meet interests of target audience. Ensures that facilities/sport fields are maintained and operated IAW Army standards and safety guidelines **by keeping staff members abreast of requirements and conducting **monthly** inspections and documenting results, e.g., visible damages and preventive maintenance and/or repair requirements** . Initiates request for work/service order **within 3 business days** after detecting repair needs and **immediately** for **emergency repairs, e.g., water damages**.*

Measurements:

Facility inspection report
Customer feedback

Contributing Factor: Customer Focus

Relevant Mission Alignment: Goal 1, 2, 4, & 5

Key

Specific

Measurable

Timed



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Your Pay Pool Advisor

is available to assist

