

Kathryn K. Troutman and Nancy H. Segal
with Paulina Chen, Designer

WRITING YOUR
NSPS
SELF-ASSESSMENT
SECOND EDITION

Guide to Writing Job Objectives and Accomplishments
for the Best Performance Plans



CD ROM Included

WRITING YOUR
NSPS
SELF-ASSESSMENT

Guide to Writing Accomplishments for
DOD Employees and Supervisors

By Kathryn K. Troutman and Nancy H. Segal
with Paulina Chen, Designer



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We have been careful to provide accurate NSPS self-assessment writing information in this book, but it is possible that errors and omissions may have been introduced.

This publication focuses solely on writing the NSPS self-assessment job objectives and narratives and does NOT give information on pay pool processes or DOD updates on revisions, changes, regulations, implementing issuances, technical corrections, or adjustments to NSPS policies and procedures. For more information: <http://www.cpms.osd.mil/nsps/>

This publication is a changing document and will be updated regularly. Please send updates, insights, and successes to Kathryn@resume-place.com.

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AUTHOR'S NOTES:

Sample case studies are real, but fictionalized. All DOD federal employees have given permission for their self-assessment narratives to be used as samples for this publication. Privacy policy is strictly enforced.

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Dedications

For DOD employees and supervisors who need inspiration and reminders to track their accomplishments all year long, because they DO make a difference to their mission.

— Kathryn Troutman

To the women and men of the Department of Defense who accomplish so much every day. Also, to David, Michelle, and Hannah.

— Nancy Segal

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Self-Assessment Samples

The table below lists all the self-assessment and job objective samples included in the appendix and the CD-ROM. The appendix details four complete NSPS self-assessment samples, and the CD-ROM contains additional self-assessment and job objective samples. Charmaine Bolton's sample is the case study we are using throughout the book and is also printed in its entirety in the appendix.

Page	Name	Code	Career Group	Job Title
CD-ROM	Lionel Richardson	YA-18-3	Standard Career Group	Safety and Occupational Health Manager
CD-Rom	Talia Shipper	YA-343-2	Standard Career Group	Program Management
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125	Len Silbers	YA-1750-2	Standard Career Group	Instructional Systems Designer
CD-ROM	Roger Moore	YA-1801-2	Standard Career Group	Criminal Intelligence Analyst
CD-ROM	Elizabeth Jones	YA-2001-2	Standard Career Group	Supply Specialist
CD-ROM	Samantha Partridge	YA-2101-2	Standard Career Group	Transportation Plans Specialist
133	Graham Doctoro	YA-318-2	Standard Career Group	Secretary
CD-ROM	Gloria Michaels	YB-344-2	Standard Career Group	Management Technician
CD-ROM	Tommy Thompson	YC-201-2	Standard Career Group	Supervisory Human Resources Specialist
CD-ROM	Brian Simon	YC-343-2	Standard Career Group	Program Manager
CD-Rom	Susan Tillman	YC-510-2	Standard Career Group	Supervisory Accountant
139	Jeremy Jenkins	YC-2003-1	Standard Career Group	Supervisory Supply Specialist
CD-ROM	Richard Davis	YC-2150-2	Standard Career Group	Chief Vehicle Maintenance
CD-ROM	Norman Seale	YH-644-2	Medical	Medical Technologist
CD-ROM	Mike Smith	YN-81-2	Investigative & Protective	Supervisory Firefighter
149	Monica Reasons	YN-83-1	Investigative & Protective	Supervisory Police Officer



Preface

This updated and indispensable guide helps Department of Defense (DOD) employees understand their performance management system and write functional NSPS Self-Assessments. Many employees have difficulty showcasing their accomplishments and writing succinct and targeted self-assessments. Authors Kathryn Troutman and Nancy Segal present clear and concise guidance for this often complex process and help workers achieve higher ratings and increased pay. The highly anticipated second edition includes a Library of 80 SMART-formatted Job Objectives and more occupational series to highlight the NSPS process. The DOD is the largest federal agency employing 25 percent of the federal civilian workforce; that's over 670,000 workers. The DOD and many other excepted service agencies implemented pay for performance systems that require employees to write self-assessments of how their accomplishments helped achieve agency goals. This can be a daunting task for those unfamiliar with the process or unwilling to devote the time that is required to write a professional assessment.

Federal supervisors and managers were at a disadvantage when these systems were first implemented. They were required to justify each employee's ratings and the degree to which each contributed to mission accomplishments. With today's decentralized operations, shift work, and technical complexities, only the employee fully knows the extent to which they contributed throughout the year. I was a manager for the Federal Aviation Administration when the FAA's pay for performance system was implemented and, until they changed the process, requiring each employee to provide this information, the annual rating process was unmanageable.

The employee's perception, when pay for performance plans were first implemented, was that supervisors should know what their employees accomplished. Many employees refused to participate and good managers struggled to bridge the gap and provide as much justification as possible. Even though today's system appears daunting and complex, employees benefit now that they have the ability to actively participate in the annual rating system and let supervision know the true extent of their accomplishments.

This new revised second edition is required reading for any employee that is under a pay for performance system. If employees followed this book's guidance, they would surely earn higher ratings and HIGHER PAY. To make this task easier on all parties, I suggest that workers set up their personal performance file on their desktop in Word and annotate accomplishments as they occur. Use this file in conjunction with this book to earn higher ratings and pay each and every year.

Kathryn Troutman and Nancy Segal provide a valuable service to DOD employees who struggle to find their way through the NSPS maze. This new edition helps readers present their accomplishments logically using the many techniques, checklists, and examples provided throughout this easy-to-follow and indispensable workbook.

Dennis V. Damp

Author of *The Book of U.S. Government Jobs* – 10th edition
and Retired FAA Manager
www.bookhavenpress.com



Acknowledgements

This is a “Paulina Chen, Designer” Federal Career Book. This is our seventh book together and we have developed a wonderful collaboration of helpful federal career writing ideas, as well as great design to make the book readable, understandable, and beautiful--almost a “picture book”. What you may not know is that Paulina is also the Developmental Editor for this book. She is patient, organized, and gives me excellent editorial advice to translate all of my ideas into comprehensible prose. To reflect the true role that she plays in developing these books, Paulina’s bio is now in the back of the book.

A very special thank you to Nancy Segal, my co-author, who wrote the new SMART job objectives and self-assessment examples for the book. Nancy is an expert in NSPS Self-Assessment Writing and Training, along with her expertise in federal resume and Resumix writing where a high percentage of her clients are referred and hired. She used this same masterful, technical, and insightful writing for this NSPS self-assessment book.

In February of 2009, I wrote two newsletters with NSPS Self-Assessment examples, and I asked for volunteers to develop new sample job objectives and self-assessments for the second edition. Fourteen very interested NSPS writers responded. For the Second Edition, I’d like to thank our DOD employee volunteers for offering their NSPS self-assessments for this second edition book and CD-ROM: **James Abbott, Nancy Abbott, Charnis Boards-Bailey, Gloria Doctor, Lynn Gilfus, Steve Hicks, Beth Johnson, Gwendolyn Michaels, Mark Reaves, Lloyd Roberts, Teresa Shipman, Byron Simmons, Stanley Sousa, and Paul Southern.** I appreciate all of your time in answering questions and finding your missions, last year’s self-assessment, this year’s job objectives, and as many accomplishments as you could. You helped create the new Job Objective and Self-Assessment Library that is included on the CD-ROM. Your self-assessments are now recorded to help others write their self-assessments!

Teresita Sanchez wrote to me in early 2007 and asked if I would write a book to help employees write their NSPS self-assessments. Thanks for the great idea! Teresita continues to improve her PAA and keep track of her accomplishments all year long.

Acknowledgements continued

Thank you to Teresa Shipman from the Army Community Services, Ft. Hood, Texas, for inviting me to teach the NSPS self-assessments for ACS, MRW, and Public Works. I was inspired by your Mission and Unique Component Missions as we wrote SMART JOs and accomplishments together.

Mary Carroll-Mason was a contributing writer, editor, and proofreader who reviewed the JOs and improved the content and quality of the narratives within the employee's self-assessments. Mary is also an expert analyst and writer for resumes and KSAs for federal positions.

Kevin O'Hara served as our Job Objective and Self-Assessment analyst, organizer, and data collector. Thanks for keeping our volunteers, samples, and spreadsheet straight for our new Job Objective and Self-Assessment Library. Kevin is looking for a public policy career in government. Now he is knowledgeable of NSPS and employee performance management topics.

And, finally, a very special thank you to Mark Hoyer for his database construction and development of four important online NSPS writing products tools: the all-new Job Objective and Self-Assessment Library, the eBook version of this book, the RP NSPS Keyword Tree, and the RP NSPS CCAR Self-Assessment Builder. These online tools have been used so far this year by more than 20,000 people and helped them manage their self-assessment writing.

Introduction

Last year, the first edition of this book helped thousands of DOD employees and supervisors pack in an entire year's worth of accomplishments into one gigantic 8,000-character field in the PAA 2.0 format. This second edition has been updated to help you deal with the new and improved PAA 3.0 format, which gives you 2,000 characters of space to describe your accomplishments for each individual job objective.



The biggest challenges for writing the PAA 3.0 for 2009 Performance Year will be:

- Writing three SMART Job Objectives within the 1,000 character limit per job objective;
- Highlighting your “Best of 2009 Accomplishments” in 2,000 characters for each job objective;
- Selecting the best Contributing Factor to demonstrate your competencies;
- Making the content readable for your supervisor and Pay Pool raters.

HOT New Tips

The good news is that we now have a year of experience under our belt. Through our continued contact with federal human resources personnel and with YOU, the user, we have been able to test and refine all of the advice given in our first edition. What you have in your hands now is a sharpened tool to help you address your NSPS self-assessment by equipping you with the latest information and wisdom about this process. We are excited to share with you the best tips of 2009. Here they are:

6 Common Job Objective Problems

A common complaint by supervisors and Pay Pool members this year was that they didn't really understand the job objectives. See detailed examples on these problems and solutions on the indicated pages:

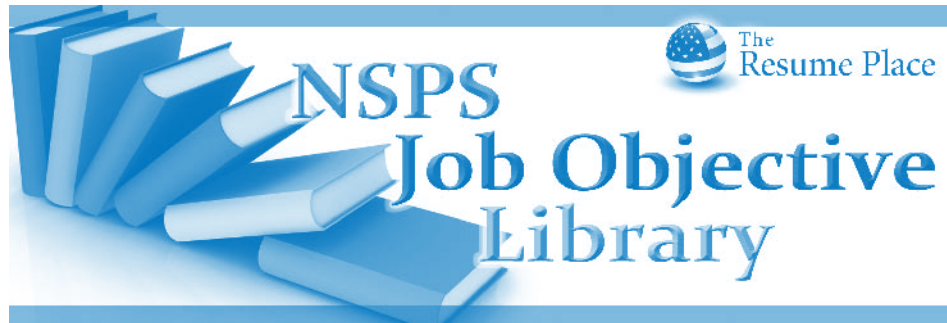
- Job objectives do not reflect the REAL job objectives. see page 34
- Job objectives are not a statement of duties. see page 35
- Job objectives should not be written in third person. see page 36
- Job objectives are not the accomplishment statements. see page 37
- Job objectives that are not in SMART, are not clearly structured. see page 38
- Job objectives are NOT the Mission Statement. see page 39

2 Common Contributing Factor Problems

- Job objective is wrong, so contributing factor is wrong. see page 48
- Job objective is too generic; contributing factor does not reflect real competency. see page 49

3 Common Self-Assessment Problems

- Assessments are too long, rambling and unfocused. see page 59
- Assessments should not be a laundry list. see page 60
- Assessments are not impressive, detailed, aligned to the mission, or results-oriented. see page 61



NEW! Job Objective Library

Our already-packed CD ROM has a new feature that you will not find anywhere else: the Job Objective Library, which contains 80 SMART Job Objectives for 35 occupational series. We heard from raters and employees that the only thing harder than self-assessment writing is job objective writing. So, we developed this tool to give you a head start in creating your own SMART Job Objectives. As awkward as it may be to use, we are totally behind the SMART formula. Raters say that SMART does, in fact, make it easier to see the measures of your work. Your accomplishments will also be easier to write, because it will be very clear what objectives you are trying to meet.

Steps Rearranged

Among the improvements we have made to this edition, we changed the order of the steps in this edition to show you the total flow from identifying your agency's mission all the way through completing the PAA. The steps that you should perform throughout the year—tracking your accomplishments and talking with your supervisor—are explained as the last steps, but these should really be done right from the beginning of your NSPS cycle.

4 Hours, Not 40 Hours

And lastly, our overall goal with this book is to help you complete your self-assessment task in four hours, not 40 hours. We hope that our streamlined, practical advice and our easy-to-view complete case studies will make your self-assessment writing faster so that you will have more time on the golf course or with your family!

Committed to You

At The Resume Place, we have more than 30 years of experience in helping people like you communicate your accomplishments effectively. Now you can tap into our knowledge and apply this experience to writing logical, on-target job objectives and outstanding NSPS self-assessments.

We are committed to your federal career success. Please visit our website at www.resume-place.com for more information about your federal career. If you have questions or would like our assistance in preparing your self-assessment, federal resume, or KSA statements, please do not hesitate to contact us. We can be reached at kathryn@resume-place.com, nancy@resume-place.com, or toll free at (888) 480-8265.

Kathryn K. Troutman and Nancy H. Segal

OVERVIEW



If the NSPS is completely new to you, use this overview to get a basic understanding about the NSPS so that the remainder of the book will make sense to you.

Topics covered:

- What is the NSPS?
- GS vs. NSPS Terms
- NSPS Connect
- Important NSPS Sections at a Glance
- When will I have to be involved in the NSPS?
- What will happen throughout the appraisal year?
- What happens during the rating process?
- How You Are Rated
- Classification, Pay, and Performance Definitions
- What are the self-assessment samples in this book?

What Is The NSPS?

Government Definition

The National Security Personnel System (NSPS) is a human resources management system that focuses on flexibility, accountability, and results. Compensation under the NSPS is based on pay for performance.

Word-for-Word Translation

Remember when your annual evaluation was a Pass/Fail form with little or no written narrative by your supervisor?

Those days are gone.

Human resources management system:

Your performance will be evaluated in a different way when you are converted to the NSPS.

Flexibility:

You and your supervisor will have more input into the management of your career and the outcome of your performance rating.

Accountability:

You will be required to set goals aligned with the mission of your organization and to meet those goals.

Results:

You will need to demonstrate your accomplishments in writing.

Pay for performance:

Unlike the General Schedule system, you will not receive pay increases based on tenure. Instead, you will receive bonuses and pay increases based on your performance.

The Friendly Federal Employee's Definition

A new performance evaluation system requiring you to demonstrate how your work contributes to your agency's mission and whether you accomplish the goals you set. On a yearly basis, you will be required to showcase and explain your accomplishments in writing. This system is designed to improve both your knowledge of your agency's mission and the communication between you and your supervisor.

GS vs. NSPS Terms

Here is a chart of the comparable terms between the GS and the NSPS systems.

GS System	NSPS
Occupational Families	Career Groups
Pay Plans	Pay Schedules
Grades	Pay Bands
Occupational Series	Occupational Codes
Job Duties	Job Objectives
Competencies	Contributing Factors
Within Grade Increases, Quality Step Increases, and Bonuses	Pay Pool Share

NSPS Connect

The NSPS Program Executive Office has developed a single web page for accessing NSPS learning materials, resources, and tools. NSPS Connect, “Your Gateway to NSPS Information,” provides one centralized portal for accessing a vast range of NSPS products such as online training courses, fact sheets, tip sheets, worksheets, brochures, user guides, automated tools, and more. To access this resource, go to www.cpms.osd.mil/nsps/nspsconnect/.

Important NSPS Sections At A Glance

	Mission Statement	Job Objectives	Contributing Factors	Self-Assessment
What	Describes your organization's mission	Describes WHAT you do	Describes HOW you will do your work	Describes your accomplishments
Format	Prepared by supervisor or organization	Recommended: SMART format	NSPS standardized list of 7 factors	Recommended: CCAR format
How	Made available to you	Write 3 to 5 (maximum of 10) based on your job duties	Select 1 to 3 for each job objective	Showcase your best accomplishments; use keywords
Evaluation Criteria	n/a	Performance Indicators	Benchmark Descriptors	Your self-assessment is an important source of information for your evaluation. Use keywords from performance indicators and benchmark descriptors.
Rating	n/a	Receive job objective rating of 1 to 5	Adjusts the job objective rating by -1, 0, and +1	Average the adjusted job objective ratings and round to get your rating of record
More details	Step 1	Steps 3 and 6	Steps 4 and 5	Steps 8 and 9

When Will I Be Involved In The NSPS?

Answer: Every day

Under the NSPS, performance management is an on-going and continuous process throughout the appraisal year.

The major steps are:

- writing your job objectives,
- on going performance feedback,
- interim review (at least one),
- writing your self-assessment(s),
- completing the annual appraisal, and
- a compensation determination by the pay pool panel members and pay pool manager.

Hot Tips

Plan and Think Ahead

Do not wait until nearing the end of the rating cycle to begin monitoring your performance. If you put this off, you will be struggling during the final appraisal to recall your accomplishments. However, if you track your accomplishments regularly, you may discover that you do not have any accomplishments to support your job objectives, giving you an opportunity to correct the problem well in advance of the final appraisal season.

Be Involved; Talk to Your Supervisor More

At each step of the process, you have an opportunity to take an active role in the NSPS performance management process. After all, the self-assessment is all about your performance throughout the year. YOU are the focus of the NSPS self-assessment.

Your responsibilities under the NSPS may take you 15 minutes or less per week to record your activities. When it is time to write your actual Interim or Annual Evaluation, it could take approximately two to three hours to write up your accomplishments as narratives for your self-assessment. If you do not record your accomplishments on a weekly basis, it could take much longer to write your self-assessment, because you will not have any notes from throughout the year. Be committed to taking these very important steps to manage your own career under the NSPS.

What Will Happen During The Appraisal Year?

The NSPS rating year for all employees is October 1 - September 30.

MARK YOUR CALENDAR! The NSPS includes a number of events throughout the year. Each of these events are important to your career.

NSPS GENERAL TIMELINE

Performance plan year: **October 1 - September 30**

October	Performance plans established (October)
November	
December	
January	
February	
March	
April	Interim review/interim self-assessment (April/May)
May	
June	
July	Performance Plans finalized (July)
August	
September	Self-assessment for annual appraisal prepared (Sept./Oct.)
October	Performance plans established for following year (October)
November	Discussion with supervisor re: self-assessment (Oct./Nov.)
December	Pay pool panel meetings (November)
January	Performance appraisal discussion with supervisor (Nov./ Dec.)
	Pay-outs (January)

KEY EMPLOYEE ACTIVITIES FOR EACH NSPS MILESTONE

Establishing Performance Plans

- Prepare your job objectives.
- Discuss with your supervisor and obtain approval.
- Develop a way to track your accomplishments and begin tracking.
- Performance Plans should be finalized by the beginning of July.

Interim Review

- Mid-point conversation with your supervisor
- Possibly writing an interim self-appraisal
- Optional, but could be useful for reviewing job objectives, noting progress, and discussing problems

Making Adjustments If Your Job Changes

- After your interim review, continue to track your accomplishments.
- If new and major job priorities arise, speak with your supervisor to determine whether your performance plan should be changed.

Writing Your Self-Assessment

- Begin writing in August or September.
- Explain what you did to achieve your job objectives.
- Be sure to enter your self-assessment into the PAA by the deadline.
- Keep in mind that the writing of your self-assessment is a moving target. You will probably have several versions of your job objectives and self-assessment accomplishments. Stay in touch with your supervisor on the updates and new editions.

What Happens During The Rating Process?

End-of-Year Discussion

Typically, in early October, your supervisor will meet with you to discuss your self-assessment, along with your supervisor's view of your performance. Your supervisor will not give you a rating at this time. Instead, your supervisor will forward your self-assessment, performance appraisal, and your supervisor's rating, share distribution, and payout recommendation to the pay pool panel members.

Pay Pool Activities

The pay pool panel members will review ratings with an eye toward organizational consistency and contribution to the organization's mission. If they have questions or identify discrepancies, they will follow up with your supervisor to resolve their questions. The pay pool manager will review the pay pool members' recommendations and make the final decision about individual employee ratings, share distributions, and payouts. These decisions will be given to your supervisor.

Feedback

Once the pay pool panel has completed its work, your supervisor will discuss with you your performance rating, your appraisal, share distribution, and payout. This final discussion should take place before the calendar year end. Performance payouts are effective in early January.

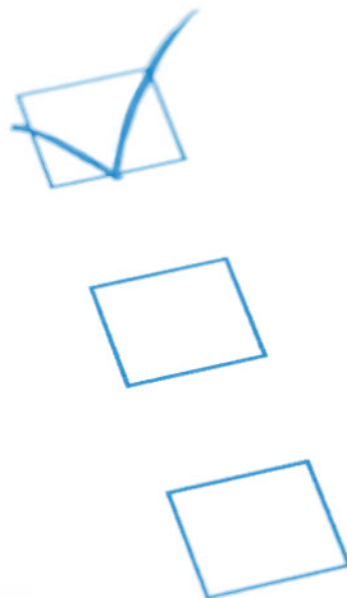
Note:

We will not be covering pay pools specifically in this book, but it is important that you understand that the pay pool process is integral to the overall performance management process. Also, the pay pool panel members, not your supervisor, make the final rating determination for each employee.

How You Are Rated

1. With the input of your self-assessment, your supervisor evaluates each job objective using the performance indicators as the criteria and assigns a rating of 1 (unacceptable) to 5 (role model). NOTE: If you receive a rating of 1 on any job objective, your overall rating of record is 1 and steps 2 through 4 will not apply to you.
2. Again, using your self-assessment, your supervisor then evaluates the contributing factors for the job objective using the benchmark descriptors as the criteria. Each job objective rating could increase by a factor of 1, decrease by a factor of 1, or remain the same, 0.
3. If you receive a rating of 2 on your job objective, then your job objective rating cannot be adjusted down to 1 based on the contributing factors.
4. The adjusted job objective ratings are averaged.
5. Round to the nearest whole number to get your final rating of record.

For more information about the rating process, please refer to the information in this document: http://www.cpms.osd.mil/nsps/docs.12june08/nsps_performance_management_16feb2006.pdf.



Classification, Pay, And Performance Definitions

All NSPS positions are assigned to one of four **CAREER GROUPS**

- STANDARD (more than 70% of all NSPS employees)
- SCIENTIFIC and ENGINEERING (about 18%)
- INVESTIGATIVE and PROTECTIVE
- MEDICAL

...each career group has **PAY SCHEDULES**

Pay schedules are categories of employees within a career group.

...within each pay schedule are **PAY BANDS**

Pay bands represent salary ranges within each pay schedule.

...each pay band has a set of **PERFORMANCE INDICATORS and CONTRIBUTING FACTORS**

Performance Indicators are definitions of level 3 and level 5 performance for each pay band within a pay schedule. Benchmark Descriptors are definitions of expected and enhanced levels of performance for each pay band within a pay schedule.

Example

YA-201-2 stands for the Standard career group, the Professional/Analytical pay schedule, the 201 occupational code, and pay band 2.

CAREER GROUP - PAY SCHEDULE	PAY PLAN CODE
Standard Career Group - Professional/Analytical Pay Schedule	YA
Standard Career Group - Technician/Support Pay Schedule	YB
Standard Career Group - Supervisor/Manager Pay Schedule	YC
Standard Career Group - Student Educational Employment Pay Schedule	YP
Scientific & Engineering Career Group - Professional Pay Schedule	YD
Scientific & Engineering Career Group - Technician/Support Pay Schedule	YE
Scientific & Engineering Career Group - Supervisor/Manager Pay Schedule	YF
Medical Career Group – Physician/Dentist Pay Schedule	YG
Medical Career Group - Professional Pay Schedule	YH
Medical Career Group - Technician/Support Pay Schedule	YI
Medical Career Group - Supervisor/Manager Pay Schedule	YJ
Investigative & Protective Services Career Group - Investigative Pay Schedule	YK
Investigative & Protective Services Career Group - Fire Protection Pay Schedule	YL
Investigative & Protective Services Career Group - Police/Security Guard Pay Schedule	YM
Investigative & Protective Services Career Group - Supervisor/Manager Pay Schedule	YN

What Are The Self-Assessment Samples?

There are five complete self-assessment samples printed in this book. One sample runs through the book and is included in each step/chapter, where applicable. Four more samples are included in the appendix. These samples will help you visualize the writing components of the NSPS Performance Management System. We hope these samples will spark your ideas and get you thinking about your own appraisal.

Additional job objective and self-assessment samples are included on the CD-ROM.

You can see the various samples in this book in our Table of Contents for Self-Assessment Samples. Some of the samples have one job objective, while others have more. The job objectives and self-assessments are written for the allocated lengths on the PAA form.

Samples include:

- Personal information: name, pay band, job series, pay band level, job title, and agency.
- Agency mission
- Performance Indicator **keywords** for the career category and pay band level
- Contributing Factor Benchmark Descriptor **keywords**
- Screen shot of the Job objective in SMART format
- Screen shot of the self-assessment accomplishment with **keywords**

The **KEYWORDS** highlighted in **BLUE** come mainly from the Performance Indicator and Contributing Factor descriptions.

Locate these **KEYWORDS** in The Resume Place Keyword Tree, a link for which can be found on the CD-ROM included in this book or on our website at www.resume-place.com/nspstree.

STEP 1



Step 1: Get Your Organization's Mission Statement

- Step 2: Find Your Position Description
- Step 3: Write Your Job Objectives
- Step 4: Select Your Contributing Factors
- Step 5: Draft Your Self-Assessment
- Step 6: Review the Performance Indicators and Benchmark Descriptors
- Step 7: Add Your Keywords
- Step 8: Complete the PAA
- Step 9: Track Your Accomplishments and Manage Your Performance
- Step 10: Conversations With Your Supervisor

Why

The NSPS rewards you based on your performance and your contribution to the mission of your organization. You will be required to demonstrate in writing how your work objectives and accomplishments align with the goals of your organization. As a result, you will be more aware of your organization's mission and how your work contributes to the mission. Your job will be meaningful because of your deeper understanding of the "big picture" of your organization.

Also, in a workshop recently, we discovered that Part F, Component Unique Information, is as important as the Part D, Relevant Organizational Mission and Goals. Most Department of Defense employees work toward two missions—that of their agency as a whole and that of their specific component. See the samples here in this chapter.

Where

PAA Part D - Relevant Organizational Mission/Strategic Goals
PAA PART F – Component Unique Information

PART D - RELEVANT ORGANIZATIONAL MISSION/STRATEGIC GOALS (Limited to 1400 characters)

--

PART F - COMPONENT UNIQUE INFORMATION (Limited to 4400 characters)

--

What To Do

Your supervisor will provide you with your organization's mission statement and strategic goals. Fill in PAA Part D and Part F with this information. Make sure you understand what the mission is saying, and think about how your work contributes to this mission. Keep a copy of the mission somewhere visible while you work, such as on your wall or the side of your computer, in order to be continually aware of the mission you are supporting.

If you would like the pay pool members to understand your total mission and how your JOs align with that mission, include both Part F, Component Unique Information, and Part D, Relevant Organizational Mission and Goals. Employees in DOD have at least two missions they support every day!

How

If you have some difficulty obtaining or clarifying your mission, here are a few suggestions:

- Ask your supervisor for a copy of your organization's mission or strategic plan.
- Talk to your supervisor about your organization's mission statement and strategic plan and what your organization does to support them.
- Ask your supervisor about major initiatives for the coming year.
- Look at your agency's website to learn more about the agency's objectives and what your organization thinks is important.
- Review command documents that discuss the mission, vision, and goals of your organization to gain extra insight for your own job performance.
- Edit the mission statements to ensure that you meet the 1400 character limit (including spaces).

Mission Examples

Here are several examples of organizational mission statements within the DOD. Notice that there are many different levels to the definition of “organization,” so you may have more than one organizational mission from which to choose.

Example #1: National Level

In an interview on May 17, 2009, Katie Couric asked Secretary of Defense Robert Gates, “You’ve signaled you want to change the culture at the Pentagon. What about the culture here needs changing?”

His reply, “I want a part of this building that comes to work every single day, asking themselves, “What can I do to help the soldier in the field today? What can I do to make them successful in the field and bring them home safely?”

This is a mission example for all DOD employees.

Example #2: Agency Level



MISSION

To Provide Best Value Integrated Logistics Solutions to America’s Armed Forces and Other Designated Customers. . . in Peace and in War . . . Around the Clock, Around the World

VISION

Extending the Enterprise Forward to Meet the Needs of the Warfighter

RIGHT ITEM, RIGHT SERVICE, RIGHT PLACE, RIGHT PRICE, RIGHT TIME. . . EVERY TIME

Example #3: Local Level

Air Force District of Washington Mission

Air Force District of Washington (AFDW) is the single Air Force voice for planning and implementing Air Force and joint solutions within the National Capital Region (NCR). AFDW organizes, trains, equips and provides forces for Air and Space Expeditionary Force (AEF) deployment, homeland operations and ceremonial support within the NCR and worldwide. AFDW executes specified Military Department statutory responsibilities for administration and support of Headquarters Air Force and assigned Air Force units and personnel within the NCR and worldwide.

Example #4: Office Level

The screenshot shows the website for Naval Air Station Lemoore, specifically the Families page. The page header includes the station's name and a navigation menu with links for About, Programs, Fighters, Families, Relocation, Recreation, and Newsroom. The main content area is titled "Families" and includes a sub-header "Naval Air Station Lemoore - Part of Commander Navy Region Southwest". A "Menu" section on the left lists various services like Classes & Workshop Calendar, Counseling Services, and Deployment Readiness. A "Quick Links" section on the right provides shortcuts to Base Chapel, Command Biographies, and other resources. The central text describes the mission of the Fleet & Family Support Center (FFSC) to support all commands in achieving operational readiness and superior performance.

Home | CNR Southwest | CNCR HQ | Regions | Contact Us | Jobs | Links | Site Map | Search | Login

Naval Air Station Lemoore

About Programs Fighters Families Relocation Recreation Newsroom

FAMILIES

Naval Air Station Lemoore - Part of Commander Navy Region Southwest

Home > Families

Menu

- Classes & Workshop Calendar
- Counseling Services
- Deployment Readiness
- Financial Management
- Job Information
- Life Skills
- Navy Family Information
- Ombudsman Program
- Parenting
- Retired Activities Office
- TAP/CONSEP

The Fleet & Family Support Center

The mission for each Fleet and Family Support Center (FFSC) is to support all commands in achieving: Operational readiness, Superior performance, Member Retention and a reasonable quality of life for Navy personnel and their families.

This mission is carried out in the context of the dominant theme of Navy life-mobility and deployment. These aspects of Navy life, mobility and deployment, have a profound impact on the Navy community and the quality of life of Navy personnel and Navy families.

Quick Links

- Base Chapel
- Command Biographies
- Commissary
- Galley Menu
- Job Search
- NASL Phone Directory
- Morale, Welfare, and Recreation Information
- Personal Counseling
- Strike Fighter Squadrons

CASE STUDY: Charmaine Bolton

Our case study in this book is for Charmaine Bolton. We will show you how Charmaine completed her NSPS requirements in each step of this book. Her entire case study is included in the Appendix of this book and on the CD-ROM. For this step, we will show you how Charmaine's information would look in the fillable PAA 3.0 form.

DEPARTMENT OF DEFENSE NATIONAL SECURITY PERSONNEL SYSTEM (NSPS) PERFORMANCE APPRAISAL <i>(Please read Privacy Act Statement and Instructions before completing this form.)</i>	
PART A - ADMINISTRATIVE DATA	
1. EMPLOYEE NAME <i>(Last, First, Middle Initial)</i> CHARMAINE BOLTON	2. SOCIAL SECURITY NUMBER <i>(Last 4 digits)</i> XXX-XX-
3. POSITION TITLE Contracting Specialist	4. PAY SCHEDULE/OCCUPATIONAL CODE/PAY BAND YA-2 0301
5. ORGANIZATION Engineering and Support Center U.S. Army Corps of Engineers, Huntsville Ordnance & Explosives Center	6. PAY BAND RANGE AND BASE SALARY a. PAY BAND MAXIMUM
7. DUTY STATION Huntsville, AL	b. BASE SALARY
PART D - RELEVANT ORGANIZATIONAL MISSION/STRATEGIC GOALS <i>(Limited to 1400 characters)</i>	
USACE: Provide vital public engineering services in peace and war to strengthen our nation's security, energize the economy, and reduce risk from disaster.	
PART F - COMPONENT UNIQUE INFORMATION <i>(Limited to 4400 characters)</i>	
Huntsville: Detection and disposal of unexploded ordnance that poses an imminent and substantial endangerment to public health or to the environment.	

MORE SAMPLES

Here are more examples of mission and component unique information from the samples included in the back of this book and on the CD-ROM.

William Fillmore

YC-0510-02 / SUPERVISORY ACCOUNTANT

PART D – Relevant Organizational Mission/Strategic Goals

Mission: Provide resource management guidance and oversight for funding, personnel, and assets to sustain the Division's readiness, operate the Fort XXXXXXXX Training Mission, and provide combat-ready, full-spectrum forces in support of the Global War on Terror while simultaneously executing transformation initiatives as directed by the Army Campaign Plan.

PART F – Component Unique Information

Accounting Office (AO) Mission

Provide commanders and resource managers with the best accounting support available, including customer service, resource systems support, RM personnel training, resource management assistance, fiscal policy advice, and funds management oversight.

AO Goals

1. Ensure accounting support is aligned and focused with the resource support for commander's mission requirements.
2. Support the Garrison and Division in planning, coordinating, and executing the resourcing of activity/mission operations.
3. Establish training programs for resource personnel to allow for successful funds management.
4. Evaluate systems structure and problem accounting or resource areas for the purpose of recommending improvements.
5. Provide advice, guidance, and assistance to resource personnel concerning accounting for resources.
6. Act as the 'honest brokers' concerning the allocation and use of resources.
7. Develop workforce and leaders.
8. Expand knowledge of operations.
9. Build team spirit within the organization.

MORE SAMPLES cont.

Graham Doctoro

YB-318-2/Secretary
Naval Hospital, Health Care Clinic

PART D – Relevant Organizational Mission/Strategic Goals

VISION

Your preferred healthcare organization

MISSION

Provide excellent, efficient, and safe health care services to our patients while ensuring operational readiness

PART F – Component Unique Information

The Health Care Clinic provides excellent, efficient, and safe health care services to our patients while ensuring operational readiness.

GUIDING PRINCIPLES

My patient is your priority; your patient is my priority. We are one command working as an integrated team. We are collectively accountable for mission accomplishment. We actively embrace constructive change. We are good stewards of resources: people, space, dollars, environment, external partnerships.

Major customers are the providers, corpsmen, contractors, and civilian employees at our clinic (442 employees).

Len Silbers

YA-1750-2/Instructional Systems Designer

PART D – Relevant Organizational Mission/Strategic Goals

Mission: Analyze, design, and develop training incorporating lessons learned and future requirements. Leverage educational technology and demonstrate success.

PART F – Component Unique Information

Working for the Army as a civilian, all my customers are soldiers. I manage a critical task list for individual training for soldiers and for their commanders/units to use to support that training. I support training development by developing training products (manuals) and providing guidance to subject matter experts (the soldiers). I also complete other assignments as needed to meet our training mission.

Samantha Partridge

YA-2101-02

833d Transportation Battalion,
Transportation Plans Specialist

PART D – Relevant Organizational Mission/Strategic Goals

Surface Deployment and Distribution Command (SDDC) Mission: Deploy to and conduct surface deployment distribution and water terminal port operations during peacetime and war to directly support and sustain the war fighter in its assigned area of responsibility.

For more than 30 years, the Surface Deployment and Distribution Command (SDDC) (formerly known as Military Traffic Management Command) has played a vital role in America's defense. Since establishment as the Military Traffic Management and Terminal Service in 1965, MTMC has supported every war, major contingency, humanitarian relief operation, and theater of operations where soldiers, sailors, airmen, and marines have been deployed.

MTMC serves as DOD's single port manager worldwide. Terminal responsibilities include pre-deployment planning, contracting, customs clearance, documentation, cargo stow planning, and vessel loading/discharging. MTMC's Reserve Component units and Individual Mobilization Augmentees are vital to MTMC's successful port operations. The deployment, sustainment, and redeployment of our nation's armed forces are possible because of the support of port operators, transporters, and logisticians worldwide.

PART F – Component Unique Information

"The mission of the 833d Trans Bn is to conduct Single Port Management functions at ports within our area of operations (Washington and Oregon) in support of DOD. 833d personnel will be prepared to deploy worldwide to support SDDC SPM port operations."

Our major customer is DOD (i.e., all active and reserve forces), but we also move cargo for USCG (DHS). Our customers are specifically the warfighter as specified in our mission. We also support DHS, USCG to Alaska destinations (i.e., Kodiak, Sitka, Ketchikan, Juneau, etc.), as well as any government entity that wishes to use the Defense Transportation System to move equipment to/from overseas destinations.

PART F TIP: THE COMPONENT MISSION IS IMPORTANT TOO!

You can use the Part F Component Unique Information to describe your second mission. The first mission Samantha supports is the Surface Deployment and Distribution Command (SDDC). The second mission she supports is that of the 833d Transportation Bn, which specifically supports military transportation in Washington and Oregon States. If you make your missions very clear, the job objectives and assessment accomplishments will be more understandable.

EXERCISE: Aligning Your Mission

Who are your major customers?

How many missions do you work toward?

What are the major challenges you face in meeting your organization or component mission?

After you have received your organization's mission and vision statements, write a short summary that describes how your work fits into this mission in the space below. Underline key phrases that you can use in your job objectives and self-assessments to show how your work is aligned with the mission of your organization.

STEP 2



Step 1: Get Your Organization's Mission Statement

Step 2: Find Your Position Description

Step 3: Write Your Job Objectives

Step 4: Select Your Contributing Factors

Step 5: Draft Your Self-Assessment

Step 6: Review the Performance Indicators and Benchmark Descriptors

Step 7: Add Your Keywords

Step 8: Complete the PAA

Step 9: Track Your Accomplishments and Manage Your Performance

Step 10: Conversations With Your Supervisor

Why

These documents will remind you of your major areas of responsibility when you are ready to write your job objectives.

What To Do

For writing your interim self-assessment:

New NSPS Employee: Find your position description to begin to write your job objectives and think about the types of accomplishments that could demonstrate how you met your job objectives.

NSPS Employee: Find your assessment for last year to review the job objectives for this year. Your job may have changed. Think carefully about what has changed in your job and mission. Your Performance Plan should represent those changes also. Most of the JOs we wrote in this book changed at least one JO from the previous year.

For writing your annual self-assessment:

New NSPS Employee: Review your draft job objectives against your position description and the mission of your organization and component. Remember that your objective is to prove that you met your objectives.

NSPS Employee: As you know from last year, in order to improve your score and ease the self-assessment writing process, you should begin collecting information and writing your assessment early, so this document can be completed before the last deadline.

Using These Documents To Develop Job Objectives

Study your resume or position description and ask yourself some simple questions. What do you do in your job every day? What is most important?

Another way to ask this: [how many hats do you wear?](#)

For the NSPS, you should develop three to five job objectives (three is recommended). These are commonly thought of as the hats you wear at your job. Each job objective should represent at least 20% of your time. All of the job objectives combined should represent at least 80% of your daily work activities. In other words, at least 80% of the job duties listed in your resume or position description should fit under your job objective hats.

For resumes, if you have written your resume in the Outline Format recommended in the *Federal Resume Guidebook, 4th Ed.* or the *Military to Federal Career Guide*, both by Kathryn Troutman, you will easily find your most critical duties and objectives in the work experience section.

If you are using your position description, refer to the section titled “Duties and Responsibilities” to find a list of your job duties.

In the next step, we will learn how to transform your hats into job objectives by writing them in terms of the results expected in order to state the goals you would like to accomplish in each of these areas over the rating period.



CASE STUDY: Charmaine Bolton Position Description Example

Position Description

PD#: BK02974
Sequence#: 1139056

Replaces PD#: HA2974

CONTRACT SPEC

YA-1102-02

Servicing CPAC: REDSTONE ARSENAL, AL
Installation: BKCEW2V6AAA0P0000

USA ENGR & SUP CENTER, HUNTSVILLE
CENTER CONTRACTING OFFICE

HUNTSVILLE, AL 35807-4301 A0P0000

Agency: ARMY
MACOM: COE
Command Code: CE
US ARMY CORPS OF
ENGINEERS (EXC CIV PRGM
FIN)

Region: SOUTH CENTRAL

Duties:

CL: L31

MAJOR DUTIES

Responsible for performing the most complex, very high-dollar, and unique procurement contracts. May serve as Contracting Officer with authority to contractually obligate the government within monetary limitation of warrant. Procurement for major types of equipment, extensive technical services, and replacement parts for unique construction projects is complicated by the necessity for extensive planning phases, scope of items purchased, frequent changes in specifications and scopes of work, design deficiency, acceptance procedures, exercise of options, diversions, delays, and extensive coordination of various construction schedules which are compounded by rigid deadlines, stretchout, and acceleration factors. Represents the Division in providing status briefings and program discussion to both top-level in-house managers and customer officials at various CONUS and OCONUS locations.

Position Description

Page 2 of 6

1. During the pre-award phase of the procurement cycle, analyzes Procurement Directives and determines requirements for special provisions, inclusion of options, spare parts provisioning, and evaluation criteria. Prepares Justification and Approvals, Determination and Findings, Acquisition Plan input, and related supporting documentation. Conducts pre-solicitation and pre-proposal conference and prepares and issues solicitations and amendments.

20%

2. Receives from the requiring element a contract requirements packages which includes scopes of work, independent cost estimates, and evaluation criteria. Ensures items are adequate for solicitation, and thereafter plans and initiates solicitation and actions leading to contract award.

10%

3. Upon completion of abstracting bids or proposals, evaluates and/or negotiates bids/proposals. Conducts pre-award survey to determine responsibility of prospective contractor, prepares contract documents, obtains necessary reviews and awards, or recommends award of contract. Maintains contact with industry for potential sources, problem areas in procurements, and business trends.

15%

4. Serves as leader and spokesman for the government during negotiations on negotiated procurements and modifications to existing contracts. Analyzes and evaluates cost in relation to audit report, and if over \$100,000, performs a detailed cost/price analysis. Determines government positions on cost and finalizes reasonable profit objective based on weighted guideline procedures of FAR. Conducts negotiations with contractor, and prepares the Business Clearance Memoranda and all related documentation for award of contract or Supplemental Agreement. Coordinates contract documents and obtains signature prior to award.

20%

5. Performs contract management during the post-award contract phase of the procurement cycle on assigned contracts to assure timely receipt of all contractual data specified. Monitors contractor performance, resolves technical problems presented by the contractor in coordination with the Engineering Support element, assures production and delivery schedules are maintained. Processes changes in requiring activity, both technical and administrative, and negotiates changes to contract, which may involve intermittent funding, fiscal shortfalls, etc. Process claims and resolves shipping deficiencies and damages. Prepares answers for all contractual correspondence with contractor, including requests for contract deviations from contract compliance, and reviews completed contracts for completeness.

25%

6. Performs a variety of specially designated responsibilities such as (a) serving as a competent reviewer of proposed procurement actions in the review cycle, (b) performing as Bid-Opening Officer, (c) functioning as Contracting Officer on Supply and Service Contracts, and (d) serving as Secretariat for formal source selections.

10%

Performs other duties as assigned.

STEP 3



Step 1: Get Your Organization's Mission Statement

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Step 7: Add Your Keywords

Step 8: Complete the PAA

Step 9: Track Your Accomplishments and Manage Your Performance

Step 10: Conversations With Your Supervisor

What

A job objective is NOT a job duty.

Although job duties and job objectives both describe what you do at your job, they each describe your job in different ways. Job duties state your tasks. Job objectives, on the other hand, describe the critical results expected of you. A job objective answers the question, “what will I accomplish this year?”

For example, “to encourage the public to decrease vehicle emissions” would be considered a job duty, whereas “to decrease total vehicle emissions in the US by 10% within a year” would be a job objective.

Every well-written job objective has key components summarized as SMART: Specific, Measurable, Aligned, Realistic, and Timed. If your job objective is framed correctly, it should be easy to determine at the end of the year whether or not you have met your stated goals. The SMART Job objective is SMART because it is easy to read for your supervisor and the Pay Pool Reviewers.

What To Do

Ask your supervisor whether you will be required to write your job objectives or if they will be provided to you.

If you are writing your own job objectives, then proceed with the following steps:

- Review your job objective hats from Step 2.
- For each hat, write down the expected result of that hat.
- Ask your supervisor if there is a recommended format for writing your job objectives.
- Create your job objective using the SMART format.
- Check that each of your job objectives does not exceed the limit of 1,000 characters (including spaces).
- Optional: Assign a weight for your job objectives. All weights combined must equal 100%.
- Verify with your supervisor that the format you have used is acceptable and that your job objectives are on target.
- Remember to regularly review your objectives to make sure they accurately reflect the work you do throughout the year. Make adjustments if necessary.

Where

PAA Part G - Job Objectives

EMPLOYEE NAME: _____		APPRAISAL YEAR: _____
PART G - JOB OBJECTIVES <i>(Duplicate this page for each job objective)</i>		<input type="button" value="Duplicate"/>
JOB OBJECTIVE NO.	TITLE:	LAST MODIFIED ON: (YYYYMMDD)
JOB OBJECTIVE (Limited to 1,000 characters)		WEIGHT: %
CONTRIBUTING FACTORS: <input type="checkbox"/> Technical Proficiency <input type="checkbox"/> Communication <input type="checkbox"/> Resource Management <input type="checkbox"/> Critical Thinking <input type="checkbox"/> Customer Focus <input type="checkbox"/> Leadership <input type="checkbox"/> Cooperation/Teamwork		RATING: OBJECTIVE RATING: (1 - 5) _____ CONTRIBUTING FACTOR IMPACT: (+1, -1, or 0) _____ ADJUSTED RATING: _____

NSPS Job Objective Library™

New to this edition, we are introducing the SMART Job Objective Library™. This collection of 80 SMART Job Objectives will get you well on your way to writing your own JOs using the SMART format.



SMART Format

SMART objectives are not a new concept; they were created in the 1950s by management guru, Peter Drucker. Now, SMART is one of the most widely-used formats for writing the NSPS job objectives. Even if you do not use the SMART format for your job objectives, it is a good idea to check whether your objectives have these key components.

Let's take a closer look at SMART objectives.

Specific

- Is your result specific?
- Is it expressed as a noun?
- Will it be completed or delivered within the appraisal period?

Measurable

- If possible, be quantifiable or look for ways to measure based on quality criteria.
- Answer the question, "how will I know I accomplished my job objectives?"
- Remember, anything can be measured.
- Measures can be both qualitative and quantitative. For example, think about how your children are behaving. How do you measure that? Most likely, you are not measuring their behavior in a quantitative way, but in a qualitative way. The same is true with work.

Alignment

- Are the outcomes aligned with your organization's mission and goals? If not, then you might not receive "credit" for your hard work!

Realistic

- Are your job objectives realistic?
- Can they be achieved within the resources you have available?
- Are they within your control?
- What conditions are critical (but not within your control) for you to accomplish your job objectives?
- Are you leaving room to exceed expectations? If your job objectives are written to reflect Valued Performer (Level 3) according to your performance indicators, then you will give yourself an opportunity to excel and achieve a higher level.

Timed

- When are our results due?
- Is there a specific date?
- Is there a time frame (within three months of assignment)?
- Is there a frequency (monthly)?
- Are there milestones?
- What can I accomplish within the assessment year, even if I am working on a multi-year project?

Six Common Problems with Job Objectives

A common complaint by supervisors and pay pool members this year was that they didn't really understand the job objectives submitted by employees. Therefore, the accomplishments were not always clearly aligned to the job objectives.

The six major problems we found with the BEFORE JOs were:

1. Job objectives do not reflect the REAL job objectives.
2. Job objectives are not a statement of duties.
3. Job objectives should not be written in third person.
4. Job objectives are not accomplishment statements.
5. Job objectives that are not in SMART and are not clearly structured.
6. Job objectives are NOT the same as the mission statement.

We will study each of these problems on the following pages.

PROBLEM #1:

Job objectives don't reflect the REAL job objectives.

EXAMPLE

Charmaine Bolton
YA-1102-2
Contracting Specialist, Engineering and Support Center
U.S. Army Corps of Engineers, Huntsville Ordnance & Explosives Center

BEFORE JOB OBJECTIVE: LEADERSHIP

Demonstrate effective individual leadership to assess situations. Identify needed changes to the PDT and superiors as appropriate; build rapport with customers, co-workers, and others; provide mentoring to less experienced staff and field offices; further develop leadership capabilities through volunteering for innovative and challenging assignments.

Measurement: Feedback from co-workers, PDT members, contractors, and observations by Supervisor.

AFTER SMART JOB OBJECTIVE: CUSTOMER SERVICE

S: Internal and external customers receive the highest levels of service.

M: Engage in outreach to understand customer requirements; provide alternative approaches to help customer meet needs. Build trust within and outside the organization through the use of open communication techniques and effective listening. Survey customer satisfaction midway through FY. Respond to questions and issues within 48 hours of receipt; if issue is complicated, communicate status on an ongoing basis. Negotiations, settlements, and other interactions with internal and external customers demonstrate technical knowledge of contracting vehicles and how they are applied. Focus on cost effective services to the government while not sacrificing quality. Demonstrate courtesy, tact, and professionalism on all occasions, even when under stress or being challenged.

A: Safe and timely removal of unexploded ordnance promotes safety for citizens and the environment.

R: N/A

T: Ongoing

Character Count: 967

PROBLEM #2:

Job objectives are not a statement of duties.

EXAMPLE

Len Silbers
YA-1750-2
Instructional Systems Designer

BEFORE JOB OBJECTIVE: DIRECT TRAINING PRODUCTS

Direct production of publications that support U.S. Army Special Operations Forces (ARSOF) institutional and unit-level training, and professional development by providing subject matter expertise and knowledge of the Army Systems Approach to Training (SAT) and other regulatory practices and procedures; interpret and apply policies and guidance; guide content SMEs in task analysis and development, perform content analysis and task sequencing, and review for validity, clarity, and procedural accuracy. Provide continuity of training development process between the Division, and other Directorate training offices. Participate in curriculum review boards (CRBs) and mentor critical task site and selection boards (CTSSBs) when required; and review programs of instruction, lesson plans, and other training related documents in a timely manner.

AFTER SMART JOB OBJECTIVE: TRAINING PRODUCTS

S: Appropriate training support materials are developed and delivered.

M: Materials reflect adult learning principles, subject matter expertise, and Army Systems Approach to Training (SAT) and other regulatory practices and procedures. Content SMEs receive timely, appropriate guidance in task analysis and development and complete work within specified timeframes. All content is reviewed for task sequencing, validity, clarity, and procedural accuracy. Stakeholders are kept informed throughout the development process. Provide timely, insightful comments to curriculum review boards (CRBs) and mentor critical task site and selection boards (CTSSBs). Reviews of programs of instruction, lesson plans, and other training related documents provide meaningful comments and are submitted in a timely manner.

A: Supports the development of relevant tools to meet warfighter needs for best practices and lessons learned.

R: N/A

T: As agreed.

Character Count: 939

PROBLEM #3:

Job objectives are about you, so they should not be written in the third person.

EXAMPLE

Paul West
YA-1176-2
Building Management Specialist
DOD Leased Facilities Division - FCA

BEFORE JOB OBJECTIVE: DESK GUIDE

With minimal supervision, employee is responsible for developing written guidance which details the execution of all programs assigned and incorporates best practices from other LFD Area offices. Valued performance demonstrated by submitting a draft desk guide by February 1, 2008, and final by May 1, 2009, which conforms to LFD established policies and procedures.

AFTER SMART JOB OBJECTIVE: DESK GUIDE

S: Desk guide on processes, procedures, and program is developed.

M: Input sought from customers on appropriate content for guide. All relevant regulations and best practices from other commands and organizations are researched and included. Desk guide accurately represents current processes, practices and guidance, includes appendices for further reference, emergency operations, sample forms and reports, glossary, and an index. Desk guide is written in language appropriate for the audience, demonstrates subject matter knowledge, uses proper grammar, and is free from typographical and spelling errors. Comments from stakeholders considered.

A: The desk guide offers information on leasing and facilities services for more than 300 tenants of WHC. The desk guide is up to date and reflects the needs of tenants, maintaining high leasing rates for WHC properties.

R: N/A

T: Draft circulated to internal and external stakeholders by 03/01; final submitted for approval by 9/30.

Character Count: 982

PROBLEM #4:

Job objectives are not accomplishment statements.

EXAMPLE

Talia Shipper
YA-0343-2
Program Manager, ACS Employment Readiness Branch Manager, Ft. Hood, TX

BEFORE JOB OBJECTIVE: PROGRAM MANAGEMENT

Manage the Army Community Service Employment Readiness Branch as outlined in AR 608-1 by implementing and directing program goals and objectives: conduct annual internal accreditation review with 100% compliance of CAT 1 program standards and 90% compliance of CAT 2 standards; contact 2 Army Spouse Employment Partners monthly; reorganize Career Center layout foreign easy access for job seekers and clients; gather information on employment opportunities, employment education, volunteer and education resources, twice annually; attend one Chamber of Commerce and Workforce Board Meeting per quarter; recruit two new employers as local partners during rating period; conduct two client needs assessments/surveys by end of rating period. Direct the planning and execution of the Annual Youth and College Student Career Fair; four Co-sponsored Community Career Fairs; one virtual career fair; two job search skills seminars; and two sponsored career fairs annually.

AFTER SMART JOB OBJECTIVE: PROGRAM DEVELOPMENT

S: Programs meet needs of service members and their families.

M: Customers surveyed to determine needs and satisfaction; existing programs modified to meet changing needs; new programs developed to address emerging trends. Programs monitored and tracked to ensure objectives achieved; training programs consistently scored at 4.5 or better by participants. Accreditation and Installation evaluations met. Customer surveys evaluated and analyzed through ICE cards and customer comments; 80% response rate received; comments incorporated into future programs.

A: Employment needs for separating and retiring soldiers and family members met to support economic stability and quality of life for military personnel.

R: Assumes that programs are funded at 90% of request.

T: Programs planned to meet separation cycles.

Character Count: 814

PROBLEM #5:

Job objectives that are not in SMART and are not clearly structured.

EXAMPLE

Lionel Richardson
YA-0018-3
Safety and Occupational Health Manager

BEFORE JOB OBJECTIVE: SAFETY INSPECTION

By 30 September 2009, conduct 12 Safety Program Evaluations (SPE) for assigned division contract management offices (CMO) to ensure adherence with safety requirements. Out-briefs will be conducted with each CMO prior to departing the area. Final written reports will be provided to the CMO within 30 days of out-briefs, and non-compliance concerns will be provided quarterly with results and recommendations provided to Division Executive Directors. Union representatives should be invited to participate and included by CMO management to increase awareness of safety issues across the union landscape.

AFTER SMART JOB OBJECTIVE: SAFETY INSPECTION

S: Safety inspections conducted consistent with requirements.

M: Conduct and complete 50% of requested inspections, evaluations, and technical consultations within 30 days, and 100% within 90 days. Conduct and complete 80% of mishap investigations within 30 days, and 100% within 90 days. Inspection reports are thorough and consistent with policy; all reports include specific recommendations for improvement and demonstrate subject matter knowledge, proper grammar, formatting, and spelling. Databases are updated timely and accurately. Establish and implement a schedule for non-requested safety evaluations; conduct at least 10 annually with reports briefed and delivered within 60 days following completion.

A: Increase safety and reduce accidents.

R: Subject to funding availability.

T: As indicated.

Character Count: 806

PROBLEM #6:

Job objectives are NOT the same as the mission statement.

EXAMPLE

Gloria Michaels
YB-344-2
Management Technician
US Army Corps of Engineers, Southeast Division

BEFORE JOB OBJECTIVE: MISSION

MISSION: Deliver quality products and services within authority, budget, and schedule to satisfy the customer while fully supporting USACE, SAD, and SAC strategic goals, objectives, and mission. Use integrity and responsibility when resolving issues, working with team members, or representing the District. Streamline work processes and eliminate unnecessary bureaucracy that does not directly contribute to the mission of the District. Perform all duties with focus on providing timely and high-quality results. Follow up on all assigned duties until a successful conclusion is reached. Metrics: Seek customer feedback and take actions on results. Anticipate and adjust plans to meet work objectives and customer needs by established or innovative means. Achieve meaningful results in support of mission-oriented priorities and objectives. Plan, prioritize, and balance assignments to accomplish work in a timely manner.

AFTER SMART JOB OBJECTIVE: CUSTOMER SUPPORT

S: Effective collaborative relationships established and maintained with internal and external customers.

M: Customer requirements identified through customer feedback surveys and other tools; requirements evaluated and responded to accurately and timely, even if requirements cannot be met. Anticipate concerns and share information so that customer expectations are met; if expectations cannot be met, contact client with reason and new expectation before original timeframe and/or expectation is missed. Contribute to the team by sharing information/fostering cooperation, trust, and group identity at staff and other meetings; actively promote work unit. Issues communicated timely to appropriate authority; chain-of-command informed of pertinent events; when problems surface, solutions offered for consideration.

A: Supports customer requirements.

R: Assumes opportunities for interactions within and outside of unit.

T: On an ongoing basis.

Character Count: 949

CASE STUDY: Charmaine Bolton

JOB OBJECTIVE 1

Before Job Objective: LEADERSHIP

Charmaine's "before" JOs were not specific to contract management and resource management which is clearly documented in her customer support accomplishments.

Demonstrate effective individual leadership to assess situations. Identify needed changes to the PDT and superiors as appropriate; build rapport with customers, co-workers, and others; provide mentoring to less experienced staff and field offices; further develop leadership capabilities through volunteering for innovative and challenging assignments.
Measurement: Feedback from co-workers, PDT members, contractors, and observations by supervisor.

After Job Objective: CUSTOMER SERVICE

S: Internal and external customers receive the highest levels of service.

M: Engage in outreach to understand customer requirements; provide alternative approaches to help customer meet needs. Build trust within and outside the organization through the use of open communication techniques and effective listening. Survey customer satisfaction midway through FY. Respond to questions and issues within 48 hours of receipt; if issue is complicated, communicate status on an ongoing basis. Negotiations, settlements, and other interactions with internal and external customers demonstrate technical knowledge of contracting vehicles and how they are applied. Focus on cost effective services to the government while not sacrificing quality. Demonstrate courtesy, tact, and professionalism on all occasions, even when under stress or being challenged.

A: Safe and timely removal of unexploded ordnance promotes safety for citizens and the environment.

R: N/A

T: Ongoing

Character Count: 962

JOB OBJECTIVE 2

Before Job Objective: MISSION

Use project management business processes (PMBP) to manage mission execution efficiently and ensure delivery of high quality work products and services to meet established budgets and schedules. Deploy local and national contracting initiatives in day to day work and consider small business and business requirements to maximize and extend as practicable. Participate in contracting reviews, taking corrective action as necessary within 90 days of findings.

Measurement: provide response to customers served within 7 business days and seek customer feedback on a quarterly basis and incorporate process improvements and necessary actions as applicable. Successfully execute programs/projects/contracts in accordance with established timelines and budget. Quality is of high caliber and results in no major findings of violations of law.

After Job Objective: CONTRACT MANAGEMENT

S: Contracts are planned, executed, and monitored.

M: Correct contract vehicles are used for specific customer requirements. Ensure competitive sourcing is the primary means of awarding procurement actions. Bids are analyzed and evaluated for adherence to Statements of Work/Performance work Statements, cost reasonableness, references, and other factors. Contractor performance monitored through active outreach to COTRs; problems are identified and swiftly resolved; supervisor notified of major concerns within 24 hours. Contracting decisions and performance are documented consistent with regulations.

A: Appropriate procurements support competitiveness and promote integrity in government services.

R: N/A

T: Ongoing

Character Count: 718

JOB OBJECTIVE 3

Before Job Objective: RESOURCE MANAGEMENT

Manages resources wisely. Ensure adequate funds for contract actions. Time and leave management shows reliability and job performance. Follows safety, property, and security procedures guidelines. Invest in personal and professional development. Time is appropriated and charged to establish codes in general terms. Develop innovative solutions to meet customer needs when applicable.

MEASUREMENT: 1. Schedule and accomplish annual compliance with DAWIA training requirements. 2. Maintain a direct charge of 65%.

After Job Objective: RESOURCE MANAGEMENT

S: Resources managed wisely.

M: Funds monitored and all procurement actions are consistent with budget allotments. Tracking systems for contract costs are established and maintained; reports generated quarterly for management. Work to reduce timeframes for award actions. Identify opportunities for improvements in work processes; share with supervisors and colleagues. Maintain direct charge of 65%. Maintain DAWIA certification. Good steward of financial and material resources. Identify ways and take action to streamline business practices. Act decisively and promptly to avoid or correct instances of potential fraud, waste, and/or abuse.

A: Support integrity in government.

R: N/A

T: As established.

Character Count: 701

Checklist

Now that you have developed your job objectives, make sure you check for each of these points:

- Do your job objectives state results or goals you intend to accomplish this year?
- Do your job objectives represent at least 80% of your work?
- If you assigned weights to your job objectives, do the weights add up to 100?
- Is each job objective 1000 characters or less?

Hot Tips

When creating your job objectives, think nouns, not verbs.

Supervisors have a mandatory supervisory job objective.

Not everything you do will be part of your performance plan.

Each job objective is limited to 1,000 characters in length (including spaces).

To save character space, use the abbreviation JO for job objective.

If your job objective covers more than one appraisal period, be sure to break it into smaller components so that your written job objective can be accomplished during the appraisal period.

Write your job objectives with language consistent with the Performance Indicators for Valued Performer (Level 3) to allow room to exceed expectation.

If you use quantitative measures, make sure they are not absolute.

Developmental goals or needs should not be considered a job objective.

Develop your job objectives in a word processing program, not in the PAA form itself.

Remember that pay pool members may not understand your acronyms. Write out the acronyms once, because there may be a chance that the panel members will not be familiar with the projects you are working on or the terms.

EXERCISE: SMART Job Objectives

Select the correct sentences to build a SMART format Job Objective:

- 1. Updated the safety program guidance by June 30.
- 2. Effectively implement regional safety program for USACE.
- 3. Lead Safety briefings with all regional personnel.
- 4. Post-briefing assessments show at least a 25% increase in understanding of safety measures as compared to the pre-briefing assessment.
- 5. Perform this work assuming that relevant guidance and funding is received from headquarters by January 1.
- 6. Lead briefings for customers to help meet our goal for safe operations.
- 7. To be achieved by September 30.

Specific: (hint: name or title of the program)

Measurable: (hint: quantifiable info)

Aligned: (hint: helps the overall mission)

Realistic: (hint: goals can be done if and assuming...)

Timed: (hint: by when?)

ANSWER KEY:
Specific: 2; Measurable: 3, 4; Aligned: 6; Realistic: 5; Timed: 1, 7.

STEP 4



Step 1: Get Your Organization's Mission Statement

Step 2: Find Your Position Description

Step 3: Write Your Job Objectives

Step 4: Select Your Contributing Factors

Step 5: Draft Your Self-Assessment

Step 6: Review the Performance Indicators and Benchmark Descriptors

Step 7: Add Your Keywords

Step 8: Complete the PAA

Step 9: Track Your Accomplishments and Manage Your Performance

Step 10: Conversations With Your Supervisor

Terms

Job objectives describe **what** you will do.

Contributing factors describe **how** you will do it.

NSPS Contributing Factors

This list of seven contributing factors used for every employee in the NSPS system:

Cooperation and Teamwork

Communication

Critical Thinking

Customer Focus

Leadership

Resource Management

Technical Proficiency

What To Do

For each job objective, check one to three contributing factors that are the most critical to how your work will be done. A minimum of one contributing factor needs to be identified for each job objective. It is recommended that you select only one contributing factor for each job objective. This makes it easier to match the Expected and Enhanced benchmarks. Also, unless **all** of your contributing factors associated with a job objective are rated at the Enhanced level, your job objective rating will not be improved by your contributing factor rating.

Remember, select contributing factors based on your job objective, not on your strengths or developmental needs. Also, contributing factors should describe the objective, not the employee.

New NSPS Employee: Get to know your contributing factors. The contributing factors are the most prevalent competency that you use to achieve each job objective. Choose just one for each job objective. Read the definitions of the Expected and Enhanced Levels to make your decision.

NSPS Employee: Find your assessment for last year and look at the contributing factors you selected for last year. It's possible they could be improved or changed. Review your selections against the definitions to help you consider whether to change your CFs.


Where

PAA Part G - Job Objectives

CONTRIBUTING FACTORS:		
<input type="checkbox"/> Technical Proficiency	<input type="checkbox"/> Communication	<input type="checkbox"/> Resource Management
<input type="checkbox"/> Critical Thinking	<input type="checkbox"/> Customer Focus	<input type="checkbox"/> Leadership
<input type="checkbox"/> Cooperation/Teamwork		

NSPS Keyword Tree

The Resume Place's NSPS Keyword Tree was designed directly from the Department of Defense NSPS documents in order to help you review the Expected and Enhanced definitions for each set of Contributing Factors before you select your contributing factors (CF). Make sure that the CF definitions will work for your accomplishments. If you select the wrong CF, it could affect your score.



The Federal Resume Place

NSPS Keyword Lookup for use with our book: **WRITING YOUR NSPS SELF-ASSESSMENT**

Read More .. [click here.](#)

Fillable PAA Form: [Click here.](#)

The choices below reflect the Standard Career Groups - which make up 71% of all DOD employees. You can find the Keyword Tree settings for all Career Groups [here.](#)

Pay Schedule (Designator):	Description Group:	Pay Bands:	Contributing Factors:
Professional/Analytical (YA) Technician/Support (YB) Supervisor/Manager (YC)	Performance Indicators Contrib Factor Pay Band Work Behavior	Pay Band 1 Pay Band 2 Pay Band 3	Technical Proficiency Critical Thinking Cooperation and Teamwork Communication

Professional/Analytical -> Contrib Factor Payband -> Pay Band 1 -> Technical Proficiency

Display Description
Display Key Words

DESCRIPTIONS:

<p>EXPECTED:</p> <ul style="list-style-type: none"> With supervision, applies basic knowledge and skills (including use of appropriate technology or tools) to perform straightforward or well-defined work activities. As directed, acquires, develops, and maintains relevant job skills through a variety of methods. Stays up-to-date in professional/technical specialties and applies this knowledge to improve own performance. Demonstrates a basic understanding of how one's own work relates to the organization's mission, functions, values, applicable policies and procedures, and internal and external factors that affect the work unit; seeks opportunities to use this knowledge constructively when completing own assignments. 	<p>ENHANCED:</p> <ul style="list-style-type: none"> Applies knowledge to perform more advanced tasks with minimal supervision. Seeks feedback on own performance and takes initiative to improve technical knowledge and skills through a variety of self-directed development activities, resulting in an increased ability to contribute to the mission. Demonstrates a working understanding of how internal and external factors affect organizations and units outside of one's own and effectively uses this knowledge to complete tasks.
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Common Contributing Factor Problems

PROBLEM #1:

Job objective is wrong, so contributing factor is wrong.

EXAMPLE

Gloria Michaels
YB-344-2
Management Technician
US Army Corps of Engineers, Southeast Division

Gloria Michaels's JOs were not specific enough to reflect her job, so her contributing factors weren't right.

BEFORE JOB OBJECTIVE:

LEARNING ORGANIZATION. Continually seek improvements in yourself and work processes which foster adaptability, innovation, effectiveness, and enhance performance. Improve organizational effectiveness by developing and sharing/documenting lessons learned best practices and/or implementing new ideas which improve our business processes to better serve our customers. Mentor new or less experienced team members to impart your knowledge of district business processes and procedures. Actively participate in the development and execution of your individual development plan given available resources. Stay current on relevant laws, regulations, and policies. Metrics: Develop and share one or more lessons learned innovative processes. Impart knowledge and mentor teammates.

Contributing Factor: Critical Thinking

NEW SMART JOB OBJECTIVE: PAYROLL SUPPORT

S: Services to support payroll system requirements provided.

M: Training needs of timekeepers identified; training and job aids developed and presented in a timely manner with more than 80% of reviews rated very helpful or better. Training is accurate and interactive. Tracking system for timekeeper training established and maintained. Follow up conducted with participants 45 days after training to identify further requirements; plan developed to address. Accurate and timely data provided for audit of payroll.

A: Support internal customers, timekeepers, and staff through timely and accurate payments.

R: N/A

T: Training needs identified 4/1; draft training materials to supervisor by 5/15; training completed by 7/15; follow-up plan to supervisor by 9/15.

Contributing Factor: Technical Proficiency

PROBLEM #2:

Job objective is too generic; contributing factor does not reflect real competency.

EXAMPLE

Talia Shipper
YA-0343-2
Program Manager
ACS Employment Readiness Branch Manager
Ft. Hood, TX

Talia Shipper's before JO was Administrative Management, but for her position Outreach/Partnership was more important, therefore, Communications was a more appropriate contributing factor.

BEFORE JOB OBJECTIVE: Administrative Management

Oversee the use of the Client Tracking Database System as directed by IMCOM and DA: enter monthly classes, track enrollees/extended contact and overall program management, and submit report by 15th working day each month; review 90% of extended contacts documented in database by subordinate staff within 3 working days of contact; direct the maintenance of file logs for partner/employer contacts by 10th day of each month; review and approve all marketing materials with delivery/requests four weeks prior to events; conduct annual review of security logs, ensuring confidentiality of case files twice during rating period.

Contributing Factor: Technical Proficiency

NEW SMART JOB OBJECTIVE: Outreach/Partnership

S: Community contacts established and maintained.

M: List of community contacts, including community groups, major employers, and others developed, maintained, and distributed to workshop attendees. List is available on website and in hard copy; updated at least twice per year. At least one potential employer or former military/family member attends each workshop to provide "real life" expertise. At least two job fairs held each year with a minimum of 25 potential employers/community groups in attendance. At least two participants in job fairs have a focus on hiring and assisting members with disabilities. An annual report created and distributed to communicate with existing and seek new community partners.

A: Supports efforts to employ transitioning members and families; focus on supporting members with service connected disabilities.

R: Consistent with budget.

T: As agreed.

Contributing Factor: Communication

CASE STUDY: Charmaine Bolton

See what contributing factors were selected for Charmaine's three job objectives.

Job Objective 1

JOB OBJECTIVE (Limited to 1,000 characters)	WEIGHT:	%
<p>S: Internal and external customers receive the highest levels of service. M: Engage in outreach to understand customer requirements; provide alternative approaches to help customer meet needs. Build trust within and outside the organization through the use of open communication techniques and effective listening. Survey customer satisfaction midway through FY. Respond to questions and issues within 48 hours of receipt; if issue is complicated, communicate status on an ongoing basis. Negotiations, settlements, and other interactions with internal and external customers demonstrate technical knowledge of contracting vehicles and how they are applied. Focus on cost effective services to the government while not sacrificing quality. Demonstrate courtesy, tact, and professionalism on all occasions, even when under stress or being challenged. A: Safe and timely removal of unexploded ordnance promotes safety for citizens and the environment. R: N/A T: Ongoing</p>		
<p>CONTRIBUTING FACTORS:</p> <p> <input type="checkbox"/> Technical Proficiency <input checked="" type="checkbox"/> Communication <input type="checkbox"/> Resource Management <input type="checkbox"/> Critical Thinking <input type="checkbox"/> Customer Focus <input type="checkbox"/> Leadership <input type="checkbox"/> Cooperation/Teamwork </p>		<p>RATING:</p> <p>OBJECTIVE RATING: (1 - 5) _____</p> <p>CONTRIBUTING FACTOR IMPACT: (+1, -1, or 0) _____</p> <p>ADJUSTED RATING: _____</p>

Job Objective 2

JOB OBJECTIVE (Limited to 1,000 characters)	WEIGHT:	%
<p>S: Contracts planned, executed, and monitored. M: Correct contract vehicles are used for specific customer requirements. Ensure competitive sourcing is the primary means of awarding procurement actions. Bids analyzed and evaluated for adherence to Statements of Work/Performance work Statements, cost reasonableness, references, and other factors. Contractor performance monitored through active outreach to COTRs; problems are identified and swiftly resolved; supervisor notified of major concerns within 24 hours. Contracting decisions and performance are documented consistent with regulations. A: Appropriate procurements support competitiveness and promote integrity in government services. R: N/A T: Ongoing</p>		
<p>CONTRIBUTING FACTORS:</p> <p> <input checked="" type="checkbox"/> Technical Proficiency <input type="checkbox"/> Communication <input type="checkbox"/> Resource Management <input type="checkbox"/> Critical Thinking <input type="checkbox"/> Customer Focus <input type="checkbox"/> Leadership <input type="checkbox"/> Cooperation/Teamwork </p>		<p>RATING:</p> <p>OBJECTIVE RATING: (1 - 5) _____</p> <p>CONTRIBUTING FACTOR IMPACT: (+1, -1, or 0) _____</p> <p>ADJUSTED RATING: _____</p>

Job Objective 3

JOB OBJECTIVE (Limited to 1,000 characters)	WEIGHT: %
<p>S: Resources managed wisely. M: Funds monitored and all procurement actions are consistent with budget allotments. Tracking systems for contract costs are established and maintained; reports generated quarterly for management. Work to reduce timeframes for award actions. Identify opportunities for improvements in work processes; share with supervisors and colleagues. Maintain direct charge of 65%. Maintain DAWIA certification. Good steward of financial and material resources. Identify ways and take action to streamline business practices. Act decisively and promptly to avoid or correct instances of potential fraud, waste, and/or abuse. A: Support integrity in government. R: N/A T: As established.</p>	
<p>CONTRIBUTING FACTORS:</p> <p> <input type="checkbox"/> Technical Proficiency <input type="checkbox"/> Communication <input checked="" type="checkbox"/> Resource Management <input type="checkbox"/> Critical Thinking <input type="checkbox"/> Customer Focus <input type="checkbox"/> Leadership <input type="checkbox"/> Cooperation/Teamwork </p>	<p>RATING:</p> <p>OBJECTIVE RATING: (1 - 5) _____</p> <p>CONTRIBUTING FACTOR IMPACT: (+1, -1, or 0) _____</p> <p>ADJUSTED RATING: _____</p>

EXERCISE: Selecting Contributing Factors

For each of these job objectives, select the best contributing factor. Refer to the contributing factor definitions (called benchmark descriptors) on the next page. To help you, definitions for the Expected levels of performance for each Contributing Factor are listed on the opposite page. For complete definitions, go to the NSPS Keyword Tree on the CD-Rom or www.resume-place.com/nspstree/.

Example 1

S--MANAGE MILITARY TRANSITION SERVICES AND PROGRAMS. Improve transition programs to improve the quality of life and the future of Navy Airmen and family members.

M--Complete all data calls, staff actions, projects, and activities consistent with agreed upon deadlines. Programs developed demonstrate knowledge of subject matter and receive positive ratings from customers at least 80% of the time. Meet 100% of requested events and programs from ships and/or commands.

A--Supports mission of retention.

R--Requested events and programs are requested at least two weeks in advance.

T--On going

CONTRIBUTING FACTORS:		
<input type="checkbox"/> Technical Proficiency	<input type="checkbox"/> Communication	<input type="checkbox"/> Resource Management
<input type="checkbox"/> Critical Thinking	<input type="checkbox"/> Customer Focus	<input type="checkbox"/> Leadership
<input type="checkbox"/> Cooperation/Teamwork		

Example 2

S--EFFECTIVELY IMPLEMENT REGIONAL SAFETY PROGRAM.

M--Update safety program guidance by June 30. Hold safety briefings with all regional personnel. Post-briefing assessments show at least a 25% increase in understanding of safety measures, as compared to the pre-briefing assessment.

A--Help meet our goal for safe operations.

R--Assumes that relevant guidance and funding is received from headquarters by January 1.

T--By September 30.

CONTRIBUTING FACTORS:		
<input type="checkbox"/> Technical Proficiency	<input type="checkbox"/> Communication	<input type="checkbox"/> Resource Management
<input type="checkbox"/> Critical Thinking	<input type="checkbox"/> Customer Focus	<input type="checkbox"/> Leadership
<input type="checkbox"/> Cooperation/Teamwork		

STEP 5



Step 1: Get Your Organization's Mission Statement

Step 2: Find Your Position Description

Step 3: Write Your Job Objectives

Step 4: Select Your Contributing Factors

Step 5: Draft Your Self-Assessment

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Step 9: Track Your Accomplishments and Manage Your Performance

Step 10: Conversations With Your Supervisor

What

This is your once-a-year document that describes the best accomplishments you achieved this year. Make your accomplishments easy to read for the pay pool members. Write about the best services you offered all year for that job objective.

Why

- Your self-assessment is YOUR opportunity to tell YOUR story.
- You know most about what you did, how you did it, and what obstacles you overcame to achieve your results.
- Your supervisor will use the information in your self-assessment to prepare the supervisory appraisal.
- The pay pool panel members will review your self-assessment along with your supervisor's appraisal in determining your rating, shares, and distribution.

Where

PAA Part G - Job Objectives

TYPE OF ASSESSMENT: <input type="checkbox"/> INTERIM REVIEW _____ of _____	<input type="checkbox"/> ANNUAL ASSESSMENT (including early annual)	OTHER: <input type="checkbox"/> CLOSEOUT <input type="checkbox"/> SPECIAL PURPOSE _____ of _____
EMPLOYEE SELF-ASSESSMENT (Limited to 2,000 characters)		

What To Do

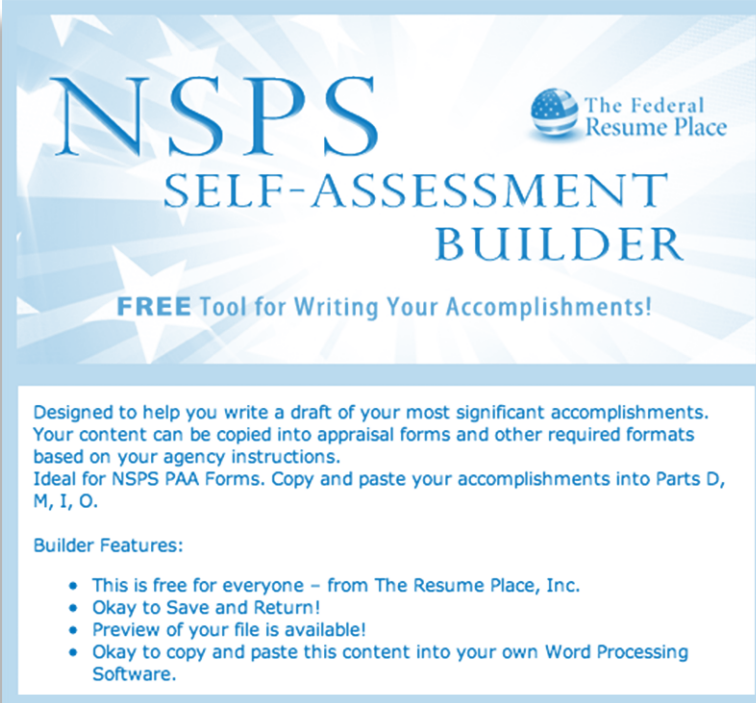
Here's a Quick List of Metrics for Your Self-Assessment:

- Your self-assessment should be made up of two or three accomplishments.
- Total character space is 1,000 for each Job Objective.
- Each accomplishment can be 2,000 characters long.
- The assessment example should start out with five to seven words in ALL CAPS.

New NSPS Employee: Depending on when you began your NSPS job, you will need to write about your accomplishments for each of your Job Objectives. You should talk to your co-workers to get ideas about their accomplishments and begin your own list.

NSPS Employee: Find your assessment from last year and update, rewrite, and add new accomplishments and projects from your yearly accomplishment list.

The best way to write an accomplishment is to make it specific and give details of the accomplishment, including metrics (to prove measures), customer information, and detailed steps on how you achieved the accomplishment. If you can write the accomplishment with the Context, Challenge, Action, Results model, that will help the raters understand your achievement better.



The graphic is a promotional banner for the NSPS Self-Assessment Builder. It features a light blue background with a subtle geometric pattern. At the top left, the letters 'NSPS' are written in a large, blue, serif font. To the right of 'NSPS' is the logo for 'The Federal Resume Place', which consists of a stylized globe icon and the text 'The Federal Resume Place' in a smaller, blue, sans-serif font. Below 'NSPS' and the logo, the words 'SELF-ASSESSMENT BUILDER' are written in a blue, serif font, with 'SELF-ASSESSMENT' on one line and 'BUILDER' on the line below. Underneath this, the text 'FREE Tool for Writing Your Accomplishments!' is written in a bold, blue, sans-serif font. At the bottom of the graphic, there is a white rectangular box with a thin blue border containing the following text: 'Designed to help you write a draft of your most significant accomplishments. Your content can be copied into appraisal forms and other required formats based on your agency instructions. Ideal for NSPS PAA Forms. Copy and paste your accomplishments into Parts D, M, I, O.' Below this text, the heading 'Builder Features:' is followed by a bulleted list of four features: 'This is free for everyone – from The Resume Place, Inc.', 'Okay to Save and Return!', 'Preview of your file is available!', and 'Okay to copy and paste this content into your own Word Processing Software.'

NSPS

The Federal
Resume Place

**SELF-ASSESSMENT
BUILDER**

FREE Tool for Writing Your Accomplishments!

Designed to help you write a draft of your most significant accomplishments. Your content can be copied into appraisal forms and other required formats based on your agency instructions. Ideal for NSPS PAA Forms. Copy and paste your accomplishments into Parts D, M, I, O.

Builder Features:

- This is free for everyone – from The Resume Place, Inc.
- Okay to Save and Return!
- Preview of your file is available!
- Okay to copy and paste this content into your own Word Processing Software.

Formats

The most highly recommended format for writing your self-assessments is the CCAR format, described below and in more detail on the next page. However, there are some cases where a different format is needed. Two more options are also listed below.

CCAR (Context/Challenge/Action/Results) Format

- **What:** For telling the story around a major accomplishment using a set format. Select one or two accomplishments per job objective.
- **Pros:** Organized - helps you make sure you communicate all the critical information
- **Cons:** Lengthy - could be difficult to write

Paragraph Format

- **What:** For telling the story around a major accomplishment without a set format. Select one or two accomplishments per job objective.
- **Pros:** May be easier to write than CCAR
- **Cons:** Information might not be as organized or easy to read as CCAR.

List Format

- **What:** Listing a number of accomplishments for a job objective
- **Pros:** Good if you have many smaller accomplishments
- **Cons:** Not good for explaining a major accomplishment

Be sure to demonstrate how your accomplishments made your organization better by describing the tangible benefits, such as cost savings to the organization or a solution that enables employees to perform better.

Include examples of how you also demonstrated the contributing factors for each job objective.

Check that your self-assessment is the right length; the maximum character count is 2,000 characters for each self-assessment per job objective (including spaces). Be aware that in “Step 7: Add Your Keywords” you will be adding additional words/characters to your self-assessment before it is considered the final product.

Input your self-assessment into your PAA by the deadline set by your supervisor.

CCAR

The CCAR format for writing accomplishments is well proven. For years, federal employees have been writing their best work experiences in the CCAR formula for KSAs, preparation for behavior-based interviews, and even resumes. This formula is simply a story-telling format. See the definitions below:

Context: Describe the conditions under which you achieved your job objectives. If you had short timelines or changing demands, and you were still able to complete your work satisfactorily, point that out. Describe what you did during the year to create the results you achieved.

Challenge: What was the challenge of this accomplishment or project?

Action: What actions did you take to manage this project? Use the personal pronoun "I" here.

Results: Describe what you accomplished. Be specific when writing your self-assessment. Add numbers if you can to demonstrate savings of time or money. Add quantities to help the supervisor and pay pool administrator understand the scope of your accomplishment and results. Don't leave it up to others to presume your contribution. If you feel you exceeded the expectations for the objective, say so and explain how.

It is acceptable to use the CCAR formula in the PAA; in fact, you can enter your self-assessment by noting the C, C, A, and R like our case study examples.

You can also use our simple NSPS Self-Assessment Accomplishment Builder to write your accomplishments in the CCAR formula. http://www.resume-place.com/nsps_builder/

**Performance Management
Self-Assessment
Accomplishment Builder**

JOB OBJECTIVE
Please type your job objective in this field.

CONTEXT OF THE ACCOMPLISHMENT
What was the task and the purpose of this particular accomplishment?

CHALLENGE OF THE ACCOMPLISHMENT
Think about all of the challenges of completing this. Was the timeframe very tight? Was it challenging to gain consensus for the accomplishment? Were you solving a problem?

WHAT ACTIONS DID YOU TAKE TO ACHIEVE THIS ACCOMPLISHMENT?
Use the personal pronoun "I" when writing about your actions on this project. Think about what you actually did to carry out the accomplishment.

ACTION 1

WHAT RESULTS OCCURRED FROM YOUR ACCOMPLISHMENT?
Please write about what happened with your efforts. Add numbers if you can, i.e., dollars, percentages, any metrics and quantities that will demonstrate the quality of your work. The outcomes of your projects and accomplishments can impress your supervisor and demonstrate your efforts toward the agency's mission. And prove that you accomplished your Job Objectives.

EXERCISE: CCAR Analysis

Fill in the blanks with the appropriate description of the CCAR formula for the following accomplishments: Context, Challenge, Action, Results

Job Objective 1:

S—EFFECTIVELY MANAGE TRANSITION CENTER RESOURCES.

M—Monitor the flow of incoming sailors on a continuing basis. Order and receive materials and supplies. Materials ordered are consistent with budget and received on a timely basis. Improve tracking procedures to resolve several problems with relocation loan lockers and relocation materials. Training resources meet needs and are available for returning sailors and family members who are separating or retiring from the Navy. Increase resources provided despite declining budget availability. Customer feedback is positive.

Self-Assessment:

I exceeded job objective 1 through the following examples:

_____ PROCESS IMPROVEMENTS TO MEET GROWTH IN POPULATION.

_____ I improved the ordering process and eliminated the late arrival of supplies by _____ researching alternatives and developing a quick reference listing of contract vendors. This facilitated a more expedient ordering process to assist our customers. I conducted outreach to research needs and develop collaborative relationships with local vendors and agencies. _____ Through outreach, I improved our resources and obtained 500+ copies of telephone directories, relocation information, and visitors guides from newly identified community sources. This helped ease their transition and acclimate more quickly and comfortably. I expanded transition center training programs 25% from the previous year. Through planning and careful utilization of materials, I increased resources despite declining budget availability.

_____ TRANSITION TRAINING AND SERVICE MATERIALS.

_____ Scheduled and held 187+ well received counseling sessions and 15 classes related to relocation, transition assistance, and employment. Provided timely and accurate advice and assistance; _____ adjusted content to meet individual needs. _____ Effectively monitored and tracked response to program content. Achieved 95% customer satisfaction rating.

Problems with Self-Assessments

PROBLEM #1: Assessments are too long, rambling, and unfocused.

EXAMPLE

Charmaine Bolton
YA-1102-2
Contracting Specialist, Engineering and Support Center
U.S. Army Corps of Engineers, Huntsville Ordnance & Explosives Center

BEFORE ASSESSMENT:

Effectively interacted with customers to understand their needs while providing timely results. Build trust within and outside the organization through the use of open communication techniques and effective listening. Sent out a customer survey feedback and received several pieces of feedback. The first feedback from a customer stated, "In all my dealings with Charmaine, she has been responsive and professional. She has been a great help in reaching close-out on the Fort McClellan projects. She always responds to e-mails and phone calls in a timely manner. On several occasions, I have had questions concerning modifications and she has been extremely helpful in getting answers. This has not been easy as the Project Manger and the Contract Specialist for this contract has changed a number of times. In addition, she has been the contract specialist for a couple of the MMRP Task Order solicitations. She has been responsive to questions and has provided the information needed for those efforts." The second piece of customer feedback stated, "During the short period I have worked with Charmaine, she always exceeded my expectations. Anything I have asked for or needed, she has provided for me in a timely manner. Exceptionally good service is a norm for Charmaine, not an exception." The third feedback from a customer stated, "the modification to W912DY-04-D-0005, Task Order 0016, for modification 04 for the ESTCP effort at Former Camp Sibert was performed in a timely professional manner at a reasonable labor cost. I'm a satisfied customer for this effort performed by the team."

REVISED ASSESSMENT

CONTEXT: With my excellent communication skills and commitment to customer service, I ESTABLISHED COLLABORATIVE RELATIONSHIPS WITH CUSTOMERS THROUGH NEGOTIATIONS and demonstrated how I have met and exceeded expectations for this JO throughout the rating period.

CHALLENGE: Several of my interactions during this period were complex as I supported several high profile and sensitive contracts in excess of \$20 million. On one contract in particular, the Project Manager and Contract Specialist changed several times throughout the procurement and after the award, presenting serious obstacles that I overcame; as such, I spent a significant amount of time explaining the nuances of process and answering detailed questions several times.

ACTIONS: I make it a practice to respond to all emails and phone messages the same day—this has gone a long way toward establishing trust and credibility among our customers.

RESULTS: I consistently received the highest levels of praise for my professionalism and responsiveness on my work on this contract. In addition, the customer survey I conducted during the rating period showed a "highly satisfied" or better response rate for my service levels and effectiveness by more than 95% of respondents.

Character Count: 1.239

PROBLEM #2: Assessments should not be a laundry list.

EXAMPLE

Samantha Partridge
YA-2101-02
833d Transportation Battalion,
Transportation Plans Specialist

BEFORE ASSESSMENT: Laundry List

- I met all required deadlines for all reporting requirements (i.e., weekly and monthly). There was no instance that I failed to meet a suspense date.
- Successfully monitored two GPC accounts (one VISA and the convenience check account). Ensured proper expenditure of funds, and paid all invoices on time.
- Updated SOP's PL-1 and 2, originated PL-4.
- Support HQ SDDC Branding initiative setting up all Command Briefs in the new format and updating business cards, etc.
- Identified and finalized OPLANs and OPORDs in support of the following 833d contingency missions and exercises:
 - Port Arthur, TX (842nd Support OIF-R)
 - TURBO CADS 09 (Annual ammunition resupply to the Far East)
 - MV GREAT LAND (OIF-R – AMC Reset)
 - 5/2 SBCT (OEF-D)
- Holiday Party Coordinator: I provided the oversight and direction to hold our annual Holiday Party at Salty's on Alki on 4 December 2008. In addition to a buffet lunch, there was a best holiday dressed contest and Yankee Gift Exchange.
- Leadership Summit coordinator. I was tasked to assist the XO in making coordination for the 833d to hold a leadership summit at Camp Rilea, Warrenton, OR. I coordinated refreshments on Government Purchase Card and went down with the Advance Party to ensure all was indeed ready for us.

REVISED ASSESSMENT

CONTEXT: TROUBLESHOOT COMPLEX TRANSPORTATION OPERATIONAL PROBLEMS. Based on my extensive depth of knowledge on transportation issues, I am frequently consulted by others to resolve unusual transportation issues. An example of this was when one of our Transportation Specialists was TDY to Texas and passed along a problem file for me to maintain independent oversight for in his absence. In this situation, a specialized hydraulic lifting beam had been delivered to Samson Tug & Barge on a One-Time-Only Contract Award from a vendor; during loading operations, Samson damaged the beam. The 597th TTG contacted the 833d requesting us to conduct an inspection and document the results with photos and a report using the authority granted under DOD 4500.9-R, DTR, Volume II-Cargo to make a claim.

CHALLENGE: I immediately questioned this directive because the cited regulation is specific to transportation carriers moving cargo on Bills of Lading. In this instance, no Bill of Lading had been issued because Samson had not yet successfully loaded the beam to the barge.

ACTIONS: After a month of dialogue and discussion, the Chief of the Ocean Cargo Documentation Branch, SDDC, Fort Eustis, VA, acknowledged that my understanding of this regulation was correct and that the unique situation of this move was not covered in the cited regulation. I adapted to the situation in order to use the cited regulation to resolve the problem for now, but I have brought the need for more specific guidance to deal with this situation.

RESULTS: As a result of my bringing this case to the attention of SDDC, SDDC will continue to solicit input and establish formal and more current guidance for a DTR change that will clearly define roles and responsibilities for my organization in the event that such a situation ever occurs again. The Chief expressed his appreciation of the work my unit put into remedying this situation.

Character Count: 1.912

PROBLEM #3:

Assessments are not impressive, detailed, aligned to the mission, or results-oriented.

EXAMPLE

Len Silbers
YA-1750-2
Instructional Systems Designer

BEFORE ASSESSMENT:

I am the staff trainer who trains the 48 fundamentals needed by Training Developers. I create the curriculum for the training and travel to teach the program. I communicate with subject matter experts with training program development. A quarterly review of instructional tasks and task management policy is facilitated to understand concerns across a range of audiences.

REVISED ASSESSMENT

With the following accomplishment, my communications skills enabled me to meet this Job objective at the highest level, delivering results beyond expectations.

CONTEXT AND CHALLENGE: INITIATED FIRST TASK DEVELOPMENT MANAGEMENT TEAM. I identified a need to integrate staff task training development with functional division roles in order to successfully meet both superior training requirements and product development skills and knowledge.

ACTIONS: To do this, I convened a team of trainers and developers with instructional functional experts to determine how training content and materials could better support development of functional expertise (sought others ideas). I first led the multidisciplinary team to identify 48 training fundamentals needed by Training Developers; then, I communicated with the group to identify 30 specific training requirements that needed to be included into course lesson plans in order to develop fully capable soldiers. I then communicated complex task development subject matter knowledge to collaborate with the group on identifying 23 tasks to be incorporated into instruction and training revisions. With the group, I also instituted a quarterly review of instructional tasks and task management policy to facilitate understanding of concerns across a range of audiences.

RESULTS: This group has given the organization a system for exchanging information between instructors and training developers and has achieved greater than expected task development integration among DOTD divisions. In addition, under my leadership, this group has collectively improved seven training products with task instruction integration.

Character Count: 1.659

CASE STUDY: Charmaine Bolton

JOB OBJECTIVE 1

Before Self-Assessment

Effectively interacted with customers to understand their needs while providing timely results. Build trust within and outside the organization through the use of open communication techniques and effective listening. Sent out a customer survey feedback and received several pieces of feedback. The first feedback from a customer stated, "In all my dealings with Charmaine, she has been responsive and professional. She has been a great help in reaching close-out on the Fort McClellan projects. She always responds to e-mails and phone calls in a timely manner. On several occasions, I have had questions concerning modifications and she has been extremely helpful in getting answers. This has not been easy as the Project Manger and the Contract Specialist for this contract has changed a number of times. In addition, she has been the Contract Specialist for a couple of the MMRP Task Order solicitations. She has been responsive to questions and has provided the information needed for those efforts." The second piece of customer feedback stated, "During the short period I have worked with Charmaine, she always exceeded my expectations. Anything I have asked for or needed, she has provided for me in a timely manner. Exceptionally good service is a norm for Charmaine, not an exception." The third feedback from a customer stated, "the modification to W912DY-04-D-0005, Task Order 0016, for modification 04 for the ESTCP effort at Former Camp Sibert was performed in a timely professional manner at a reasonable labor cost. I'm a satisfied customer of CT for this effort performed by the team."

Draft Self-Assessment

CONTEXT: I met or exceeded expectations for this JO throughout the rating period.

CHALLENGE: I supported several high profile and sensitive contracts in excess of \$75 million.

ACTIONS: I make it a practice to respond to all emails and phone messages the same day. I also work to provide ongoing status reports to all stakeholders throughout the contracting process.

RESULTS: I consistently received the highest levels of praise for my professionalism and responsiveness on my work on this contract. I conducted a survey during the rating period showed a "highly satisfied" or better response rate for my service levels and effectiveness.

(NOTE: Assessment will be expanded with more details in the next step, Adding Keywords.)

Character Count: 635

JOB OBJECTIVE 2

Before Self-Assessment

MISSION: ACTION: Effectively interacted with Legal personal, PM personal, Cost Estimating Branch, and the Contracting Branch to send out a Firm Fixed Priced and Fixed Unit Priced Tasks RFP and PWS to the MMRP big ten contractor pool and to award the Former Great Salt Plains Bombing Range solicitation located in Alfalfa County, Oklahoma RESULTS: Received proposal submissions from four offers. The result is that an award went to contractor Parsons and the contract number was W912DY-04-D-0005-0020. IMPACT: The Government's estimated amount was \$1,000,000. The award amount was \$545,328. The Government saved almost 50% of the estimated amount. CHALLENGES FACED: The challenges consisted of having to negotiate with all four offers and re-evaluating four offers. CONTRIBUTING FACTORS: Was able to accomplish this objective by communicating, teamwork, and customer focus.

ACTION: Received a Request for Equitable Adjustment, Munitions and Explosives of Concern Site Characterization and Report Zone L, Savanna, Illinois. I work with the PM to resolve the negotiate majority of the funding request. Effectively interacted with PM personnel and negotiate a Request for Equitable Adjustment settlement for Savanna Army Depot for contract DACA87-00-D-0039, task order 0005 as the lead contract specialist. **RESULTS:** The Government and the contractor came up with a settlement during negotiations and did not have to go into litigation. **IMPACT:** The Government's estimated settlement amount was \$352,959. The contractor agreed to a reduced amount of \$319,006, saving the Government \$21,380.68. In addition, I was able to close the task order out in a timely matter. **CHALLENGES FACED:** The hurdles that I had to overcome was asking the contractor to provide a revised REA that would save the Government money. **CONTRIBUTING FACTORS:** I had to employ critical thinking, teamwork, and communicating with the contractor on what would be in the best interest for both parties.

Draft Self-Assessment

CONTEXT: As the lead on a high profile contract to clean up the former Great Salt Plains Bombing Range, I prepared solicitations for Firm Fixed Priced and Fixed Unit Priced Task Requests For Proposal and Performance Work Statements.

CHALLENGE: I received four responses and carefully analyzed each response. Then, I negotiated with each responder before making my final evaluation.

ACTIONS: In the course of my evaluation and negotiations, I saved the government a significant amount of money on the final project.

RESULTS: The original government estimate was \$1 million for this work, but I was able to award the contract for \$545,328. My supervisor was very pleased with my work on this contract.

Character Count: 697

JOB OBJECTIVE 3

Before Self-Assessment

ACTION: Effectively interacted with PM personal to develop an annual Final Report for the Non-Time-Critical Removal Action at Camp Butner, North Carolina. **RESULTS:** Contract W912DY-04-D-0006, Task Order 0007, modification 0013 allowed the customer to have Annual Final Reports instead of having just one Final Report. **IMPACT:** The contractor's original proposal was \$61,000. After negotiations, the contractor's final proposal was revised to read \$53,526. That amount saved the Government \$7,474. **CHALLENGES FACED:** The hurdles that I had to overcome to be successful was convincing the Contracting Officer to approve the modification. There is normally just one Final Report, but for the customer, he needed annual final reports instead of just one final report because the customer may need to do additional reporting at new locations. **CONTRIBUTING FACTORS:** I was able to accomplish the task by researching the award task order previous modification, communicating with the PM and the customer to accomplish this request. *[continued on next page]*

Draft Self-Assessment

CONTEXT: I met or exceeded this JO throughout the rating period. In my work on the Final Report for the Non-Time-Critical Removal Action at Camp Butner, NC, I was able save the government money. Typically, a contractor prepares one Final Report at the end of a contract, regardless of how many years the contract runs. The government however, must prepare an annual report on each contract to report on progress. Rather than the contractor doing this work for us, the original contract was structured for the government to do this update, thus saving resources that could be better used elsewhere.

CHALLENGE: My biggest challenge in this project was convincing the Contracting Officer to approve the contract modification required to make this adjustment. There is normally just one Final Report for each contract, but, for the customer, he needed annual final reports in order to meet customer requirements for possible additional reporting at new locations.

ACTIONS: I improved resource planning efforts on this project by conducting research into the award task order's previous modification.

RESULTS: By sharing my research and working closely with both the Contracting Officer and the Project Manager, I was able to persuade them to modify the contract. The contractor's original cost for the modification was \$61,000; I was able to work with all parties and saved nearly \$7,500 over the original proposal. This was a definite "win" for the government!

Character Count: 1,462

Hot Tips

Your self-assessment will be read by people who may not be familiar with your job duties. Be sure to make it thorough and jargon free.

Write at least one accomplishment for each job objective, and identify clearly which job objective an accomplishment supports.

Maximum character count for a self-assessment is 2,000 characters for each job objective (including spaces).

Don't forget to address the relevant contributing factors when writing your self-assessment.

Make the connection between what you achieved and how it helps the organization accomplish its mission.

Highlight your results!

Use "I" in describing what you did—it's about YOUR work, not your team's.

Don't be late in inputting your self-assessment into the PAA; you want to make sure that it receives full consideration.

Be specific about your accomplishments, so that your reviewers do not have to make assumptions about your contributions.

Write your self-assessment in Word (or other word processing program), then copy and paste it into the PAA after you have completed the self-assessment in "Step 7: Add Your Keywords."

Note that you may lose formatting from Word when you paste your work into the PAA, so it is recommended that you use dashes or asterisks instead of bulleted lists.

STEP 6



Step 1: Get Your Organization's Mission Statement

Step 2: Find Your Position Description

Step 3: Write Your Job Objectives

Step 4: Select Your Contributing Factors

Step 5: Draft Your Self-Assessment

Step 6: Review Your Performance Indicators and Benchmark Descriptors

Step 7: Add Your Keywords

Step 8: Complete the PAA

Step 9: Track Your Accomplishments and Manage Your Performance

Step 10: Conversations With Your Supervisor

Why

Performance Indicators and Benchmark Descriptors tell you how you need to perform to achieve the rating you want at the end of the year. They will also be key to writing your best self-assessments.

What

Performance Indicators and Benchmark Descriptors are measuring sticks for performance. They are standardized and are the same for everyone in a particular pay schedule and pay band.

Performance Indicators are used to evaluate job objectives.

Benchmark Descriptors are used to evaluate contributing factors.

The Performance Indicators include two benchmark levels: Level 3 (Valued Performer) and Level 5 (Role Model). Benchmark Descriptors also describe two levels: Expected and Enhanced. If you complete the tasks required of you and meet your set goals for the year, you are most likely performing at a Level 3 and at the Expected level.

“Performance indicators are a critical part of the performance plan and are used to drive home the differences between Level 3 and Level 5 performances.”

-- *Through the Looking Glass: From Mock Pay Pool to the Real Thing*, Mock Pay Pool Article for IMCOM HR NSPS Web

Where

Performance Indicators: PAA Part E – Performance Indicators and Descriptions and The Resume Place Keyword Tree on the CD-Rom

Benchmark Descriptors: The Resume Place Keyword Tree on the CD-Rom



PART E - PERFORMANCE INDICATORS

What To Do

- When you are converted to the NSPS, your position will automatically be re-classified in the NSPS system, and you will be assigned to a pay schedule, pay band, and career group.
- When you input this information into Part A of the PAA, your Performance Indicators will be filled out for you automatically by the form in Part E.
- Use our NSPS Keyword Tree to locate your Performance Indicators and Benchmark Descriptors for your pay band and pay schedule. Read both the descriptions and the related keywords to understand these evaluation criteria.
- Discuss with your supervisor if you have any questions.

A Sneak Peak at Keywords

Keywords from the Performance Indicators and Benchmark Descriptors can also be used in KSAs and federal resumes when applying for Department of Defense positions.

Another reason why Performance Indicators and Benchmark Descriptors are so important is that they contain keywords you should use in writing your self-assessment. By using these words in your self-assessment to further explain your accomplishments, you will be “speaking the language” of the pay pool members, and they will better understand how to view your accomplishments. Did you accomplish all that you set out to do? Then, Level 3 (Expected) will have some great keywords for you to use. Did you “contribute results beyond expectation?” Then, by all means, use the words from the Level 5 (Enhanced) to explain your accomplishments. We will go into further detail in “Step 7: Add Your Keywords.”

On the facing page are the Performance Indicators for the Standard career group, pay band 2 and the associated keywords as listed in the Resume Place NSPS Keyword Tree.



Introducing

The Resume Place's NSPS Keyword Tree™

Easy and fast reference for keywords for all Pay Bands.

Includes both descriptors and keywords from all of the Performance Indicators and Benchmark Descriptors.

Use these important keywords to improve your self-assessment accomplishment writing.

<http://www.resume-place.com/nspstree>

Performance Indicators

Level 3	Keywords
<p>Effectively achieved the stated objective, anticipating and overcoming significant obstacles. Adapts established methods and procedures when needed.</p> <p>Results were technically sound, accurate, thorough, documented, and met applicable authorities, standards, policies, procedures and guidelines.</p> <p>Planned, organized, prioritized, and scheduled own work activities to deliver the objective in a timely and effective manner, making adjustments to respond to changing situations and anticipating and overcoming difficult obstacles as necessary.</p> <p>Demonstrated high standards of personal and professional conduct and represented the organization or work unit effectively.</p>	<p>Achieved the stated objectives</p> <p>Anticipated and overcame obstacles</p> <p>Adapted established methods and procedures</p> <p>Results were technically sound, documented, and met standards</p> <p>Planned and organized own work activities</p> <p>Delivered the objective in a timely and effective manner</p> <p>Made adjustments to changing situations</p> <p>Anticipated and overcame obstacles</p> <p>Demonstrated high standards of conduct</p> <p>Represented the organization effectively</p>
Level 5	Keywords
<p>Contributed results beyond what was expected; results were far superior in quality, quantity, and/or impact to the stated objective to what would be expected at this level.</p> <p>Exhibited the highest standards of professionalism.</p>	<p>Contributed results beyond expectation</p> <p>Results were far superior in quality, quantity, and impact on objectives</p> <p>Exhibited the highest standards of professionalism</p>

THOUGHT QUESTION: What are some differences you see between the Level 3 and Level 5 Performance Indicators?

EXERCISE: A First Look At Keywords

Locate your Performance Indicators and Benchmark Descriptors in the NSPS Keyword Tree. Review the descriptions and the keyword lists. Select at least ten phrases or keywords that describe the level of accomplishment you would like to achieve this year:

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

Performance Indicators

Level 3	Keywords
<p>With guidance, effectively achieved the stated objective.</p> <p>With guidance, organized and prioritized own tasks to deliver the objective, adjusting work plans and overcoming obstacles as necessary.</p> <p>Demonstrated high standards of personal and professional conduct and represented the organization or work unit effectively.</p>	<p>With guidance, achieved objective</p> <p>With guidance, organized and prioritized tasks</p> <p>Adjusted work plans</p> <p>Overcame obstacles</p> <p>Demonstrated high standards of conduct</p> <p>Represented the organization effectively</p> <p>Delivered an objective</p> <p>Aligned with mission and objectives</p> <p>Anticipated and overcame significant obstacles</p> <p>Adapted established methods and procedures</p> <p>Established priorities</p> <p>Worked across projects</p> <p>Balanced work demands</p> <p>Overcame difficult obstacles</p> <p>Delivered positive outcomes</p> <p>Maintained high standards</p> <p>Represented the agency effectively</p>
Level 5	Keywords
<p>Contributed results beyond what was expected; results were far superior in quality, quantity, timeliness and/or impact to the stated objective.</p> <p>Exhibited the highest standards of professionalism.</p>	<p>Contributed results beyond expectation</p> <p>Results were far superior in quality, quantity, and impact on objectives</p> <p>Exhibited the highest standards of professionalism</p>

From the list above, see if you can insert some keywords into these accomplishment descriptions:

1. On my own initiative, I adapted and improved three existing tracking procedures to resolve several problems with relocation loan lockers and relocation materials; my efforts resulted in zero discrepancies and allowed us to better serve our customers.
2. Scheduled and held 187+ well-received counseling sessions and 15 classes related to relocation, transition assistance, and employment.
3. Following group consensus, I developed and held more than 15 safety briefings throughout the District. I assessed learning through the development of a pre and post assessment analysis that revealed more than 85% of participants gained significant new knowledge through my briefings.

STEP 7



- Step 1: Get Your Organization's Mission Statement
- Step 2: Find Your Position Description
- Step 3: Write Your Job Objectives
- Step 4: Select Your Contributing Factors
- Step 5: Draft Your Self-Assessment
- Step 6: Review the Performance Indicators and Benchmark Descriptors

Step 7: Add Your Keywords

- Step 8: Complete the PAA
- Step 9: Track Your Accomplishments and Manage Your Performance
- Step 10: Conversations With Your Supervisor

Why

Keywords are the catch phrases that your supervisor and the pay pool panel members will be looking for when reading your self-assessment and evaluating your performance. The keywords are particularly important for the panel members, because they may not be as familiar with your particular job function or accomplishments as your supervisor. During the review period, pay pool panel members will be reading a number of self-assessments within a short period of time. Your self-assessment will stand out from the crowd if you can help the panel members quickly identify how your accomplishments match up to the NSPS standardized criteria—by using your keywords.

Therefore, YOU SHOULD INCLUDE KEYWORDS in your self-assessment. Do not skip this step!

Where

Keywords come from your:

- Mission
- Job Objectives
- Performance Indicators
- Contributing Factors

Here is a summary table of where to find your keywords:

Type of Keyword	Where to Find
Mission	“Exercise: Aligning Your Mission,” page 19
Job Objectives	Your job objectives, PAA Part G, particularly in measures and timelines
Performance Indicators	PAA Part E or NSPS Keyword Tree
Contributing Factors	NSPS Keyword Tree

What To Do

If you have completed the previous steps in this book, you have already identified your keywords.

Make sure to also review the original documents and descriptions to help you use the keywords in the proper context.

After you have completed “Step 8: Draft Your Self-Assessment,” go back through your self-assessment and insert appropriate keywords directly into the self-assessment.

DEMONSTRATING KEYWORDS AND SKILLS

Some keywords in the Performance Indicators and Benchmark Descriptors for Contributing Factors will be demonstrated, not written in your accomplishments as keywords. For instance, you can’t write “demonstrated high standards of conduct.” Instead, you will have to demonstrate this with your accomplishment. Also, it could be inappropriate for you to write “exhibited highest standards of professionalism,” so keep this in mind when you are writing your accomplishment. [Note: The keywords/phrases mentioned here are taken from Performance Indicator Professional/Analytic Group, Pay Band 2 descriptions.]

The self-assessment samples in this book contain keywords from Expected and Enhanced levels of Performance Indicators and Contributing Factors.

See the **blue keywords** in the case studies.

Hottest Keywords in NSPS

The hottest keywords come from the group with the largest number of DOD employees: the Standard Career Group/Pay Band 2, and the Scientific and Engineering Career Group/Pay Band 2, including pay schedules YA and YD. When you write your accomplishments, try to integrate keywords and hit the Level 3 and Level 5 descriptions with your examples.

Professional / Analytical -- Band 2

Performance Indicators

Level 3	Level 5
Achieved the stated objectives	Contributed results beyond expectation
Anticipated and overcame obstacles	Results were far superior in quality, quantity, and impact on objectives
Adapted established methods and procedures	Exhibited the highest standards of professionalism
Results were technically sound, documented, and met standards	
Planned and organized own work activities	
Delivered the objective in a timely and effective manner	
Made adjustments to changing situations	
Anticipated and overcame obstacles	
Demonstrated high standards of conduct	
Represented the organization effectively	

If it is difficult to integrate these long phrases, you can think about shortening them even more. For example:

Short Version, Level 3

Achieved objectives
 Obstacles
 Establish methods
 Results
 Deliver objectives
 Changing situations
 Overcome obstacles
 Standards
 Representation

Short Version, Level 5

Results beyond expected
 Results far superior
 Quality, quantity, and impact on objectives
 Highest standards of professionalism

Here are a two Benchmark Descriptor keywords for the same group of employees:

Professional / Analytical -- Band 2

Benchmark Descriptors: Technical Proficiency

Expected

- Applied substantive knowledge and skills
- Used appropriate technology or tools
- Independently performed a full range of assignments
- Moderately complex work activities
- Acquired, developed, and maintained relevant job skills
- Stayed up-to-date in specialties
- Applied this knowledge to improve own performance
- Contributed to work unit performance
- Demonstrated understanding of the organization's mission, functions, values, policies and procedures, and internal and external factors that affect the organization
- Sought out opportunities to contribute to organizational objectives and priorities

Enhanced

- Applied depth and breadth of knowledge
- Independently performed well
- Complex or varied assignments
- Took initiative to improve technical knowledge and skills
- Increased ability to contribute to the mission
- Frequently consulted by others because of organizational understanding
- Sought out and capitalized on opportunities to contribute to organizational goals

Professional / Analytical -- Band 2

Benchmark Descriptors: Communication

Expected

- Sought other's ideas
- Actively listened to others' questions and concerns
- Showed respect for diverse viewpoints
- Carefully considered diverse viewpoints
- Crafted clear and organized responses
- Followed up to ensure understanding
- Communicated moderately complex information
- Communicated in an accurate, clear, concise, comprehensive, well-organized, and timely manner
- Tailored communication style for audience
- Customized communications to audience's needs and level of understanding

Enhanced

- Adeptly read interpersonal interactions and nonverbal cues
- Adjusted own behavior to more effectively communicate with others
- Prepared and delivered communications of exceptional technical quality
- Recognized by peers, supervisors, and/or customers
- Communicated complex information
- Range of audiences
- In a manner that facilitates understanding

CASE STUDY: Charmaine Bolton Before and After Adding Keywords

Let's see how to add keywords to Susan's draft self-assessment. We have included all of the background documents here for review and easy reference as you compare the before and after self-assessments.

JOB OBJECTIVE 1

Performance Indicators

Professional / Analytical -- Pay Band 2	
Performance Indicators	
Level 3	Level 5
Achieved the stated objectives	Contributed results beyond expectation
Anticipated and overcame obstacles	Results were far superior in quality, quantity, and impact on objectives
Adapted established methods and procedures	Exhibited the highest standards of professionalism
Results were technically sound, documented, and met standards	
Planned and organized own work activities	
Delivered the objective in a timely and effective manner	
Made adjustments to changing situations	
Anticipated and overcame obstacles	
Demonstrated high standards of conduct	
Represented the organization effectively	

Before Self-Assessment (from Step 5)

CONTEXT: I met or exceeded expectations for this JO throughout the rating period.

CHALLENGE: I supported several high profile and sensitive contracts in excess of \$75 million.

ACTIONS: I make it a practice to respond to all emails and phone messages the same day. I also work to provide ongoing status reports to all stakeholders throughout the contracting process.

RESULTS: I consistently received the highest levels of praise for my professionalism and responsiveness on my work on this contract. I conducted a survey during the rating period showed a "highly satisfied" or better response rate for my service levels and effectiveness.

Contributing Factor Benchmark Descriptors

Professional / Analytical -- Pay Band 2	
Contributing Factor: Communication	
Expected	Enhanced (Additions at this level)
<p>Sought others ideas</p> <p>Actively listened to others' questions and concerns</p> <p>Showed respect for diverse viewpoints</p> <p>Carefully considered diverse viewpoints</p> <p>Crafted clear and organized responses</p> <p>Followed up to ensure understanding</p> <p>Communicated moderately complex information</p> <p>Communicated in an accurate, clear, concise, comprehensive, well-organized, and timely manner</p> <p>Tailored communication style for audience</p> <p>Customized communications to audience's needs and level of understanding</p>	<p>Adeptly read interpersonal interactions and nonverbal cues</p> <p>Adjusted own behavior to more effectively communicate with others</p> <p>Prepared and delivered communications of exceptional technical quality</p> <p>Recognized by peers, supervisors, and/or customers</p> <p>Communicated complex information</p> <p>Range of audiences</p> <p>In a matter that facilitates understanding</p>

After Self-Assessment

CONTEXT: I met or exceeded expectations for this JO throughout the rating period, consistently demonstrating high customer service standards and taking steps to establish effective working relationships in accordance with department objectives.

CHALLENGE: Several of my interactions during this period were complex as I supported several high profile and sensitive contracts in excess of \$75 million. On one contract in particular, the Project Manager and Contract Specialist changed several times throughout the procurement and after the award, presenting serious obstacles that I overcame; as such, I spent a significant amount of time explaining the nuances of the contracting process and answering detailed questions several times.

ACTIONS: I make it a practice to respond to all emails and phone messages the same day—this has gone a long way toward establishing trust and credibility among our customers. I also work to provide ongoing status reports to all stakeholders throughout the contracting process.

RESULTS: I consistently received the highest levels of praise for my professionalism and responsiveness on my work on this contract. In addition, the customer survey I conducted during the rating period showed a “highly satisfied” or better response rate for my service levels and effectiveness by more than 95% of respondents.

Character Count: 1,337

JOB OBJECTIVE 2

Contributing Factor Benchmark Descriptors

Professional / Analytical -- Pay Band 2

Contributing Factor: Technical Proficiency

Expected	Enhanced (Additions at this level)
<p>Applied substantive knowledge and skills</p> <p>Used appropriate technology or tools</p> <p>Independently performed a full range of assignments</p> <p>Moderately complex work activities</p> <p>Acquired, developed, and maintained relevant job skills</p> <p>Stayed up-to-date in specialties</p> <p>Applied this knowledge to improve own performance</p> <p>Contributed to work unit performance</p> <p>Demonstrated understanding of the organization’s mission, functions, values, policies and procedures, and internal and external factors that affect the organization</p> <p>Sought out opportunities to contribute to organizational objectives and priorities</p>	<p>Applied depth and breadth of knowledge</p> <p>Independently performed well</p> <p>Complex or varied assignments</p> <p>Took initiative to improve technical knowledge and skills</p> <p>Increased ability to contribute to the mission</p> <p>Frequently consulted by others because of organizational understanding</p> <p>Sought out and capitalized on opportunities to contribute to organizational goals</p>

Before Self-Assessment (from Step 5)

CONTEXT: As the lead on a high profile contract to clean up the former Great Salt Plains Bombing Range, I prepared solicitations for Firm Fixed Priced and Fixed Unit Priced Task Requests For Proposal and Performance Work Statements.

CHALLENGE: I received four responses and carefully analyzed each response. Then, I negotiated with each responder before making my final evaluation.

ACTIONS: In the course of my evaluation and negotiations, I saved the government a significant amount of money on the final project.

RESULTS: The original government estimate was \$1 million for this work, but I was able to award the contract for \$545,328. My supervisor was very pleased with my work on this contract.

After Self-Assessment

USED ADVANCED TECHNICAL KNOWLEDGE TO RESOLVE COMPLEX CONTRACTING PROBLEMS.

I demonstrated my ability to meet this objective at the highest level through my use of technical expertise to meet my organization's goal of efficient, cost effective procurement of goods and services.

CONTEXT: As the lead on a high profile contract to clean up the former Great Salt Plains Bombing Range, I prepared solicitations for Firm Fixed Priced and Fixed Unit Priced Task Requests For Proposal and Performance Work Statements.

CHALLENGE: I received four responses and carefully analyzed each response. Then, I negotiated with each responder before making my final evaluation.

ACTIONS: In the course of my evaluation and negotiations, I focused on [meeting our objective for cost-effective procurements](#) and saving the government a significant amount of money on the final project, [coming in nearly 50% under the original estimate](#).

RESULTS: The original Government estimate was \$1 million, but I was able to award the contract for \$545,328. My supervisor was very pleased with my work.

CONTEXT: Another example that demonstrates my [effectiveness](#) in contract management is my work [facilitating a successful settlement on behalf of the government](#). This situation began with a settlement claim by the contractor in excess of \$350,000.

CHALLENGE: The most significant challenge was negotiating an acceptable settlement for all parties.

ACTIONS: Through critical analysis, I was able to identify issues that impacted the case and, by [applying depth and breadth of knowledge](#), to facilitate discussions between the contractor and the Project Manager.

RESULTS: Those discussions resulted in a Request for Equitable Adjustment in an amount \$21,000 less than the contractor's originally requested amount (and less than the government was willing to concede). Through effective contract administration, I was not only able to save money, I was also able to [prevent timely and costly litigation and close the task order quickly](#).

Character Count: 1,991

JOB OBJECTIVE 3

Contributing Factor Benchmark Descriptors

Professional / Analytical -- Pay Band 2

Contributing Factor: Resource Management

Expected	Enhanced (Additions at this level)
<p>Demonstrated knowledge of the resources available to the work unit</p> <p>Demonstrated knowledge of processes to acquire resources</p> <p>Identified and advocated for resources necessary for mission requirements</p> <p>Used resources in an efficient and effective manner</p> <p>Safeguarded against fraud, waste, and abuse</p> <p>Promoted workplace safety and security</p> <p>Demonstrated correct safety and security behaviors</p>	<p>Anticipated changes in workload requirements</p> <p>Advocated for resources well in advance</p> <p>Took initiative to contribute to resource planning efforts</p> <p>Actively assisted others in using resources more efficiently</p> <p>Suggested flexible and innovative approaches to stretch limited resources</p>

Before Self-Assessment (from Step 5)

CONTEXT: I met or exceeded this JO throughout the rating period. In my work on the Final Report for the Non-Time-Critical Removal Action at Camp Butner, NC, I was able save the government money. Typically, a contractor prepares one Final Report at the end of a contract, regardless of how many years the contract runs. The government however, must prepare an annual report on each contract to report on progress. Rather than the contractor doing this work for us, the original contract was structured for the government to do this update, thus spending resources that could be better used elsewhere.

CHALLENGE: My biggest challenge in this project was convincing the Contracting Officer to approve the contract modification required to make this adjustment. There is normally just one Final Report for each contract, but, for the customer, he needed annual final reports in order to meet customer requirements for possible additional reporting at new locations.

ACTIONS: I improved resource planning efforts on this project by conducting research into the award task order's previous modification.

RESULTS: By sharing my research and working closely with both the Contracting Officer and the Project Manager, I was able to persuade them to modify the contract. The contractor's original cost for the modification was \$61,000; I was able to work with all parties and saved nearly \$7,500 over the original proposal. This was a definite "win" for the government!

After Self-Assessment

INTRODUCED CONTRACT MODIFICATION TO REDUCE GOVERNMENT RESOURCES DEVOTED TO REPORTING.

CONTEXT: I met or exceeded this JO throughout the rating period. In my work on the Final Report for the Non-Time-Critical Removal Action at Camp Butner, NC, I was able to suggest a **flexible and innovative approach** that not only saved the government money, but also **better utilized the government's resources**. Typically, a contractor prepares one Final Report at the end of a contract, regardless of how many years the contract runs. The government, however, must prepare an annual report on each contract to report on progress. Rather than the contractor doing this work for us, the original contract was structured for the Government to do this update, thus saving resources that could be better used elsewhere.

CHALLENGE: My biggest challenge in this project was convincing the Contracting Officer to approve the contract modification required to make this adjustment. There is normally just one Final Report for each contract, but, for the customer, he needed annual final reports in order to meet customer requirements for possible additional reporting at new locations.

ACTIONS: I **took initiative** to improve resource planning efforts on this project by conducting research into the award task order's previous modifications and **proposed that the contract be modified to require an annual report for each year of the contract**.

RESULTS: By sharing my research and working closely with both the Contracting Officer and the Project Manager, I was able to persuade them to modify the contract. The contractor's original cost for the modification was \$61,000; I was able to work with all parties and the **final modification not only better served the government** but it also saved nearly \$7,500 over the original proposal. This was a definite "win" for the government!

Character Count: 1,851

Hot Tips

Keywords from the Performance Indicators and Benchmark Descriptors have been identified for you in this book.

Copy and paste your keywords into your self-assessment draft. Add keywords into your accomplishments wherever you can.

If you use the keywords while tracking your accomplishments, you will find that your self-assessment is nearly written!

Remember, both your supervisor and the pay pool panel members will be reading your self-assessment in the context of the keywords from your Performance Indicators, Benchmark Descriptors, and job objectives.

The keywords in your job objectives are the measures of your success.

Keywords can also be used in KSAs and federal resumes when applying for Department of Defense positions!

EXERCISE: Adding Keywords

Add three of the following keywords from the Standard Career Group, Pay Band 2, Expected level Performance Indicators into the accomplishment below:

1. Achieved the stated objectives
2. Anticipated and overcame obstacles
3. Adapted established methods and procedures
4. Results were technically sound, documented, and met standards
5. Planned and organized own work activities
6. Delivered the objective in a timely and effective manner
7. Made adjustments to changing situations
8. Anticipated and overcame obstacles
9. Demonstrated high standards of conduct
10. Represented the organization effectively

Self-Assessment

I met my job objective and supported the Corps' mission to ensure safe construction projects and, in turn, enhanced the Corps' credibility.

CONTEXT: I analyzed the recently issued HQ safety guidance and recognized the number of areas that presented challenges to our District.

CHALLENGE: There were some disagreements due to competing agendas, and our office had not been able to make progress toward the directive in the last six months prior to my taking over the project.

ACTIONS: I identified the challenges and recommended that the District convene a group to analyze the issuance and develop specific ways to address concerns, while still maintaining overall compliance with directive. Following group consensus, I developed and held more than 15 safety briefings throughout the District.

RESULTS: My supervisor agreed with my recommendations, and I led a multi-specialty group to ensure customer participation and buy-in. I assessed learning through development of a pre- and post-assessment revealing that more than 85% of participants gained significant new knowledge through my briefings. I also received positive feedback from participants. My supervisor recommended me for an on-the-spot award in recognition of my success.

STEP 8



Step 1: Get Your Organization's Mission Statement

Step 2: Find Your Position Description

Step 3: Write Your Job Objectives

Step 4: Select Your Contributing Factors

Step 5: Draft Your Self-Assessment

Step 6: Review the Performance Indicators and Benchmark Descriptors

Step 7: Add Your Keywords

Step 8: Complete the PAA

Step 9: Track Your Accomplishments and Manage Your Performance

Step 10: Conversations With Your Supervisor

What

The Performance Appraisal Application (PAA) is a web-based form that you will fill out for the NSPS performance planning and appraisal process. This is a complex form with 20 sections (fields up to the letter “T”) for various stages of the appraisal year.

New PAA Form

Performance Appraisal Application (PAA) 3.0 was launched in August 2008 and has been the sole version used since March 2009.

Here are the improvements over the old version as highlighted on the NSPS website:

- A new look and feel that uses tabs to display key tasks in the order they are performed. For example, there are tabs for Plan, Interim Review, and Appraisal.
- Assessment by Job Objective that allows employees and rating officials to enter up to 2,000 characters for each assessment by job objective.
- Improved copy and paste functionality that correctly converts most MS Word format characters, such as carriage returns and quotes.
- An improved character counter that provides a more accurate count of the number of characters entered or pasted.
- An enhanced email notification process that provides employees, rating officials, and higher level reviewers status information within the email.
- Easy and standardized approvals and acknowledgement processes for establishing plans and conducting Interim Reviews and Appraisals.
- The ability to copy plans from year to year.
- A Track Progress page that lets you know where you are in the process.

Where

1. **Fillable PAA Form on the CD-ROM** included with the book:
Use this form to practice entering your PAA or to view your inputted data before submitting your form online.
2. **Online Form:**
Your supervisor will direct you to the online form you should use for submitting your PAA. Employees serviced by the WHC HRSC should use My Biz at www.whs.mil/HRD/Civilian/MyBizAndMyWorkplace.cfm.

What To Do

- Look at the sample PAA form fields in this chapter to understand how to correctly format your content.
- Copy and paste the text you have been building in a word processing file into the PAA.
- Use our formatting techniques to make your PAA easy to read.
- Proofread carefully!
- Save your work each time you update your PAA, and keep your updated copy as the appraisal year progresses.

How

START WITH THE FILLABLE PAA FORM

We included a fillable PAA form on the CD-Rom of this book. You can create your own PAA and be ready to copy and paste your content into the web-based version of the PAA. The fillable form may be easier to use during the drafting process, because it may be quicker for making changes and adjusting formatting.

FORMATTING TECHNIQUES

Use ALL CAPS to emphasize certain KEYWORDS and HEADLINES. Don't overuse ALL CAPS.

Use bullets to improve readability.

Small paragraphs can help you meet your self-assessment character limits of 2,000 characters per job objective.

Edit your content tightly and eliminate unnecessary or repetitive language.

Use the abbreviation JO for job objective.

Spell out acronyms at least once if there is a chance that a pay pool panel member will not understand the acronym.

Readability is important everywhere. Content, keywords, and readability can help your PAA score well!

MAKE YOUR SELF-ASSESSMENT EASY TO READ!

The following “Easy to Read” and “Hard to Read” samples are included in this chapter, so you can see first hand the formatting techniques that will highlight your accomplishments for your supervisor and the pay pool panel members.

Example 1: Use the SMART Format for Job Objectives

Hard to Read

JOB OBJECTIVE (Limited to 1,000 characters)	WEIGHT: %
<p>Continually seek improvements in yourself and work processes which foster adaptability, innovation, effectiveness, and enhance performance. Improve organizational effectiveness by developing and sharing/documenting lessons learned best practices and/or implementing new ideas which improve our business processes to better serve our customers. Mentor new or less experienced team members to impart your knowledge of district business processes and procedures. Actively participate in the development and execution of your individual development plan given available resources. Stay current on relevant laws, regulations, and policies. Metrics: Develop and share one or more lessons learned, innovative processes. Impart knowledge and mentor teammates.</p>	

Easy to Read

JOB OBJECTIVE (Limited to 1,000 characters)	WEIGHT: %
<p>PAYROLL SUPPORT: S: Services to support payroll system requirements provided. M: Training needs of timekeepers identified; training and job aids developed and presented in a timely manner with more than 80 percent of reviews rated very helpful or better. Training is accurate and interactive. Tracking system for timekeeper training established and maintained. Follow-up conducted with participants 45 days after training to identify further requirements; plan developed to address. Accurate and timely data provided for Audit of payroll. A: Support internal customers, timekeepers and staff, through timely and accurate payments. R: N/A T: Training needs identified 4/1; draft training materials to supervisor by 5/15; training completed by 7/15; follow up plan to supervisor by 9/15.</p>	

Example 2: Use the SMART Format for Job Objectives

Hard to Read

JOB OBJECTIVE (Limited to 1,000 characters)	WEIGHT: %
<p>During this evaluation period, employee is responsible for providing customer service for their assigned buildings with minimal supervision. Valued performance is demonstrated by (1) ensuring customers receive 95% of periodic services required per the terms of the lease; (2) respond to at least 95% of customers in assigned buildings within 24 hours of receipt of the request, with the status of their request, actions taken on their behalf, and, when possible, an estimated completion timeframe (3) at a minimum, schedule, conduct, and record through MFR one quarterly meeting with each customer in assigned non-delegated buildings and no less than one monthly meeting with customers in assigned delegated buildings. The MFR will be completed within business days after two meeting. (4) no more than two valid customer complaints.</p>	

Easy to Read

JOB OBJECTIVE (Limited to 1,000 characters)	WEIGHT: %
<p>S: Assigned buildings are managed appropriately. M: Customers receive 95 percent of required scheduled maintenance on time. Complaints are responded to within 24 hours; responses include status, actions taken, and estimated completion. At least one visit scheduled, conducted, and documented in accordance with policy each quarter for non-delegated buildings and one monthly meeting for each delegated building. MRF updated within 48 hours following meetings; entries are accurate and complete. Invoices reviewed and accepted/rejected within 7 days; actions are consistent with policy. A: Respond to facilities inquires for all areas of request within hours to ensure safe and total customer satisfaction for the Leasing Division of WHC. R: N/A T: As agreed.</p>	

Example 3: Use the CCAR Format for Self-Assessments

Hard to Read

TYPE OF ASSESSMENT: <input type="checkbox"/> INTERIM REVIEW _____ of _____				<input type="checkbox"/> ANNUAL ASSESSMENT (including early annual)		OTHER: <input type="checkbox"/> CLOSEOUT _____ of _____		<input type="checkbox"/> SPECIAL PURPOSE	
EMPLOYEE SELF-ASSESSMENT (Limited to 2,000 characters)									
Effectively interacted with customers to understand their needs while providing timely results. Build trust within and outside the organization through the use of open communication techniques and effective listening. Sent out a customer survey feedback and here is feedback from a few of them: The first feedback from a customer stated, "In all my dealings with Charmaine, she has been responsive and professional. She has been a great help in reaching close-out on the Fort McClellan projects. She always responds to e-mails and phone calls in a timely manner. On several occasions, I have had questions concerning modifications and she has been extremely helpful in getting answers. This has not been easy as the Project Manger and the Contract Specialist for this contract has changed a number of times. In addition, she has been the Contract Specialist for a couple of the MMRP Task Order solicitations. She has been responsive to questions and has provided the information needed for those efforts." The second piece of customer feedback stated, "During the short period I have worked with Charmaine, she always exceeded my expectations. Anything I have asked for or needed, she has provided it for me in a timely manner. Exceptionally good service is a norm for Charmaine, not an exception." The third feedback from a customer stated, "the modification to W912DY-04-D-0005, Task Order 0016, for modification 04 for the ESTCP effort at Former Camp Sibert was performed in a timely professional manner at a reasonable labor cost. I'm a satisfied customer of CT for this effort performed by the team."									

Easy to Read

TYPE OF ASSESSMENT: <input type="checkbox"/> INTERIM REVIEW _____ of _____				<input type="checkbox"/> ANNUAL ASSESSMENT (including early annual)		OTHER: <input type="checkbox"/> CLOSEOUT _____ of _____		<input type="checkbox"/> SPECIAL PURPOSE	
EMPLOYEE SELF-ASSESSMENT (Limited to 2,000 characters)									
CONTEXT: I met or exceeded expectations for this JO throughout the rating period, demonstrating high customer service standards and taking steps to establish effective working relationships in accordance with department objectives.									
CHALLENGE: Several of my interactions during this period were complex as I supported several high profile and sensitive contracts in excess of \$75 million. On one contract in particular, the Project Manager and Contract Specialist changed several times throughout the procurement and after the award, presenting serious obstacles that I overcame; as such I spent a significant amount of time explaining the nuances of process and answering detailed questions several times.									
ACTIONS: I make it a practice to respond to all emails and phone messages the same day—this has gone a long way toward establishing trust and credibility among our customers.									
RESULTS: I consistently received the highest levels of praise for my professionalism and responsiveness on my work on this contract. In addition, the customer survey I conducted during the rating period showed a "highly satisfied" or better response rate to my service levels and effectiveness by more than 95 percent of respondents.									

Example 4: Use the CCAR Format for Self-Assessments

Hard to Read

TYPE OF ASSESSMENT: <input type="checkbox"/> INTERIM REVIEW _____ of _____ <input type="checkbox"/> ANNUAL ASSESSMENT (including early annual) OTHER: <input type="checkbox"/> CLOSEOUT _____ of _____ <input type="checkbox"/> SPECIAL PURPOSE
EMPLOYEE SELF-ASSESSMENT (Limited to 2,000 characters)
<p>ACTION: Effectively interacted with Legal personnel, PM personnel, Cost Estimating Branch, and the Contracting Branch sent out a Firm Fixed Priced and Fixed Unit Priced Tasks RFP and PWS to the MMRP big ten contractor pool and to award the Former Great Salt Plains Bombing Range solicitation located in Alfalfa County, Oklahoma RESULTS: Received proposal submissions from four offers. The result is that an award went to contractor Parsons and the contract number was W912DY-04-D-0005-0020. IMPACT: The Government's estimated amount was \$1,000,000. The award amount was \$545,328. The Government saved almost 50% of the estimated amount. CHALLENGES FACED: The challenges consisted of having to negotiate with all four offers and re-evaluating four offers. CONTRIBUTING FACTORS: Was able to accomplish this objective by communicating, teamwork, and customer focus.</p>

Easy to Read

TYPE OF ASSESSMENT: <input type="checkbox"/> INTERIM REVIEW _____ of _____ <input type="checkbox"/> ANNUAL ASSESSMENT (including early annual) OTHER: <input type="checkbox"/> CLOSEOUT _____ of _____ <input type="checkbox"/> SPECIAL PURPOSE
EMPLOYEE SELF-ASSESSMENT (Limited to 2,000 characters)
<p>CONTEXT: As the lead on a high profile contract to clean up the former Great Salt Plains Bombing Range, I prepared solicitations for Firm Fixed Priced and Fixed Unit Priced Task Requests For Proposal and Performance Work Statements.</p> <p>CHALLENGE: I received four responses and carefully analyzed each response. Then, I negotiated with each responder before making my final evaluation.</p> <p>ACTIONS: In the course of my evaluation and negotiations, I used this process to meet our objective for cost-effective procurement and save the Government a significant amount of money on the final project, coming in nearly 50% under the original estimate.</p> <p>RESULTS: The original Government estimate was \$1 million for this work, but I was able to award the contract for \$545,328. My supervisor was very pleased with my work on this contract.</p>

STEP 9



- Step 1: Get Your Organization's Mission Statement
- Step 2: Find Your Position Description
- Step 3: Write Your Job Objectives
- Step 4: Select Your Contributing Factors
- Step 5: Draft Your Self-Assessment
- Step 6: Review the Performance Indicators and Benchmark Descriptors
- Step 7: Add Your Keywords
- Step 8: Complete the PAA

Step 9: Track Your Accomplishments and Manage Your Performance

- Step 10: Conversations With Your Supervisor

Why

Keeping track of your accomplishments throughout the year is the easy way of doing a vast majority of the work of writing your self-assessment. If you keep good records, you will not have to try to recall everything you did the past year when it comes time to write your self-assessment.

What To Do

At the beginning of the appraisal year, set up a tracking system with three components:

1. Accomplishment list
2. File of important records
3. Alarm or reminder system

During the appraisal year, regularly record your accomplishments and update your file.

“Once the performance plan is set up and approved by the supervisor, it becomes the plan that will be used for your rating.

So during the rating year it’s important to keep track of what you’ve been doing, so that you can address that when writing your self-assessment.”

- Gregory A. Wert

CIV USA SA, Assistant G-1 for Civilian Personnel

NSPS Program Management Office

How

A good tracking system will have the three very important components listed earlier. Let's discuss each:

#1: List of Accomplishments

WHERE?

Keep your accomplishment list wherever you can easily retrieve and update the information.

The PAA now has a **My Journal** function for you to keep track of your accomplishments, but you can also use the following:

- Word processing file
- Excel file with columns for each objective and rows for each accomplishment item
- Email folder entitled: Accomplishments
- Paper daytimer
- PDA
- Notecards
- File folder
- Your calendar (paper or online) with major events notated throughout the week and month

The screenshot shows the 'My Journal' page within the Performance Appraisal Application (PAA) Version 3.0. The page header includes the ICE MyBiz logo, the title 'Performance Appraisal Application (PAA) Version 3.0', and navigation links for 'ICE MyBiz', 'ICE PAA V3', 'Home', 'Logout', and 'Preferences'. Below the header are tabs for 'PAA Main Page', 'Provide Guest Feedback', and 'My Journal'. The 'My Journal' section contains buttons for 'Purge All', 'Save', and 'Printable Page', along with a 'Need Help?' link. Under 'Employee Information', there is a field for 'Employee Name' and a link to 'Show Employee Details'. A tip explains that the journal is for tracking accomplishments during the appraisal period and that information can be copied into other assessment areas. Two bullet points provide additional instructions: 'As a reminder, you can only paste 2000 characters into the individual job objective assessment area.' and 'Select the "Purge All" button to remove all information contained in your employee journal.' A large text area for journaling is shown, with a 'Counter' of 0 and a '(Limit to 8000 characters)' note. At the bottom, there are 'Purge All', 'Save', and 'Printable Page' buttons.

WHAT SHOULD YOU RECORD?

The answer depends on the nature of your work. Some DOD jobs are project based, meaning one project after another, while others are support positions providing administrative and logistical support to the project managers and coordinators. If your job is support oriented, then you would likely keep track of your work activities. If your job is project based, then you would likely track your accomplishments.

Work Activities

Keep a record of any work activity demonstrating that you met your job objectives. It is particularly helpful to track tangible results or outcomes of your work. For example, you might track the number of:

- Phone calls you answer for a day or week
- Emails you answer in a day or week
- Emails and phone calls you receive from one customer for a day or week
- Email management strategies created to improve organization
- Updates you make in a budget per week or month
- Invoices you process in a week or month
- Dollars you spend or handle in a week or month
- Appointments you make in a month for a certain number of people
- New Excel files that you design or manage each week or month
- New communications methods to the field and contractors to improve customer services

Accomplishments

Completed *significant* assignments are particularly effective stories to use in your self-assessments. Significant accomplishments are not your daily work; rather they are:

- Controversial or otherwise difficult situations/projects
- Projects you lead
- Teams you lead to complete something in particular
- High profile situations
- Unusually large projects
- Projects subject to very short deadlines
- Big problems you solved
- Important customer service solutions
- New training you implemented
- First time assignments or those requiring creativity to address
- Those events or duties you performed that went far beyond your usual expected duties

HOW MUCH SHOULD YOU RECORD?

Keep as much information as needed to complete using the CCAR writing model for your self-assessment (see Step 8) and/or to include the facts of the story needed to write your self-assessment.

HOW OFTEN?

Update your tracking system on a regular basis, such as once every week or two. Set an appointment with yourself to perform this task, if necessary. You may record information more often when something of importance occurs or if you complete an important assignment.

HOW SHOULD YOU ORGANIZE THIS INFORMATION?

Though there are many ways to organize your accomplishment list, here are a couple of recommendations:

1. Organize by Job Objective or Contributing Factor

When you write your self-assessment, you will need to have at least one accomplishment for each job objective or Contributing Factor. If you keep your list of accomplishments organized by job objective or Contributing Factor, then your self-assessment writing is mostly done as you track throughout the year.

You also will be able to easily check whether your job objectives are on target. If you find that you have no matching accomplishments for a particular job objective or Contributing Factor, and you do not anticipate that there will be, then discuss this with your supervisor as soon as possible.

2. Create Your Top Ten List of Accomplishments

Simply keeping a running list of your proudest accomplishments for the year is another way to organize them. When it comes time to write your self-assessment, then you can match them with the best job objective or Contributing Factor.



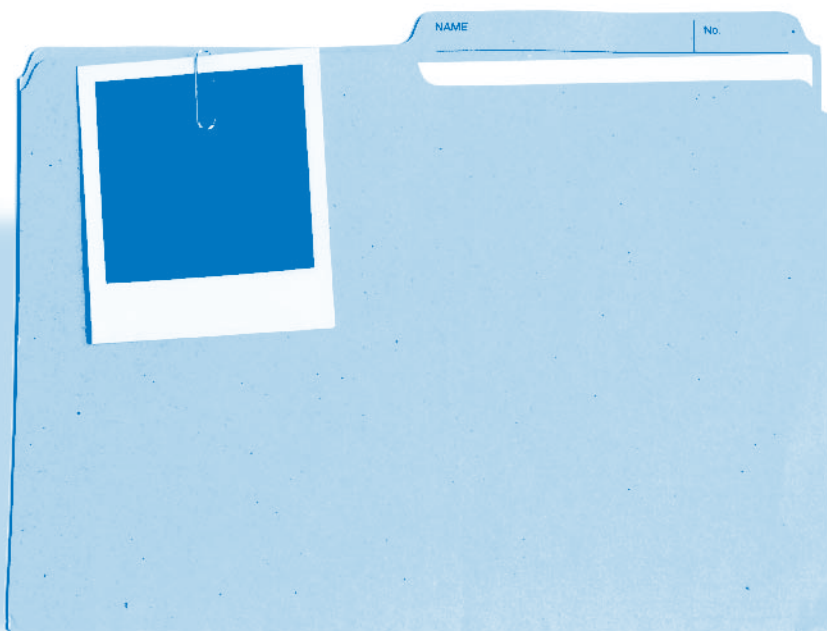
#2: File of Important Records

If you keep a written record of your accomplishments, it is also recommended that you keep a file of other important records, such as work products that you develop, especially those that relate to your job objectives.

Keep emails, letters, and memoranda that praise your performance or your role in a high profile or complex project.

Keep anything that measures your work and job objectives, whether it is due dates, error rates, or budget reconciliations. These records will be particularly important for your self-assessments. If there are no automated systems that track your measures, you may need to create one so that you can demonstrate that you achieved the measures in your job objectives.

Record significant conversations with your supervisor. Following your interim review or similar conversations, be sure to make a note to the file documenting what was said so you can remember it later.



#3: Alarm or Reminder System

If remembering to regularly track your accomplishments will be difficult for you, then you could set up an alarm or reminder system to help you.

Some ideas:

- Identify another regular task that you will do this task with, such as your timesheet.
- Just as you begin every day with planning your day, end every day with summarizing what you did.
- Make an appointment with yourself to do this task.
- Create your own NSPS Desk Poster to keep in front of you while you work. See samples on the following pages. Samples are included in full color on the CD-Rom.

NSPS Reminder Desk Posters can be fun!

Add a photo of your children, favorite vacation place, pet, or hobby so that your eye will go to the reminder poster everyday!



NSPS Desk Poster

Reminder for Objectives and Measures

Tony Hoyer-YD-830-2, Mechanical Engineer



Vacation Goal: San Francisco Bay

Mission: Develop, deliver, and sustain aircrafts, weapons, and systems on time and at cost with proven capability and reliability so they succeed in every mission and return safely home.

My No. 1 Job Objective:

Support engineering designs of Aircraft Utility Actuation, general Mechanical Actuation subsystems and mechanisms in the design, evaluation, and consequent integration of these systems into aircraft.

Measures: Conduct and share thorough and relevant research with NAVAIR engineering, sponsors, and fleet personnel. Review and analyze test plans; provide comments and recommendations in a timely manner. Make data analysis logical, identify anomalies, and support recommendations by data shared. Identify and share potential opportunities to substitute parts, make material changes, and implement new manufacturing processes. Identify opportunities for cost reductions and efficiency increases. Respond to requests for actions; active participant in engineering investigations.

Keep a List of Measures !!!

NSPS DESK POSTER

What Have I Accomplished?



*NSPS Watchdogs:
Sunny and Bernie*

Bonny Lambert-YB-318-2

**Secretary (O/A)
Naval Construction Battalion Center**

Mission: Enable warfighter readiness by mobilizing, training, outfitting and supporting military expeditionary forces

Objective 1:

S—Provide secretarial and scheduling support

Contributing Factor: Communication

Objective 2:

S—Manage administrative matters, coordinate travel, and perform timekeeping

Contributing Factor: Technical Proficiency

Objective 3:

S—Implement protocol and customer service

Contributing Factor: Communication

The Navy on the
Mississippi Gulf Coast 2007

EXERCISE: Top Ten List

Write three accomplishments to start your own Top Ten here:

1.

2.

3.

STEP 10



- Step 1: Get Your Organization's Mission Statement
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Step 10: Conversations With Your Supervisor

STEP 10

Though this step appears as step 10, you should be doing this step from the very beginning.

Why

- Performance management under the NSPS is a partnership between you and your supervisor.
- Communication with your supervisor is an integral part of the process.
- It is important that you fully understand your supervisor’s expectations.
- Regular communication will prevent surprises at appraisal time.

Where

PAA Part B – You and your supervisor will sign this section to demonstrate that performance discussions were held.

PART B - PERFORMANCE APPRAISAL DOCUMENTATION				
	PERFORMANCE PLAN	INTERIM REVIEW	ANNUAL ASSESSMENT <input type="checkbox"/> Early Annual	OTHER <input type="checkbox"/> Closeout <input type="checkbox"/> Special Purpose
EMPLOYEE: Signature:				
Date (YYYYMMDD)				
RATING OFFICIAL Printed Name:				
Signature:				
Date: (YYYYMMDD)				
Communication Method (face-to-face, telephone, other)				
HIGHER LEVEL REVIEWER: Printed Name:				
Signature:				
Date: (YYYYMMDD)				
PAY POOL MANAGER: Printed Name:				
Signature:				
Date: (YYYYMMDD)				

What To Do

Have the required conversations at the following times:

- Performance Planning
- Interim Review
- Annual Assessment
- Closeout (if needed)
- Special Purpose (if needed)

It is recommended that you have a meeting with your supervisor if your job responsibilities change significantly enough to warrant a change in your job objectives.

Have as many additional conversations with your supervisor as necessary to effectively manage your performance plan.

“Communication is the critical part of the entire process. The supervisor must ensure the employee has a full understanding of the scope of their job requirements and how the performance can be measured.”

--David Dubois
CIV CNIC HQ N9



How

Let's take a look at each of these conversations. However, you are not limited to have just these conversations. Have as many conversations as necessary to manage your performance plan.

The Performance Planning “Kick-Off” Conversation

When: At the beginning of the appraisal year

Speak with your supervisor before preparing to write your job objectives. Make sure that you understand your organization's mission, goal, and exactly what results your supervisor is expecting from you to contribute to the accomplishment of those goals. Once you understand your supervisor's expectations, you can begin to develop your job objectives. Throughout the development process, continue collaborating with your supervisor to make sure you are on track and are both in agreement that your job objectives and contributing factors are appropriate and realistic.

Performance Plan Documentation

When: After you have drafted your job objectives

Once you have completed writing your job objectives and selecting your contributing factors, your supervisor must approve your performance plan. Provide your supervisor with a copy of your job objectives, and take this opportunity to discuss how your job objectives will be tracked and measured.

Recommended Conversations Throughout the Year

As you implement your performance plan, think about your job objectives and the contributing factors. Do you understand them? Do they make sense? Have they changed? Performance plans are meant to be dynamic documents, reflecting what is important to the organization; if you do not understand your job objectives or if your objectives no longer seem relevant, talk to your supervisor right away.

Also, performance plans can be changed if your job objectives or organizational priorities change. Have a conversation with your supervisor as soon as you have noted any changes that should be reflected in your performance plan.

Keep in contact with your supervisor throughout your appraisal period about your performance and accomplishments.

Interim Review

When: Around mid-appraisal year

During your interim review, you and your supervisor will discuss your performance to date as it relates to your job objectives, using your interim self-assessment and your supervisor's observations as the basis for discussion. Discuss whether any changes need to be made to your performance plan and if so, how these changes will be made. You may also want to address your developmental needs and goals.

Be prepared for this conversation. Consider ahead of time what you want to discuss and bring any relevant materials with you.

You will not receive a specific rating as part of your interim review.

Annual Assessment

When: End of the rating cycle, most likely in October

Before this conversation, you should complete and enter your self-assessment into the PAA. Your self-assessment will be the major focus of this conversation.

During this conversation, you will discuss your performance throughout the year, the accomplishments you achieved, your efforts, the complexity of your assignments, and your formal self-assessment.

Do not expect your supervisor to give you a rating during this conversation. Rather, this is your opportunity to give your supervisor as much input as you possibly can to support his or her evaluation of you.

Be prepared for this conversation. Bring a variety of support information to this conversation, including copies of any relevant work products, letters of congratulation, tracking data to support your accomplishments, and other information you maintained from tracking your performance.

Beginning the New Cycle

When: End of the rating cycle

Around the same time (and possibly in conjunction with your closeout assessment), your supervisor may ask you to begin the planning process for the following appraisal year. Begin by reviewing last year's job objectives. Get them out and discuss whether they are appropriate for the coming year. Consider big projects and challenges expected for the next year. Be prepared to request a change in job objectives if needed.

Close-out/Special Conversations

There are several instances when you will want to have a close-out or special conversation with your supervisor and prepare a self-assessment to document your performance:

- If you have worked under your job objectives for at least 90 days but are leaving your immediate organization for one that is also under NSPS
- If your supervisor is moving to another position
- If your supervisor is leaving the organization and you have served on your job objectives for at least 90 days
- If you have completed a significant detail or special assignment

During this conversation, you will discuss your progress in meeting your job objectives to date, the accomplishments you achieved, your efforts, the complexity of your assignments, and your close-out self-assessment. Bring a variety of support information to this conversation, including copies of any relevant work products, letters of congratulation, tracking data to support your accomplishments, and other information you maintained from tracking your performance.

If you are the one changing offices, leave a copy of your support information with your supervisor, so that he or she will have it to refer to after you have left the organization. Your PAA should automatically transfer to your new NSPS organization. Keep a copy of everything for yourself as well and share a copy of your close-out self-assessment and documentation with your new supervisor.

If you complete a significant detail or special assignment, it is important to document your results in the PAA and discuss your accomplishments with your supervisor. Depending on the significance and length of your detail/assignment, you may want to discuss making it a job objective.

What Should You Talk About?

Your conversations with your supervisor should focus on:

- Your organization's mission and how it relates to your position
- Your job objectives
- Feedback on your performance, both positive and negative
- Any necessary changes to your job objectives as a result of changing priorities or other factors
- Your developmental needs and goals

Be prepared to ask questions during your performance discussions. Here are some ideas to get you started:

Mission

- How do you think I can better support our mission?
- I have read the mission and am not sure how to demonstrate that my position aligns with the mission. Would you help me?

Performance

- What do you think I do well and why?
- How do you think I can be more effective?
- Is there additional training or courses that you could recommend for me to consider and take to improve my performance?

Job Change

- My job responsibilities have changed and it appears to be a permanent change; should we update my position description or job objectives?
- Because this is a newly converted position to the NSPS, how will I know where I fit into the NSPS pay band salary initially?

Contributing Factors

- I think this job objective demonstrates _____ (insert a contributing factor). What do you think?

Job Objectives

- Is there a required or recommended format for writing the job objectives for our office?
- Here is my draft of the job objectives; I think the correct percentage of time on each job objective is __%, __% and __%. Would you agree with this?
- I'm having trouble writing my job objectives in the _____ format. Would you read this draft and give me some suggestions?

Self-Assessment/Accomplishments

- My job is not a project-based position. It is more process, customer service, and administrative focused. I don't know how to start writing about the specific accomplishments. Can you give me an example I can start with, based on what you know about my job?
- I have kept a list of accomplishments. Would you take a look and see if I have matched them well to the job objectives?

Hot Tips

Do not expect your supervisor to give you an official rating during your interim review or during your end-of-cycle conversation.

If your job objectives are no longer relevant, talk to your supervisor right away so that your job objectives can be changed.

If your supervisor does not take the initiative to discuss your performance, you should start the conversation and ask for feedback.

Don't forget to discuss your developmental goals and needs with your supervisor.

Similar to a job interview, be prepared for your meetings. Make a list of questions or comments you would like to discuss before your meetings with your supervisor.

Performance discussions should be two-way; you are responsible for listening actively and asking questions when goals, job objectives, or feedback are unclear.

Receiving performance feedback requires:

- Active listening (concentrating, eye contact, not interrupting, asking questions for clarification, using verbal and non-verbal cues, summarizing, and paraphrasing)
- Remaining open and positive

Establish a joint and mutually agreed upon action plan to address any areas of concern.

Remember how verbal participation in high school usually improved your grade? Verbal participation in the NSPS (through conversations with your supervisor) is also likely to improve your rating, because you can learn valuable information from your supervisor about the best way to prepare your PAA and you can communicate your accomplishments to the supervisor verbally.

And Finally, Parting Thoughts

Don't skip any steps!

Each step in this book is much simpler if you do not skip any of them.

Keep a positive attitude,
and make the best of this opportunity to manage your career.

If you need additional help,
see our other NSPS resources listed at the end of this book.

Congratulations on writing your impressive new NSPS self-assessment!

Kathryn Troutman and Nancy Segal, Authors

APPENDIX



Samples

Glossary

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PRINTED SAMPLES

These and more samples are on the CD-Rom.

- page 117* **Charmaine Bolton**, YA-1102-2
Contracting Specialist, Engineering and Support Center
U.S. Army Corps of Engineers, Huntsville Ordnance & Explosives Center
- 125 **Len Silbers**, YA-1750-2
Instructional Systems Designer
SS, PSYOP Division
DOTD, USAJFKSWCS
FORT BRAGG, NC
- 133 **Graham Doctoro**, YB-318-2
Secretary
Naval Hospital, Health Care Clinic
- 139 **Jeremy Jenkins**, YC-2003-1
Supervisory Supply Specialist
Army Soldier School
- 149 **Monica Reasons**, YN-0083-1
Supervisory Police Officer
Director, Emergency Operations Center

Sample #1: CHARMAINE BOLTON

YA-1102-2

Contracting Specialist, Engineering and Support Center
U.S. Army Corps of Engineers, Huntsville Ordnance & Explosives Center

PART D – Relevant Organizational Mission/Strategic Goals

USACE: Provide vital public engineering services in peace and war to strengthen our nation’s security, energize the economy, and reduce risk from disaster.

PART E – Performance Indicators

Professional / Analytical -- Pay Band 2

Performance Indicators	
Level 3	Level 5
Achieved the stated objectives	Contributed results beyond expectation
Anticipated and overcame obstacles	Results were far superior in quality, quantity, and impact on objectives
Adapted established methods and procedures	Exhibited the highest standards of professionalism
Results were technically sound, documented, and met standards	
Planned and organized own work activities	
Delivered the objective in a timely and effective manner	
Made adjustments to changing situations	
Anticipated and overcame obstacles	
Demonstrated high standards of conduct	
Represented the organization effectively	

* Keywords used in the self-assessments are highlighted in blue.

PART F – Component Unique Information

Huntsville: Detection and disposal of unexploded ordnance that poses an imminent and substantial endangerment to public health or to the environment.

PART G - Job Objectives, Contributing Factors, Assessments

JOB OBJECTIVE 1

Before Job Objective: Leadership

Charmaine’s “before” JOs were not specific to contract management and resource management which are clearly demonstrated in her customer support accomplishments.

Demonstrate effective individual leadership to assess situations. Identify needed changes to the PDT and superiors as appropriate; build rapport with customers, co-workers, and others; provide mentoring to less experienced staff and field offices; further develop leadership capabilities through volunteering for innovative and challenging assignments.
Measurement: Feedback from co-workers, PDT members, contractors, and observations by Supervisor.

Before Self-Assessment

Effectively interacted with customers to understand their needs while providing timely results. Build trust within and outside the organization through the use of open communication techniques and effective listening. Sent out a customer survey feedback and received several pieces of feedback. The first feedback from a customer stated, “In all my dealings with Charmaine, she has been responsive and professional. She has been a great help in reaching close-out on the Fort McClellan projects. She always responds to e-mails and phone calls in a timely manner. On several occasions, I have had questions concerning modifications and she has been extremely helpful in getting answers. This has not been easy as the Project Manger and the Contract Specialist for this contract has changed a number of times. In addition, she has been the Contract Specialist for a couple of the MMRP Task Order solicitations. She has been responsive to questions and has provided the information needed for those efforts.”
[continued on next page]

Contributing Factor Benchmark Descriptors

Professional / Analytical -- Pay Band 2

Contributing Factor: Communication

Expected	Enhanced (Additions at this level)
<p>Sought others ideas</p> <p>Actively listened to others’ questions and concerns</p> <p>Showed respect for diverse viewpoints</p> <p>Carefully considered diverse viewpoints</p> <p>Crafted clear and organized responses</p> <p><i>Followed up to ensure understanding</i></p> <p>Communicated moderately complex information</p> <p>Communicated in an accurate, clear, concise, comprehensive, well-organized, and timely manner</p> <p>Tailored communication style for audience</p> <p><i>Customized communications to audience’s needs and level of understanding</i></p>	<p>Adeptly read interpersonal interactions and nonverbal cues</p> <p>Adjusted own behavior to more effectively communicate with others</p> <p><i>Prepared and delivered communications of exceptional technical quality</i></p> <p>Recognized by peers, supervisors, and/or customers</p> <p><i>Commnicated complex information</i></p> <p>Range of audiences</p> <p>In a matter that facilitates understanding</p>

JOB OBJECTIVE 2

Before Job Objective: Mission

TIP
How have you improved upon your technical competencies this past year? Examples include: trainings, workshops, learning a new software, or honing your skills on an existing technical tool.

Use project management business processes (PMBP) to manage mission execution efficiently and ensure delivery of high quality work products and services to meet established budgets and schedules. Deploy local and national contracting initiatives in day to day work and consider small business and business requirements to maximize and extend as practicable. Participate in contracting reviews, taking corrective action as necessary within 90 days of findings.

Measurement: provide response to customers served within 7 business days and seek customer feedback on a quarterly basis and incorporate process improvements and necessary actions as applicable. Successfully execute programs/projects/contracts in accordance with established timelines and budget. Quality is of high caliber and results in no major findings of violations of law.

Before Self-Assessment

MISSION: ACTION: Effectively interacted with Legal personnel, PM personnel, Cost Estimating Branch, and the Contracting Branch to send out a Firm Fixed Priced and Fixed Unit Priced Tasks RFP and PWS to the MMRP big ten contractor pool and to award the Former Great Salt Plains Bombing Range solicitation located in Alfalfa County, Oklahoma RESULTS: Received proposal submissions from four offers. The result is that an award went to contractor Parsons and the contract number was W912DY-04-D-0005-0020. IMPACT: The government’s estimated amount was \$1,000,000. The award amount was \$545,328. The government saved almost 50% of the estimated amount. CHALLENGES FACED: The challenges consisted of having to negotiate with all four offers and re-evaluating four offers. CONTRIBUTING FACTORS: Was able to accomplish this objective by communicating, teamwork, and customer focus. *[continued on next page]*

Contributing Factor Benchmark Descriptors

Professional / Analytical -- Pay Band 2

Contributing Factor: Technical Proficiency

Expected	Enhanced (Additions at this level)
Applied substantive knowledge and skills Used appropriate technology or tools Independently performed a full range of assignments Moderately complex work activities Acquired, developed, and maintained relevant job skills Stayed up-to-date in specialties Applied this knowledge to improve own performance Contributed to work unit performance Demonstrated understanding of the organization’s mission, functions, values, policies and procedures, and internal and external factors that affect the organization Sought out opportunities to contribute to organizational objectives and priorities	Applied depth and breadth of knowledge Independently performed well Complex or varied assignments Took initiative to improve technical knowledge and skills Increased ability to contribute to the mission Frequently consulted by others because of organizational understanding Sought out and capitalized on opportunities to contribute to organizational goals

[continued from previous page]

ACTION: Received a Request for Equitable Adjustment, Munitions and Explosives of Concern Site Characterization and Report Zone L, Savanna, Illinois. I work with the PM to resolve the negotiate majority of the funding request. Effectively interacted with PM personnel and negotiate a Request for Equitable Adjustment settlement for Savanna Army Depot for contract DACA87-00-D-0039, task order 0005 as the lead contract specialist. **RESULTS:** The Government and the contractor came up with a settlement during negotiations and did not have to go into litigation. **IMPACT:** The Government’s estimated settlement amount was \$352,959.59. The contractor agreed to a reduced amount of \$319,006.20, saving the Government \$21,380.68. In addition, I was able to close the task order out in a timely matter. **CHALLENGES FACED:** The hurdles that I had to overcome was asking the contractor to provide a revised REA that would save the Government money. **CONTRIBUTING FACTORS:** I had to employ critical thinking, teamwork, and communicating

After Job Objective and Self-Assessment in PAA 3.0: CONTRACT MANAGEMENT

Character counts: Job Objective: 698; Self-Assessment: 1,991

PART G - JOB OBJECTIVES <i>(Duplicate this page for each job objective)</i>		Duplicate
JOB OBJECTIVE NO. 2	TITLE: Contracting Specialist	LAST MODIFIED ON: (YYYYMMDD)
JOB OBJECTIVE (Limited to 1,000 characters)		WEIGHT: %
<p>S: Contracts planned, executed, and monitored. M: Correct contract vehicles used for specific customer requirements. Ensure competitive sourcing is the primary means of awarding procurement actions. Bids analyzed and evaluated for adherence to Statements of Work/Performance work Statements, cost reasonableness, references, and other factors. Contractor performance monitored through active outreach to COTRs; problems identified and swiftly resolved; supervisor notified of major concerns within 24 hours. Contracting decisions and performance documented consistent with regulations. A: Appropriate procurements support competitiveness and promote integrity in government services. R: N/A T: Ongoing</p>		
CONTRIBUTING FACTORS: <input checked="" type="checkbox"/> Technical Proficiency <input type="checkbox"/> Communication <input type="checkbox"/> Resource Management <input type="checkbox"/> Critical Thinking <input type="checkbox"/> Customer Focus <input type="checkbox"/> Leadership <input type="checkbox"/> Cooperation/Teamwork		RATING: OBJECTIVE RATING: (1 - 5) _____ CONTRIBUTING FACTOR IMPACT: (+1, -1, or 0) _____ ADJUSTED RATING: _____
TYPE OF ASSESSMENT: <input type="checkbox"/> INTERIM REVIEW of _____ <input type="checkbox"/> ANNUAL ASSESSMENT (including early annual) OTHER: <input type="checkbox"/> CLOSEOUT <input type="checkbox"/> SPECIAL PURPOSE of _____		
EMPLOYEE SELF-ASSESSMENT (Limited to 2,000 characters)		
<p>USED ADVANCED TECHNICAL KNOWLEDGE TO RESOLVE COMPLEX CONTRACTING PROBLEMS. I demonstrated my ability to meet this objective at the highest level through my use of technical expertise to meet my organization’s goal of efficient, cost effective procurement of goods and services. CONTEXT: As the lead on a high profile contract to clean up the former Great Salt Plains Bombing Range, I prepared solicitations for Firm Fixed Priced and Fixed Unit Priced Task Requests For Proposal and Performance Work Statements. CHALLENGE: I received four responses and carefully analyzed each response. Then, I negotiated with each responder before making my final evaluation. ACTIONS: In the course of my evaluation and negotiations, I focused on meeting our objective for cost-effective procurements and saving the Government a significant amount of money on the final project, coming in nearly 50% under the original estimate. RESULTS: The original Government estimate was \$1 million, but I was able to award the contract for \$545,328. My supervisor was very pleased with my work. CONTEXT: Another example that demonstrates my effectiveness in contract management is my work facilitating a successful settlement on behalf of the government. This situation began with a settlement claim by the contractor in excess of \$350,000. CHALLENGE: The most significant challenge was negotiating an acceptable settlement for all parties. ACTIONS: Through critical analysis, I was able to identify issues that impacted the case and, by applying depth and breadth of knowledge, to facilitate discussions between the contractor and the Project Manager. RESULTS: Those discussions resulted in a Request for Equitable Adjustment in an amount \$21,000 less than the contractor’s originally requested amount (and less than the government was willing to concede). Through effective contract administration, I was not only able to save money, I was also able to prevent timely and costly litigation and close the task order quickly.</p>		

JOB OBJECTIVE 3

Before Job Objective: Resource Management

TIP

If you have two notable but unrelated accomplishments related to one JO, it is a good idea to include both; be careful to watch your character count!!

Manages resources wisely. Ensure adequate funds for contract actions. Time and leave management shows reliability and job performance. Follows safety, property, and security procedures guidelines. Invest in personal and professional development. Time is appropriated and charged to establish codes in general terms. Develop innovative solutions to meet customer needs when applicable.

MEASUREMENT: 1. Schedule and accomplish annual compliance with DAWIA training requirements. 2. Maintain a direct charge of 65%.

Before Self-Assessment

ACTION: Effectively interacted with PM personal to develop an annual Final Report for the Non-Time-Critical Removal Action at Camp Butner, North Carolina. RESULTS:

Contract W912DY-04-D-0006, Task Order 0007, modification 0013 allowed the customer to have Annual Final Reports instead of having just one Final Report. IMPACT: The contractor's original proposal was \$61,000. After negotiations, the contractor's final proposal was revised to read \$53,526. That amount saved the Government \$7,474. CHALLENGES FACED: The hurdles that I had to overcome to be successful was convincing the Contracting Officer to approve the modification. There is normally just one Final Report, but for the customer, he needed annual final reports instead of just one final report because the customer may need to do additional reporting at new locations. CONTRIBUTING FACTORS: I was able to accomplish the task by researching the award task order previous modification, communicating with the PM and the customer to accomplish this request.

Contributing Factor Benchmark Descriptors

Professional / Analytical -- Pay Band 2

Contributing Factor: Resource Management

Expected	Enhanced (Additions at this level)
Demonstrated knowledge of the resources available to the work unit	Anticipated changes in workload requirements
Demonstrated knowledge of processes to acquire resources	Advocated for resources well in advance
Identified and advocated for resources necessary for mission requirements	Took initiative to contribute to resource planning efforts
Used resources in an efficient and effective manner	Actively assisted others in using resources more efficiently
Safeguarded against fraud, waste, and abuse	Suggested flexible and innovative approaches to stretch limited resources
Promoted workplace safety and security	
Demonstrated correct safety and security behaviors	

After Job Objective and Self-Assessment in PAA 3.0: RESOURCE MANAGEMENT

Character counts: Job Objective: 697; Self-Assessment: 1,849

PART G - JOB OBJECTIVES <i>(Duplicate this page for each job objective)</i>			Duplicate
JOB OBJECTIVE NO. 3	TITLE: Contracting Specialist	LAST MODIFIED ON: (YYYYMMDD)	
JOB OBJECTIVE (Limited to 1,000 characters)		WEIGHT:	%
<p>S: Resources managed wisely. M: Funds monitored and all procurement actions are consistent with budget allotments. Tracking systems for contract costs established and maintained; reports generated quarterly for management. Work to reduce timeframes for award actions. Identify opportunities for improvements in work processes; share with supervisors and colleagues. Maintain direct charge of 65%. Maintain DAWIA certification. Good steward of financial and material resources. Identify ways and take action to streamline business practices. Act decisively and promptly to avoid or correct instances of potential fraud, waste, and/or abuse. A: Support integrity in government. R: N/A T: As established.</p>			
CONTRIBUTING FACTORS:		RATING:	
<input type="checkbox"/> Technical Proficiency <input type="checkbox"/> Communication <input checked="" type="checkbox"/> Resource Management <input type="checkbox"/> Critical Thinking <input type="checkbox"/> Customer Focus <input type="checkbox"/> Leadership <input type="checkbox"/> Cooperation/Teamwork		OBJECTIVE RATING: (1 - 5) _____ CONTRIBUTING FACTOR IMPACT: (+1, -1, or 0) _____ ADJUSTED RATING: _____	
TYPE OF ASSESSMENT: <input type="checkbox"/> INTERIM REVIEW <input type="checkbox"/> ANNUAL ASSESSMENT (including early annual) OTHER: <input type="checkbox"/> CLOSEOUT <input type="checkbox"/> SPECIAL PURPOSE _____ of _____ _____ of _____			
EMPLOYEE SELF-ASSESSMENT (Limited to 2,000 characters)			
INTRODUCED CONTRACT MODIFICATION TO REDUCE GOVERNMENT RESOURCES DEVOTED TO REPORTING. CONTEXT: I met or exceeded this JO throughout the rating period. In my work on the Final Report for the Non-Time-Critical Removal Action at Camp Butner, NC, I was able to suggest a flexible and innovative approach that not only saved the government money, but also better utilized the government's resources . Typically, a contractor prepares one Final Report at the end of a contract, regardless of how many years the contract runs. The government, however, must prepare an annual report on each contract to report on progress. Rather than the contractor doing this work for us, the original contract was structured for the government to do this update, thus saving resources that could be better used elsewhere. CHALLENGE: My biggest challenge in this project was convincing the Contracting Officer to approve the contract modification required to make this adjustment. There is normally just one Final Report for each contract, but, for the customer, he needed annual final reports in order to meet customer requirements for possible additional reporting at new locations. ACTIONS: I took initiative to improve resource planning efforts on this project by conducting research into the award task order's previous modifications and proposed that the contract be modified to require an annual report for each year of the contract . RESULTS: By sharing my research and working closely with both the Contracting Officer and the Project Manager, I was able to persuade them to modify the contract. The contractor's original cost for the modification was \$61,000; I was able to work with all parties and the final modification not only better served the government but it also saved nearly \$7,500 over the original proposal. This was a definite "win" for the government!			

Sample #2: LEN SILBERS

YA-1750-2

Instructional Systems Designer

SS, PSYOP Division

DOTD, USAJFKSWCS

FORT BRAGG, NC

PART D – Relevant Organizational Mission/Strategic Goals

Mission: Analyze, design, and develop training incorporating lessons learned and future requirements. Leverage educational technology and demonstrate success.

PART E – Performance Indicators

Professional / Analytical -- Pay Band 2

Performance Indicators

Level 3	Level 5
Achieved the stated objectives Anticipated and overcame obstacles Adapted established methods and procedures Results were technically sound, documented, and met standards Planned and organized own work activities Delivered the objective in a timely and effective manner Made adjustments to changing situations Anticipated and overcame obstacles Demonstrated high standards of conduct Represented the organization effectively	Contributed results beyond expectation Results were far superior in quality, quantity, and impact on objectives Exhibited the highest standards of professionalism

* Keywords used in the self-assessments are highlighted in blue.

PART F – Component Unique Information

Working for the Army as a civilian, all my customers are soldiers. I manage a critical task list for individual training for soldiers and for their commanders/units to use to support that training. I support training development by developing training products (manuals) and providing guidance to subject matter experts (the soldiers). I also complete other assignments as needed to meet our training mission.

PART G - Job Objectives, Contributing Factors, Assessments

JOB OBJECTIVE 1

Before Job Objective: DIRECT TRAINING PRODUCTS

Direct production of publications that support U.S. Army Special Operations Forces (ARSOF) institutional and unit-level training, and professional development by providing subject matter expertise and knowledge of the Army Systems Approach to Training (SAT) and other regulatory practices and procedures; interpret and apply policies and guidance; guide content SMEs in task analysis and development, perform content analysis and task sequencing, and review for validity, clarity, and procedural accuracy. Provide continuity of training development process between the Division, and other Directorate training offices. Participate in curriculum review boards (CRBs) and mentor critical task site and selection boards (CTSSBs), when required; and review programs of instruction, lesson plans, and other training related documents in a timely manner.

Contributing Factor Benchmark Descriptors

Professional / Analytical -- Pay Band 2	
Contributing Factor: Critical Thinking	
Expected	Enhanced (Additions at this level)
Identified information necessary to define and understand complex issues	Rapidly and correctly identified key issues or problems
Collected necessary information	Assessed significance of key issues or problems
Analyzed and integrated complex data	Displayed persistence in tracking down hard-to-obtain information
Identified emerging patterns or trends	Made effective recommendations for solving problems beyond immediate scope of responsibility
Drew reasonable and logical conclusions	Made timely and logical recommendations or decisions when circumstances were ambiguous or complete information was unavailable
Identified and evaluated alternative solutions to complex problems	Evaluated the impact of external events on current processes
Made timely and logical recommendations or decisions	Developed appropriate alternatives
Reviewed current work processes	
Identified innovative or creative ways to improve efficiency or effectiveness	

Job Objective and Self-Assessment in PAA 3.0

Character counts: Job Objective: 933; Self-Assessment: 1,965

PART G - JOB OBJECTIVES <i>(Duplicate this page for each job objective)</i>		Duplicate
JOB OBJECTIVE NO. 1	TITLE: Instructional Systems Designer	LAST MODIFIED ON: (YYYYMMDD)
JOB OBJECTIVE (Limited to 1,000 characters)		WEIGHT: %
<p>TRAINING PRODUCTS</p> <p>S: Appropriate training support materials developed and delivered.</p> <p>M: Materials reflect adult learning principles, subject matter expertise and Army Systems Approach to Training (SAT) and other regulatory practices and procedures. Content SMEs receive timely, appropriate guidance in task analysis and development and complete work within specified timeframes. All content reviewed for task sequencing, validity, clarity, and procedural accuracy. Stakeholders kept informed throughout the development process. Provide timely, insightful comments to curriculum review boards (CRBs) and mentor critical task site and selection boards (CTSSBs). Reviews of programs of instruction, lesson plans, and other training related documents provide meaningful comments and are timely manner.</p> <p>A: Supports the development of relevant tools to meet warfighter needs for best practices and lessons learned.</p> <p>R: N/A T: As agreed.</p>		
CONTRIBUTING FACTORS: <input type="checkbox"/> Technical Proficiency <input type="checkbox"/> Communication <input type="checkbox"/> Resource Management <input checked="" type="checkbox"/> Critical Thinking <input type="checkbox"/> Customer Focus <input type="checkbox"/> Leadership <input type="checkbox"/> Cooperation/Teamwork		RATING: OBJECTIVE RATING: (1 - 5) _____ CONTRIBUTING FACTOR IMPACT: (+1, -1, or 0) _____ ADJUSTED RATING: _____
TYPE OF ASSESSMENT: <input type="checkbox"/> INTERIM REVIEW <input type="checkbox"/> ANNUAL ASSESSMENT (including early annual) OTHER: <input type="checkbox"/> CLOSEOUT <input type="checkbox"/> SPECIAL PURPOSE _____ of _____ _____ of _____		
EMPLOYEE SELF-ASSESSMENT (Limited to 2,000 characters)		
<p>CONDUCTED COMPREHENSIVE ASSESSMENT OF PERSONNEL TRAINING PRODUCTS.</p> <p>CONTEXT: I exceeded the JO; I conducted a comprehensive assessment of Division personnel education requirements to ensure the development of all collective training products met current mission requirements.</p> <p>CHALLENGE: I independently determined the key information necessary to conduct mission analysis of unit training products; I also researched and determined best practices for identifying learning objectives in order to develop an accurate evaluation in accordance with current education requirements.</p> <p>ACTIONS: I evaluated all course objectives, analyzed the Command's mission statement and created a template for Division personnel to use when conducting their assessment, and established timeframes and resource to perform them. Throughout the process, I monitored progress and provided subject matter expertise, guidance and assistance as needed and provided ongoing communication to stakeholders. Once each analysis was completed, I reviewed it for quality control and facilitated the development of any required follow-up actions. I prepared recommendations for follow up to senior management; all recommendations included specific actions required, resource requirements and suggested timelines. I also established a priority for revision in accordance with mission criticality to help guide the decision process.</p> <p>RESULTS: I facilitated the review of 8 courses and determined that 6 were in need of significant updating. The information I developed established the business case for resource commitments and was successfully used by my manager to request additional funding. As a result of the additional funding, the updating of mission critical training was able to get underway sooner than anticipated. In addition, Division personnel obtained a new and current training management guide and collective task development training tool that improved effectiveness of their analysis.</p>		

JOB OBJECTIVE 2

Before Job Objective: COLLECTIVE TASKS

Manage critical individual and collective tasks for all skill levels of ARSOF Soldiers and units to support institutional, unit, and individual training IAW Directorate and Division FY goals, and management plans and in compliance with the Systems Approach to Training (SAT) and other regulatory procedures by overseeing the inputting and linking of tasks in the Automated Systems Approach to Training (ASAT) database, categorizing and organizing them, and determining their relevancy with current doctrine and tactics, techniques and procedures, lessons learned, and the proponent’s training initiatives. Review all tasks, conditions, and standards quarterly to assess their validity. Recommend revisions to the tasks, and provide corrective measures, if revisions are necessary.

Contributing Factor Benchmark Descriptors

Professional / Analytical -- Pay Band 2	
Contributing Factor: Critical Thinking	
Expected	Enhanced (Additions at this level)
Identified information necessary to define and understand complex issues	Rapidly and correctly identified key issues or problems
Collected necessary information	Assessed significance of key issues or problems
Analyzed and integrated complex data	Displayed persistence in tracking down hard-to-obtain information
Identified emerging patterns or trends	Made effective recommendations for solving problems beyond immediate scope of responsibility
Drew reasonable and logical conclusions	Made timely and logical recommendations or decisions when circumstances were ambiguous or complete information was unavailable
Identified and evaluated alternative solutions to complex problems	Evaluated the impact of external events on current processes
Made timely and logical recommendations or decisions	Developed appropriate alternatives
Reviewed current work processes	
Identified innovative or creative ways to improve efficiency or effectiveness	

Job Objective and Self-Assessment in PAA 3.0

Character counts: Job Objective: 926; Self-Assessment: 1,887

PART G - JOB OBJECTIVES <i>(Duplicate this page for each job objective)</i>		Duplicate
JOB OBJECTIVE NO. 2	TITLE: Instructional Systems Designer	LAST MODIFIED ON: (YYYYMMDD)
JOB OBJECTIVE (Limited to 1,000 characters)		WEIGHT: %
<p>COLLECTIVE TASKS S: Collective and Individual Tasks managed for all skill levels of ARSOF Soldiers and units to support institutional, unit, and individual training IAW Directorate and Division FY goals, and management plans. M: Collective and individual tasks identified and entered into Automated Systems Approach to Training (ASAT) database in compliance with the Systems Approach to Training (SAT) and other regulatory procedures. Categorization and organization of tasks is accurate; determinations regarding relevancy with current doctrine and tactics, techniques and procedures, lessons learned, and the proponent's training initiatives and considered and addressed quarterly to assess their validity. Appropriate revisions to the tasks and identified and recommended; recommendations include corrective measures. A: Allows leaders to plan training of soldiers more efficiently. R: N/A T: Data reviewed quarterly.</p>		
<p>CONTRIBUTING FACTORS:</p> <p> <input type="checkbox"/> Technical Proficiency <input type="checkbox"/> Communication <input type="checkbox"/> Resource Management <input checked="" type="checkbox"/> Critical Thinking <input type="checkbox"/> Customer Focus <input type="checkbox"/> Leadership <input type="checkbox"/> Cooperation/Teamwork </p>		<p>RATING:</p> <p>OBJECTIVE RATING: (1 - 5) _____</p> <p>CONTRIBUTING FACTOR IMPACT: (+1, -1, or 0) _____</p> <p>ADJUSTED RATING: _____</p>
<p>TYPE OF ASSESSMENT: <input type="checkbox"/> INTERIM REVIEW _____ of _____ <input type="checkbox"/> ANNUAL ASSESSMENT (including early annual) OTHER: <input type="checkbox"/> CLOSEOUT <input type="checkbox"/> SPECIAL PURPOSE _____ of _____</p>		
EMPLOYEE SELF-ASSESSMENT (Limited to 2,000 characters)		
<p>UPDATED WORK PROCESS DOCUMENTATION TO COMPLETE INVENTORY OF COLLECTIVE TASKS.</p> <p>CONTEXT: I met this job objective by identifying by identifying functional division duties and responsibilities and reviewed current work processes in order to provide more complete documentation for events and actions that were missing or incomplete.</p> <p>CHALLENGE: The most significant challenge in this process was analyzing and integrating complex data from multiple sources to identify missing steps and other changes to be made.</p> <p>ACTIONS: First, I used my own expert and extensive knowledge and experience in task development to identify those role and responsibilities in the training and doctrine divisions that were most frequently overlooked in order to identify areas where incomplete information had the most impact on the overall work process. I identified these key areas and assessed performance steps in mission analysis, individual task analysis, and training requirements to determine which were incomplete, providing 35 specific and detailed comments on doctrinally misleading or incorrect material. Then, I analyzed these to make the appropriate deletions and rewrites to provide more current and complete information to describe the process for complex task performance in order to support successful task completion and unit mission. I also provided substantial policy recommendations to Command management to integrate TRADOC policy into our management cycle.</p> <p>RESULTS: As a result of this overall assessment, I adapted our procedures to develop a current, complete inventory of all individual and collective tasks. I also developed a training tool for doctrine and training developers and provided a complete source for training development on all standard procedures with appropriate references and justifications. This improved coordination among task managers in producing training products.</p>		

JOB OBJECTIVE 3

Before Job Objective: ADDITIONAL SUPPORT REQUIREMENTS

Support the Division through execution of additional tasks, requirements, and additional work assignments; pursue subject matter and civilian professional development, IAW prescribed suspenses, regulations, policies, guidelines, and other pertinent measures applied by supervisors.

Contributing Factor Benchmark Descriptors

Professional / Analytical -- Pay Band 2	
Contributing Factor: Communication	
Expected	Enhanced (Additions at this level)
<p>Sought others ideas</p> <ul style="list-style-type: none"> Actively listened to others' questions and concerns Showed respect for diverse viewpoints Carefully considered diverse viewpoints Crafted clear and organized responses Followed up to ensure understanding Communicated moderately complex information Communicated in an accurate, clear, concise, comprehensive, well-organized, and timely manner Tailored communication style for audience Customized communications to audience's needs and level of understanding 	<ul style="list-style-type: none"> Adeptly read interpersonal interactions and nonverbal cues Adjusted own behavior to more effectively communicate with others Prepared and delivered communications of exceptional technical quality Recognized by peers, supervisors, and/or customers Communicated complex information Range of audiences In a matter that facilitates understanding

Job Objective and Self-Assessment in PAA 3.0

Character counts: Job Objective: 613; Self-Assessment: 1,957

PART G - JOB OBJECTIVES <i>(Duplicate this page for each job objective)</i>			Duplicate
JOB OBJECTIVE NO. 3	TITLE: Instructional Systems Designer	LAST MODIFIED ON: (YYYYMMDD)	
JOB OBJECTIVE (Limited to 1,000 characters)		WEIGHT:	%
<p>IMPROVED WORK PROCESSES AND INNOVATION</p> <p>S: Opportunities to improve work processes and identify innovations identified.</p> <p>M: Work processes and products continually analyzed and evaluated commensurate with mission; opportunities for improvement identified and communicated, along with specific recommendations for changes. Share best practices with team members and other stakeholders. Comments on proposals and related documents are timely and meaningful. Promote culture of continuous learning and improvement.</p> <p>A: Supports best practices in learning.</p> <p>R: N/A</p> <p>T: Ongoing, and in accordance with specified timeframes.</p>			
CONTRIBUTING FACTORS:		RATING:	
<input type="checkbox"/> Technical Proficiency <input checked="" type="checkbox"/> Communication <input type="checkbox"/> Resource Management <input type="checkbox"/> Critical Thinking <input type="checkbox"/> Customer Focus <input type="checkbox"/> Leadership <input type="checkbox"/> Cooperation/Teamwork		OBJECTIVE RATING: (1 - 5) _____ CONTRIBUTING FACTOR IMPACT: (+1, -1, or 0) _____ ADJUSTED RATING: _____	
TYPE OF ASSESSMENT: <input type="checkbox"/> INTERIM REVIEW _____ of _____ <input type="checkbox"/> ANNUAL ASSESSMENT (including early annual) OTHER: <input type="checkbox"/> CLOSEOUT <input type="checkbox"/> SPECIAL PURPOSE _____ of _____			
EMPLOYEE SELF-ASSESSMENT (Limited to 2,000 characters)			
<p>INTEGRATED STAFF TASK TRAINING DEVELOPMENT WITH FUNCTIONAL ROLES.</p> <p>CONTEXT: Through my ongoing surveillance of work processes, I identified a need to integrate staff task training development with functional division roles in order to enhance training assessment and product development skills and knowledge.</p> <p>CHALLENGE: The most challenging aspect of this project was gathering and focusing the input of a diverse group of stakeholders in order to meet the complex requirements of this project.</p> <p>ACTIONS: To do this, I convened a team of trainers and developers with instructional functional experts to determine how training content and materials could better support development of functional expertise (sought others ideas). I first led the multidisciplinary team to identify 48 training fundamentals needed by Training Developers; then, I communicated with the group to identify 30 specific training requirements that needed to be included into course lesson plans in order to develop fully capable soldiers. I then communicated complex task development subject matter knowledge to collaborate with the group on identifying 23 tasks to be incorporated into instruction and training revisions. With the group, I also instituted a quarterly review of instructional tasks and task management policy to facilitate understanding of concerns across a range of audiences. To ensure ongoing involvement and awareness of external stakeholders, I developed and implemented a monthly project status report.</p> <p>RESULTS: This group has given my Command a successful system for exchanging information between instructors and training developers and has achieved greater than expected task development integration among DOTD divisions. In addition, under my leadership, this group has collectively improved seven training products with task instruction integration; we had only planned to improve five products during this cycle—my results were better than initially planned.</p>			

Sample #3: GRAHAM DOCTORO

YB-318-2

Secretary

Naval Hospital, Health Care Clinic

PART D – Relevant Organizational Mission/Strategic Goals

VISION

Your preferred healthcare organization

MISSION

Provide excellent, efficient, and safe health care services to our patients while ensuring operational readiness

PART E – Performance Indicators

Professional / Analytical -- Pay Band 2

Performance Indicators

Level 3	Level 5
<p>Effectively completed job objectives and work assignments, anticipating and overcoming obvious obstacles; ensured completed work is timely and adheres to applicable standards, policies, procedures, and guidelines.</p> <p>In achieving job objectives and work assignments adhered to work/project schedules; organizes or prioritizes own tasks to complete assignments in an effective and efficient manner; adjusted own work priorities to achieve desired results.</p> <p>Demonstrated high standards of personal and professional conduct and performance.</p>	<p>Achieved outcomes and results that are superior in quality, quantity, timeliness and/or impact to what would ordinarily be expected at this level.</p> <p>Persisted in overcoming obstacles and puts forth extra effort to accomplish difficult assignments.</p> <p>Contributed to organizational performance well beyond what is expected.</p>

* **Keywords** used in the self-assessments are highlighted in blue.

PART F – Component Unique Information

The Health Care Clinic provides excellent, efficient, and safe health care services to our patients while ensuring operational readiness.

GUIDING PRINCIPLES

My patient is your priority; your patient is my priority. We are one command working as an integrated team. We are collectively accountable for mission accomplishment. We actively embrace constructive change. We are good stewards of resources: people, space, dollars, environment, external partnerships.

Major customers are the providers, corpsmen, contractors, and civilian employees at our clinic (442 employees).

PART G - Job Objectives, Contributing Factors, Assessments

JOB OBJECTIVE 1

Before Job Objective: Secretary (OA)

In his “before” job objectives, Graham only included two objectives and did not give them titles that described his job functions. He clearly has important administrative support, credentialing, and customer services objectives in his position at the Health Care Clinic.

To facilitate directorate operational capabilities (A), ensure timely and accurate routing of all administrative correspondence through the Director’s office, within due dates and timelines established by the Director (T). Demonstrate proficiency in reviewing and editing draft correspondence in accordance with standard Navy correspondence policies and guidelines; provide prompt and courteous reception of all visitors (S, R). Provide Director, Operations Officer, and Senior Enlisted Leader with routing and completion of all tasks within stated due date timelines. Display competence with clinic and directorate administrative functions to facilitate check-ins/outs, personal awards, muster reports, alpha rosters, and recall rosters. Assist personnel with accurate DTS request and voucher submissions within 5 working days (M).

Contributing Factor Benchmark Descriptors

Technician / Support -- Pay Band 2

Contributing Factor: Technical Proficiency

Expected

Applies well-developed knowledge and skills (including use of appropriate technology, tools, and/or equipment) to effectively perform a full range of assignments, including moderately complex work activities; seeks occasional guidance as appropriate.

Acquires, develops, and maintains relevant job skills and required certifications through a variety of methods and applies this knowledge to improve own performance and contribute to the mission.

Demonstrates an understanding of relevant systems, processes, procedures, and external factors that affect own work and the work of the unit; applies this knowledge to constructively contribute to objectives and priorities.

Enhanced (Additions at this level)

Applies knowledge to independently perform more complex tasks.

Takes initiative to improve technical knowledge and skills through a variety of self-directed development activities, resulting in an increased ability to contribute to the mission.

After Job Objective and Self-Assessment in PAA 3.0: ADMIN SUPPORT SERVICES

Character counts: Job Objective: 955; Self-Assessment: 1,938

PART G - JOB OBJECTIVES <i>(Duplicate this page for each job objective)</i>		Duplicate
JOB OBJECTIVE NO. 1	TITLE: Secretary	LAST MODIFIED ON: (YYYYMMDD)
JOB OBJECTIVE (Limited to 1,000 characters)		WEIGHT: %
<p>S: Full range of administrative support services provided. M: No more than 2 -3 instances when calendars and/or appointments not accurately maintained/managed. 90 to 95% of correspondence properly reviewed, controlled, and processed. No more than 3 to 5 instances when files not properly maintained or cannot be retrieved within 1 – 2 hours of request. No more than 3 – 5 instances of correspondence which does not comply with applicable guidance, including DoD correspondence manual, proper grammar, word choice, and sentence structure. No more than 3 - 5 instances of actions which are not completed within the negotiated time frames. Check-ins/outs, awards, muster reports, alpha rosters, and recall rosters prepared within timeframes, are accurate and in proper format. DTS request and voucher submissions are accurate and submitted within 5 work days. A: Ensures stewardship of resources. R: Dependent upon receiving timely, clear assignments. T: Ongoing</p>		
CONTRIBUTING FACTORS: <input checked="" type="checkbox"/> Technical Proficiency <input type="checkbox"/> Communication <input type="checkbox"/> Resource Management <input type="checkbox"/> Critical Thinking <input type="checkbox"/> Customer Focus <input type="checkbox"/> Leadership <input type="checkbox"/> Cooperation/Teamwork		RATING: OBJECTIVE RATING: (1 - 5) _____ CONTRIBUTING FACTOR IMPACT: (+1, -1, or 0) _____ ADJUSTED RATING: _____
TYPE OF ASSESSMENT: <input type="checkbox"/> INTERIM REVIEW <input type="checkbox"/> ANNUAL ASSESSMENT (including early annual) OTHER: <input type="checkbox"/> CLOSEOUT <input type="checkbox"/> SPECIAL PURPOSE _____ of _____ _____ of _____		
EMPLOYEE SELF-ASSESSMENT (Limited to 2,000 characters)		
<p>PROVIDE EFFECTIVE ADMINISTRATIVE SUPPORT FOR COMPLEX TRAVEL REQUIREMENTS.</p> <p>My successful administration of the clinic’s busy travel program demonstrates how I have met expectations for this job objective.</p> <p>CONTEXT: I’ve been assigned as one of two Lead Defense Travel Administrators for our clinic of approximately 447 personnel to include active duty and civilian personnel.</p> <p>CHALLENGE: My biggest challenge in conducting this task is managing multiple travel requirements simultaneously within the Defense Travel System in order to ensure timely processing of all requests. This is complicated by the fact that DTS is new to our Command and requires more input than our original system so personnel are having a difficult time adjusting to the new system.</p> <p>ACTIONS: With my extensive knowledge of travel policies, procedures, and systems, as well as my skills in multi-tasking and prioritization, I can manage these travel requests effectively and efficiently. In addition, I also mentor the other lead DTS Administrator and am considered the “go to” person for the most difficult DTS issues. I process two or three travel vouchers daily. To complete this task, I routinely provide excellent customer service by communicating with staff on the status of their requests and to gather the necessary information to process their requests. Not only do I routinely exceed the timeframes for processing travel requests, I also noticed a glitch in the system as it applied to our command. I prepared a memo detailing the problem I discovered and routed the memo through channels so that it could be addressed.</p> <p>RESULTS: My expertise on travel regulations and procedures has allowed me to be successful in coordinating travel logistics timely. Further, my identification of the travel system problem alerted HQ to a previously undiscovered problem; this is now in the process of being resolved and should make the process less onerous for all involved.</p>		

JOB OBJECTIVE 2

Before Job Objective: Secretary (OA)

To support compliance with credentialing requirements under Command and Joint Commission oversight (A), actively liaison with Medical Staff Services Professional to accurately maintain and update the Privileged Provider Notebook in accordance with governing regulations and policies prior to initiation of patient care by the provider (S,M,R,T). Prepare Active Duty for Training (AT) fitreps for Reserve Officers and Performance Information Memoranda for Enlisted Reservists for final reporting senior endorsement prior to the conclusion of members reserve duty period (S,M,T).

Contributing Factor Benchmark Descriptors

Technician / Support -- Pay Band 2	
Contributing Factor: Technical Proficiency	
Expected	Enhanced (Additions at this level)
<p>Applies well-developed knowledge and skills (including use of appropriate technology, tools, and/or equipment) to effectively perform a full range of assignments, including moderately complex work activities; seeks occasional guidance as appropriate.</p> <p>Acquires, develops, and maintains relevant job skills and required certifications through a variety of methods and applies this knowledge to improve own performance and contribute to the mission.</p> <p>Demonstrates an understanding of relevant systems, processes, procedures, and external factors that affect own work and the work of the unit; applies this knowledge to constructively contribute to objectives and priorities.</p>	<p>Applies knowledge to independently perform more complex tasks.</p> <p>Takes initiative to improve technical knowledge and skills through a variety of self-directed development activities, resulting in an increased ability to contribute to the mission.</p>

After Job Objective and Self-Assessment in PAA 3.0: CREDENTIALING REQUIREMENTS

Character count: Job Objective: 755

PART G - JOB OBJECTIVES <i>(Duplicate this page for each job objective)</i>		Duplicate
JOB OBJECTIVE NO. 2	TITLE: Secretary	LAST MODIFIED ON: (YYYYMMDD)
JOB OBJECTIVE (Limited to 1,000 characters)		WEIGHT: %
<p>S: Credentialing requirements updated and accurate. M: Tracking system for managing credentialing requirements established and maintained. Proactive follow-up occurs when needed to ensure completeness, timeliness, and accuracy. Privileged Provider Notebook updated in accordance with governing regulations and policies prior to initiation of patient care by providers. Fitreps for Reserve Officers and Performance Information Memoranda for Enlisted Reservists are completed for final reporting senior endorsement at least 5 work days prior to the conclusion of members' reserve duty period. Discrepancies and concerns reported to supervisor within 24 hours. A: Supports provision of excellent, efficient, and safe health care services. R: N/A T: As agreed to.</p>		
CONTRIBUTING FACTORS:		RATING:
<input checked="" type="checkbox"/> Technical Proficiency <input type="checkbox"/> Communication <input type="checkbox"/> Resource Management <input type="checkbox"/> Critical Thinking <input type="checkbox"/> Customer Focus <input type="checkbox"/> Leadership <input type="checkbox"/> Cooperation/Teamwork		OBJECTIVE RATING: (1 - 5) _____ CONTRIBUTING FACTOR IMPACT: (+1, -1, or 0) _____ ADJUSTED RATING: _____

JOB OBJECTIVE 3

Contributing Factor Benchmark Descriptors

Technician / Support -- Pay Band 2

Contributing Factor: Customer Focus

Expected

Effectively interacts with customers to understand their needs, answer questions, and provide them with routine information about products and/or services.

Within scope of responsibility, provides timely and effective products and/or services to customers.

Quickly and effectively responds to customer questions and requests.

Enhanced (Additions at this level)

Takes initiative to learn about and engage with customers to better understand their needs, resulting in a higher quality of products and/or services.

Recognizes potential issues or inconsistencies in customer requests and proposes solutions.

Displays flexibility in responding to changing customer needs.

After Job Objective and Self-Assessment in PAA 3.0: Customer Service

Character count: Job Objective: 711

PART G - JOB OBJECTIVES <i>(Duplicate this page for each job objective)</i>		Duplicate
JOB OBJECTIVE NO. 3	TITLE: Secretary	LAST MODIFIED ON: (YYYYMMDD)
JOB OBJECTIVE (Limited to 1,000 characters)		WEIGHT: %
<p>S: Internal and external customers' requirements met. M: Training, advice, and assistance on administrative practices and procedures provided to others as needed. Assignments and issues receive appropriate follow-up to ensure that actions are completed consistent with commitments and customer expectations. Service is timely, accurate, and addresses customer requirements. Sensitive and/or confidential information is handled appropriately. Proactively support team members and clinic with all customers. Consistently demonstrate professionalism, courtesy, and tact, even when under pressure. A: Good stewards of resources: people, space, dollars, environment, external partnerships. R: N/A T: As agreed upon.</p>		
CONTRIBUTING FACTORS: <input type="checkbox"/> Technical Proficiency <input type="checkbox"/> Communication <input type="checkbox"/> Resource Management <input type="checkbox"/> Critical Thinking <input checked="" type="checkbox"/> Customer Focus <input type="checkbox"/> Leadership <input type="checkbox"/> Cooperation/Teamwork		RATING: OBJECTIVE RATING: (1 - 5) _____ CONTRIBUTING FACTOR IMPACT: (+1, -1, or 0) _____ ADJUSTED RATING: _____

Sample #4: JEREMY JENKINS

YC-2003-1

Supervisory Supply Specialist
Army Soldier School

PART D – Relevant Organizational Mission/Strategic Goals

Deliver responsive, quality logistics support to the Army Soldier School, ensuring training supply readiness, staff development, and quality customer service.

PART E – Performance Indicators

Supervisor / Manager -- Pay Band 1

Performance Indicators	
Level 3	Level 5
With guidance, achieved objective With guidance, organized and prioritized tasks Adjusted work plans Overcame obstacles Demonstrated high standards of conduct Represented the organization effectively Delivered an objective Aligned with mission and objectives Anticipated and overcame significant obstacles Adapted established methods and procedures Established priorities Worked across projects Balanced work demands Overcame difficult obstacles Delivered positive outcomes Maintained high standards Represented the agency effectively	Contributed results beyond expectation Results were far superior in quality, quantity, and impact on objectives Exhibited the highest standards of professionalism

* Keywords used in the self-assessments are highlighted in blue.

PART F – Component Unique Information

Supply Division Mission: Performs services in support of inventory control, storage, distribution, and property utilization for the Army Soldier School.

PART G - Job Objectives, Contributing Factors, Assessments

JOB OBJECTIVE 1

Jeremy’s “BEFORE” and “AFTER” JOs are the same—but they are now written in SMART format. The accomplishments now clearly align with his mission at the Army Soldier School. These JOs clearly show that Jeremy is the “go to person” for anything that needs to be done there: Property, Supply, Resources, Budget, Processes, and Supervision.

TIP: Job Objectives are NOT the same as Accomplishments/Assessments! The accomplishments are specific examples that demonstrate how you met your mission in this objective area.

JO/Accomplishment Hint: What kinds of accountability processes and measures did you implement for your organization?

Contributing Factor Benchmark Descriptors

Supervisor / Manager -- Pay Band 1

Contributing Factor: Technical Proficiency

Expected

- Applied basic knowledge and skills (with supervision)
- Used appropriate technology or tools
- Acquired, developed, and maintained job skills (as directed)
- Stayed up-to-date in professional/technical specialties
- Understood how work relates to organizations mission and values
- Used knowledge constructively to complete assignments

Enhanced (Additions at this level)

- Performed advanced tasks
- Minimal supervision
- Sought feedback
- Took initiative
- Improved technical knowledge and skills
- Self-directed development
- Increased own ability
- Contributed to mission
- Understood how factors affected organization; effectively used this knowledge
- Understood how factors affected organizations outside of one’s own; effectively used this knowledge

JOB OBJECTIVE 2

JO/ Accomplishment Hint:

Ask yourself:

What did you do to manage resources and budget for your organization this year?

What did you do that was above and beyond the regular scope of your duties?

Contributing Factor Benchmark Descriptors

Supervisor / Manager -- Pay Band 1

Contributing Factor: Resource Management

Expected	Enhanced (Additions at this level)
<p>Demonstrated basic knowledge of the resources available to accomplish own work</p> <p>Demonstrated basic knowledge of processes to acquire resources needed for own work</p> <p>Requested basic resources needed (with guidance) for own work</p> <p>Used resources in efficient manner</p> <p>Safeguarded against fraud, waste, and abuse</p> <p>Properly followed all workplace safety and security procedures</p>	<p>Took initiative</p> <p>Learned as much as possible about available resources</p> <p>Learned as much as possible about the process for acquiring resources</p> <p>Made suggestions for increasing efficiency in resource use</p>

Job Objective and Self-Assessment in PAA 3.0: RESOURCE MANAGEMENT/BUDGET

Character counts: Job Objective: 997; Self-Assessment: 1,179

PART G - JOB OBJECTIVES <i>(Duplicate this page for each job objective)</i>			Duplicate
JOB OBJECTIVE NO. 2	TITLE: Supervisory Supply Specialist	LAST MODIFIED ON: (YYYYMMDD)	
JOB OBJECTIVE (Limited to 1,000 characters)		WEIGHT:	%
<p>S: Resources managed effectively; operations are within budget. M: Operations are consistent with guidance related Operational Management Account (OMA) funds and the use of the Government Purchase Card (GPC) regulatory guidance and command guidance. Valued performance is reporting of less than a 2% loss of monthly reporting and 99.9% expenditure. Two GPC accounts are managed consistent with purchasing authority and no more than one semi-annual deficiency. Unfinanced Requirements are established for mission critical items. The monthly budget report of all expenditures is accurate, complete, and submitted within three days of beginning of each month. Provide timely, accurate advice to command of proper fund management and use of proper funds (OMA, IMA, CONOPS and UFR) to meet mission critical tasks with no cross-fund purchases. A: Ensure readiness with no waste, fraud, or abuse. R: Meet resource management objectives with available budget. T: As required to meet curriculum objectives.</p>			
CONTRIBUTING FACTORS:		RATING:	
<input type="checkbox"/> Technical Proficiency <input type="checkbox"/> Communication <input checked="" type="checkbox"/> Resource Management <input type="checkbox"/> Critical Thinking <input type="checkbox"/> Customer Focus <input type="checkbox"/> Leadership <input type="checkbox"/> Cooperation/Teamwork		OBJECTIVE RATING: (1 - 5) _____ CONTRIBUTING FACTOR IMPACT: (+1, -1, or 0) _____ ADJUSTED RATING: _____	
TYPE OF ASSESSMENT: <input type="checkbox"/> INTERIM REVIEW <input type="checkbox"/> ANNUAL ASSESSMENT (including early annual) OTHER: <input type="checkbox"/> CLOSEOUT <input type="checkbox"/> SPECIAL PURPOSE _____ of _____ _____ of _____			
EMPLOYEE SELF-ASSESSMENT (Limited to 2,000 characters)			
<p>INCREASED EFFICIENCY IN MONTHLY REPORTING.</p> <p>CONTEXT: I safeguarded against fraud, waste, and abuse through my management of all aspects of Resource Management/Budget programs in conformance with Operational Management Account (OMA) funds and the use of the Government Purchase Card (GPC) regulatory guidance and Command guidance. I advise Command and Cadre of proper fund management and use of proper funds (OMA, IMA, CONOPS, and UFR) to meet mission critical tasks.</p> <p>CHALLENGE: I manage all OMA funds assigned to the Army Soldier School by FORSCOM, totaling over \$244,000.</p> <p>ACTION: I made suggestions for increasing efficiency in resource management by establishing Monthly Budget reporting of all expenditures to Command with three days of beginning of each month to ensure no cross fund purchases.</p> <p>RESULTS: My suggestion was implemented with outstanding results; I exceeded the valued performance level of less than a 2% loss of monthly reporting to Command and 99.9% expenditure at End of Year; monthly loss is less than 1 percent. Additionally, I received an award in recognition of efficacy of my suggestion. Other Commands have asked to review my approach for possible adoption.</p>			

JOB OBJECTIVE 3

JO/ Accomplishment Hint:

What did you do to improve processes for you organization or office?

Contributing Factor Benchmark Descriptors

Supervisor / Manager -- Pay Band 1

Contributing Factor: Critical Thinking

Expected	Enhanced (Additions at this level)
Recognized obvious issues or problems (with guidance) Collected information from routine sources (with guidance) Basic understanding of issues Analyzed and integrated basic data (with guidance) Identified clear patterns or trends (with guidance) Drew reasonable and logical conclusions Solved situations (with guidance) Modified procedures (with guidance)	Independently recognized issues or problems Identified patterns and trends Took initiative Identified additional sources for data collection Made recommendations beyond immediate scope of responsibility Anticipated problems Suggested alternatives

Job Objective and Self-Assessment in PAA 3.0: PROCESS IMPROVEMENT

Character counts: Job Objective: 649; Self-Assessment: 1,113

PART G - JOB OBJECTIVES <i>(Duplicate this page for each job objective)</i>		Duplicate
JOB OBJECTIVE NO. 3	TITLE: Supervisory Supply Specialist	LAST MODIFIED ON: (YYYYMMDD)
JOB OBJECTIVE (Limited to 1,000 characters)		WEIGHT: %
<p>S: Processes continually reviewed to ensure maximum efficiency and effectiveness. M: Promote and develop a culture that encourages input from all levels to support continuous process improvement. Facilitate improvement initiatives that will equate to a 5% improvement relative to customer service, cost savings, and reduction of material waste annually. Focus on Warrior Leader Course, and Army Soldier School goals and objectives for improvement initiatives. Pilot at least one Lean Six Sigma project. A: Ensures readiness with effective use of available resources. R: Meet supply and material requirements as courses are planned. T: As indicated.</p>		
CONTRIBUTING FACTORS: <input type="checkbox"/> Technical Proficiency <input type="checkbox"/> Communication <input type="checkbox"/> Resource Management <input checked="" type="checkbox"/> Critical Thinking <input type="checkbox"/> Customer Focus <input type="checkbox"/> Leadership <input type="checkbox"/> Cooperation/Teamwork		RATING: OBJECTIVE RATING: (1 - 5) _____ CONTRIBUTING FACTOR IMPACT: (+1, -1, or 0) _____ ADJUSTED RATING: _____
TYPE OF ASSESSMENT: <input type="checkbox"/> INTERIM REVIEW of _____ <input type="checkbox"/> ANNUAL ASSESSMENT (including early annual) OTHER: <input type="checkbox"/> CLOSEOUT of _____ <input type="checkbox"/> SPECIAL PURPOSE		
EMPLOYEE SELF-ASSESSMENT (Limited to 2,000 characters)		
<p>DEVELOPED IMPROVED PROCESSES TO REDUCE COSTS AND SAVE RESOURCES.</p> <p>CONTEXT: I exceeded expectations in this JO by using Lean Six Sigma concepts to identify clear patterns or trends and opportunities for improvement. I also promote and develop an environment that encourages input from all levels to support continuous process improvement by seeking customer input on programs, researching best practices, and collaborating with colleagues.</p> <p>CHALLENGE: I focused on the Warrior Leader Course, as well as Army Soldier School goals and objectives; two programs where waste was the highest.</p> <p>ACTION: I used my research to identify viable, cost effective alternatives that led to process improvements; examples of recommendations I made include the establishment of metrics, implementation of cost saving measures such as switching from three ring binders to spiral binding (a solution which saved \$50,000 annually) and a process for better identifying and calculating the cost per course.</p> <p>RESULTS: All totaled, my initiatives resulted in cost savings of 5%; customer service response improved by 10%, exceeding expectations.</p>		

JOB OBJECTIVE 4

JO/ Accomplishment Hint:

What supervisory obstacles did you overcome this year? Those obstacles and how you met them could become your accomplishments.

Contributing Factor Benchmark Descriptors

Supervisor / Manager -- Pay Band 1	
Contributing Factor: Leadership	
Expected	Enhanced (Additions at this level)
<p>Translated projects into concrete work assignments for staff</p> <p>Effectively communicated goals and expectations</p> <p>Followed up to ensure tasks were completed efficiently and effectively</p> <p>Considered strengths of staff</p> <p>Considered developmental needs</p> <p>Provided timely and constructive feedback</p> <p>Encouraged and solicited employee input</p> <p>Developed others through motivation, mentoring, coaching, and instruction</p> <p>Created an environment that facilitates a high performing work unit</p> <p>Demonstrated a high standard of performance</p> <p>Demonstrated a high standard of ethical behavior</p> <p>Actively supported and adhered to Merit System principles</p> <p>Actively supported and adhered to all applicable personnel policies and regulations</p>	<p>Effectively sought out and capitalized on opportunities for the work unit to achieve significant results</p> <p>Helped staff develop new skills</p> <p>Encouraged staff to attempt more difficult tasks</p> <p>Encouraged staff to try new approaches</p>

After Job Objective and Self-Assessment in PAA 3.0: SUPERVISION

Character counts: Job Objective: 814; Self-Assessment: 1,178

PART G - JOB OBJECTIVES <i>(Duplicate this page for each job objective)</i>			Duplicate
JOB OBJECTIVE NO. 4	TITLE: Supervisory Supply Specialist	LAST MODIFIED ON: (YYYYMMDD)	
JOB OBJECTIVE (Limited to 1,000 characters)		WEIGHT:	%
<p>S: Leadership, direction, and supervision provided. M: Employees understand organizational mission and are motivated for success. Work planned, organized, and assigned based on organizational priorities; staff talents and developmental needs properly leveraged. Performance management conversations held consistent with NSPS tenets and requirements; employees understand their Job Objectives; employees held accountable for meeting JOs. Performance evaluations properly documented and completed on time. Employees coached; negative performance and behaviors appropriately and timely addressed. Merit principles, EEO, and diversity promoted and embodied in all actions. A: Motivated, coached, trained, mentored, and properly led employees to understand organizational goals and support the mission. R: N/A T: Continuous</p>			
CONTRIBUTING FACTORS:		RATING:	
<input type="checkbox"/> Technical Proficiency <input type="checkbox"/> Communication <input type="checkbox"/> Resource Management <input type="checkbox"/> Critical Thinking <input type="checkbox"/> Customer Focus <input checked="" type="checkbox"/> Leadership <input type="checkbox"/> Cooperation/Teamwork		OBJECTIVE RATING: (1 - 5) _____ CONTRIBUTING FACTOR IMPACT: (+1, -1, or 0) _____ ADJUSTED RATING: _____	
TYPE OF ASSESSMENT: <input type="checkbox"/> INTERIM REVIEW _____ of _____ <input type="checkbox"/> ANNUAL ASSESSMENT (including early annual) OTHER: <input type="checkbox"/> CLOSEOUT _____ of _____ <input type="checkbox"/> SPECIAL PURPOSE			
EMPLOYEE SELF-ASSESSMENT (Limited to 2,000 characters)			
<p>SUPERVISED AND TRAINED SOLDIERS TO SUPPORT SUPPLY SERVICES.</p> <p>CONTEXT: I supervised soldiers and additional sections, executing the full range of human resources (including performance management as outlined in DOD 1400.25-M, SC1940.5.7.4) and fiscal responsibilities in accordance with applicable regulations and established timelines.</p> <p>CHALLENGE: With the growth of the NCO Academy and additional training support services, my challenge of training rotating soldiers to support the supply services requires continual training, scheduling, and quality control to meet the NCO Academy staff and instructor requests.</p> <p>ACTION: I consistently adhere to merit principles. I successfully communicated my vision for the work unit and align performance expectations with organizational goals by facilitating a planning retreat at the beginning of the rating cycle. I maintain a safe work environment and promptly address allegations of noncompliance. The results of the safety audit performed by QA identified no significant safety concerns. I actively supported and adhered to all applicable personnel policies and regulations.</p> <p>RESULTS: I met expectations for this job element. In 2009, I trained and developed more than 45 soldiers to perform supply, purchasing, and inventory control services in our new automated system supporting the training of more than 750 Academy graduates.</p>			

Sample #5: MONICA REASONS

YN-0083-1

Supervisory Police Officer
Director, Emergency Operations Center

PART D – Relevant Organizational Mission/Strategic Goals

Mission: Tough, realistic, combined arms, joint, and coalition forces training for U.S. and allied military units in order to enhance unit readiness by sustaining training lands, range complexes, and support facilities capable of meeting all present and future training requirements.

PART E – Performance Indicators

Supervisors -- Pay Band 1

Performance Indicators

Level 3	Level 5
<p>With guidance, effectively achieved the stated objective.</p> <p>With guidance, organized and prioritized own tasks to deliver the objective, adjusting work plans and overcoming obstacles as necessary.</p> <p>As directed, translated project or team goals into objectives and work assignments for others; followed up to ensure tasks were completed effectively and in a timely manner.</p> <p>With guidance, achieved expected results by effectively carrying out all established supervisory responsibilities.</p> <p>As directed, maintained a productive, safe and harmonious workplace by responding promptly and effectively to employee misconduct, prohibited discrimination, harassment, deficient performance, etc.</p> <p>Demonstrated high standards of personal and professional conduct and represented the organization or work unit effectively.</p> <p>Ensured EEO policy statements are prominently posted in work areas.</p> <p>Required EEO-related employee training is completed, as directed.</p> <p>With guidance, demonstrated efforts to resolve allegations of discrimination and work place dissatisfactions at the lowest level.</p>	<p>Contributed business results beyond what was expected; results were far superior in quality, quantity, and/or impact to the stated objective.</p> <p>Supervisory contributions were exemplary and the results achieved went well beyond what was expected in terms of quality, quantity, timeliness and/or impact.</p> <p>Proactive and innovative in instituting measures to foster increased productivity, safety and harmonious relations within the workplace.</p> <p>Exhibited the highest standards of professionalism.</p> <p>Within defined parameters recognizes issues or problems and identifies patterns or trends with EEO and/or Affirmative Action implications.</p>

* **Keywords** used in the self-assessments are highlighted in blue.

PART F – Component Unique Information

The mission of the Emergency Operations Center (EOC) is to provide overall management and management support as well as command, control and communications for all district emergency and security activities.

PART G - Job Objectives, Contributing Factors, Assessments

JOB OBJECTIVE 1

Before Job Objective: MANAGE POLICE OPERATIONS AS SHIFT COMMANDER

Manage police patrol and desk sergeant operations. Effectively manage and direct responsive and proactive law enforcement operations through subordinate supervisors. Ensure response to non life-threatening calls for service (within cantonment area) occurs within 15 minutes of dispatch and response to life-threatening calls for service occurs within 5 minutes of dispatch with a success rate greater than 95% IAW CLS 77 SSP C. Provide on-scene and after action guidance to subordinate police supervisors and police officers. Coordinate with responding agencies and desk sergeant for additional situational requirements. Ensure subsequent investigations are conducted with a success rate greater than 90% IAW CLS 77 SSP D. Improve community satisfaction with a success rate greater than 85% IAW CLS 77 SSP A by reviewing and analyzing journals, dispatch and patrol logs, citations, security checks, and casework to account for accuracy, timeliness of response, and proper completion of documents.

Contributing Factor: Critical Thinking

Contributing Factor Benchmark Descriptors

Supervisor / Manager -- Pay Band 1	
Contributing Factor: Technical Proficiency	
Expected	Enhanced (Additions at this level)
<p>Applies substantive knowledge and skills (including use of appropriate technology or tools) to oversee a full range of assignments; seeks occasional guidance from more senior supervisors as appropriate.</p> <p>Acquires, develops, and maintains relevant skills through a variety of methods; stays up-to-date in relevant disciplines and applies this knowledge to improve own and work unit performance.</p> <p>Demonstrates an understanding of the organization's mission, functions, values, applicable policies and procedures, and internal and external factors that may affect the work unit; seeks out opportunities to use this knowledge constructively to contribute to organizational objectives and priorities.</p>	<p>Applies depth and breadth of knowledge to independently oversee complex or varied assignments at this level.</p> <p>Takes initiative to improve knowledge and skills through a variety of selfdirected development activities, resulting in an increased ability to contribute to the mission.</p> <p>Is frequently sought out by others because of depth and/or breadth of understanding of the organization and the internal and external factors that affect the work unit; seeks out and capitalizes on opportunities to use this knowledge to contribute to organizational goals and outcomes.</p>

JOB OBJECTIVE 2

Before Job Objective: SUPERVISES POLICE OPERATIONS AS PATROL SUPERVISOR

Supervise police patrol and desk sergeant operations. Effectively supervise and direct responsive and proactive law enforcement operations. Ensure response to non life-threatening calls for service (within cantonment area) occurs within 15 minutes of dispatch and response to life-threatening calls for service occurs within 5 minutes of dispatch with a success rate greater than 95% IAW CLS 77 SSP C. Provide on scene and after action guidance to police officers. Coordinate with responding agencies and desk sergeant for additional situational requirements. Ensure subsequent investigations are conducted with a success rate greater than 90% IAW CLS 77 SSP D. Improve community satisfaction with a success rate greater than 85% IAW CLS 77 SSP A by reviewing and analyzing journals, dispatch and patrol logs, citations, security checks, and casework to account for accuracy, timeliness of response, and proper completion of documents.

Contributing Factor Benchmark Descriptors

Supervisor / Manager -- Pay Band 1	
Contributing Factor: Critical Thinking	
Expected	Enhanced (Additions at this level)
<p>Effectively analyzes and integrates complex data to identify emerging patterns or trends; draws reasonable, logical conclusions.</p> <p>Identifies information necessary and appropriate to define and understand complex issues and collects the information from a variety of sources.</p> <p>Identifies and evaluates alternative solutions to complex problems or issues that affect the work unit.</p> <p>Makes sound and timely recommendations or decisions in a variety of complex situations; seeks supervisory assistance as necessary.</p> <p>Reviews the unit's current work processes and identifies innovative or creative ways to improve efficiency and/or effectiveness.</p>	<p>Rapidly and correctly identifies key issues or problems, even when subtle.</p> <p>Displays persistence in tracking down hard-to-find information.</p> <p>Makes effective recommendations for solving problems beyond immediate scope of responsibility.</p> <p>Makes sound and timely recommendations or decisions when circumstances are ambiguous or complete information is not available.</p> <p>Evaluates the impact of external events on current processes and develops creative and effective alternatives.</p>

Job Objective and Self-Assessment in PAA 3.0: LAW ENFORCEMENT TRAINING

Character counts: Job Objective: 646; Self-Assessment: 1,417

PART G - JOB OBJECTIVES <i>(Duplicate this page for each job objective)</i>			Duplicate
JOB OBJECTIVE NO. 2	TITLE: Supervisory Police Officer	LAST MODIFIED ON: (YYYYMMDD)	
JOB OBJECTIVE (Limited to 1,000 characters)		WEIGHT:	%
<p>S: Law enforcement training needs met. M: Law enforcement training needs assessed; gaps in current staff identified by 01/31. Plans to close training gaps developed and implemented by 03/31. Plan includes identification of required training, sources of training, resource requirements and projected dates for completion. Plan implementation monitored; outliers identified and addressed. Quarterly updates on training completion submitted to commander; exceptions documented. Research and recommend possible vendors to provide report writing training by 04/15. A: Ensure unit readiness. R: Assumes funding available for training. T: As indicated.</p>			
CONTRIBUTING FACTORS:		RATING:	
<input type="checkbox"/> Technical Proficiency <input type="checkbox"/> Communication <input type="checkbox"/> Resource Management <input checked="" type="checkbox"/> Critical Thinking <input type="checkbox"/> Customer Focus <input type="checkbox"/> Leadership <input type="checkbox"/> Cooperation/Teamwork		OBJECTIVE RATING: (1 - 5) _____ CONTRIBUTING FACTOR IMPACT: (+1, -1, or 0) _____ ADJUSTED RATING: _____	
TYPE OF ASSESSMENT: <input type="checkbox"/> INTERIM REVIEW <input type="checkbox"/> ANNUAL ASSESSMENT (including early annual) OTHER: <input type="checkbox"/> CLOSEOUT <input type="checkbox"/> SPECIAL PURPOSE _____ of _____ _____ of _____			
EMPLOYEE SELF-ASSESSMENT (Limited to 2,000 characters)			
<p>My ability to identify and implement ongoing training to successfully support department objectives allowed me to meet the standards of this job objective at the highest level.</p> <p>IDENTIFIED AND IMPLEMENTED TRAINING TO IMPROVE SERVICE RESPONSE TIMES.</p> <p>CONTEXT: As a Supervisory Police Officer, I am responsible for training all personnel to ensure that call response times (within containment area) meet established service level requirements.</p> <p>CHALLENGE: My challenge in this task was to identify any training needs and other issues required to ensure that my team met call time requirements.</p> <p>ACTION: To meet this goal, I analyzed barriers to meeting our response time requirements. In this analysis, I determined that additional training in specific areas would reduce wasted time as personnel would be fully briefed on the most effective and efficient methods of responding to emergency calls. Then, I identified the necessary training and other resources needed to resolve the most immediate barriers to timely emergency response. I then implemented this training and provided support to officers throughout the year to ensure that everyone received additional training in areas where response was weak.</p> <p>RESULTS: As a result of my efforts, we reached our goals of responding to non-emergency calls within 15 minutes 98% of the time and responded to emergency calls within five minutes 100% of the time IAW CLS 77 SSP C.</p>			

JOB OBJECTIVE 3

Before Job Objective: EXECUTES SUPERVISOR ADMINISTRATIVE RESPONSIBILITIES

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. Ensure EEO/EO principles are adhered to throughout the organization. Ensure continuing application of, and compliance with, applicable laws, regulations, and policies; promptly address allegations of prohibited discrimination, harassment, and retaliation.

Contributing Factor: Leadership

Contributing Factor Benchmark Descriptors

Supervisor / Manager -- Pay Band 1	
Contributing Factor: Leadership	
Expected	Enhanced (Additions at this level)
<p>With guidance translates project or work unit goals into concrete work assignments for staff; effectively communicates goals and expectations and follows up to ensure tasks are completed efficiently and effectively.</p> <p>Appropriately considers strengths and developmental needs of subordinates in assigning work.</p> <p><i>Provides timely and constructive feedback to staff, encouraging and soliciting employee input as appropriate, to improve work products and/or services and develop their skills.</i></p> <p>With guidance <i>develops others through motivation, mentoring, coaching, and instruction.</i></p> <p>Creates an environment that facilitates a high performing work unit and demonstrates a high standard of performance and ethical behavior.</p> <p>Actively supports and adheres to Merit System Principles, efforts to improve the representativeness, and all applicable personnel policies and regulations.</p>	<p>Effectively seeks out and capitalizes on opportunities for the work unit to achieve significant results that support work unit goals.</p> <p><i>Actively helps staff to develop new skills and competencies by encouraging them to attempt more difficult tasks and try new approaches.</i></p>

Appraisal period—the period of time in which an employee is rated. Under the NSPS, the appraisal period has been defined as October 1 through September 30.

Career group—classification of employees under the NSPS. The four career groups are: Standard, Scientific and Engineering, Medical, and Investigative and Protective Services. Within each career group, there are different pay schedules. More than 70% of positions covered by the NSPS are in the Standard Career Group.

CCAR—one format for writing effective self-assessments. CCAR is an acronym for Context, Challenge, Action, and Results. In order to be most effective, the R should relate to the measure in the job objective.

Contributing Factors—behavioral characteristics that discuss “how” the work was accomplished. There are seven DOD-wide contributing factors: technical proficiency, critical thinking, cooperation and teamwork, communication, customer focus, resource management, and leadership.

Contributing Factor Benchmarks—definitions of work behaviors for each contributing factor (technical proficiency, critical thinking, cooperation and teamwork, communication, customer focus, resource management, and leadership), as well as the expected and enhanced definitions for each contributing factor. The contributing factor benchmarks are standard across DOD; there are separate benchmarks for both supervisors and non-supervisors. Benchmarks are also different for different pay bands.

Interim review—a required discussion between the employee and supervisor that is documented and occurs mid-cycle in the appraisal period. Employees may prepare a self-assessment for their interim review. A rating is not given during the interim review.

Job objectives—major results expected from the employee during the appraisal period and how they will be measured. Those results must be related to the organization’s mission and goals. Job objectives can be weighted. Most employees will not have more than three to five job objectives. There is a required job objective on supervision for supervisors.

NSPS—National Security Personnel System; the human resources management system for non-bargaining unit covered GS employees in the Department of Defense (DOD). Employees at DOD are being brought under the NSPS in “spirals.” The NSPS focuses on accountability, flexibility, and results; it is a pay for performance system.

PAA—Performance Appraisal Application; the web-based tool that supports the NSPS performance planning and appraisal process. It is accessible to DOD employees through My Biz or My Workplace in the Defense Civilian Personnel Data System (DCPDS).

Pay bands—level of work within a particular pay schedule. Typically, pay band 1 is entry level, pay band 2 is the full performance level, and pay band 3 is the expert or senior level. Most positions fall into pay band 2.

Pay pool—a group of employees and managers who share in the money allocated for annual increases.

Pay pool manager—the leader of the pay pool panel members who makes the final decision on annual employee performance ratings, shares, and payout distribution.

Pay pool panel members—a group of supervisors or managers who are assigned responsibility to review all evaluations, ensure consistency of ratings, and determine pay pool members' annual rating, shares, and payout distribution.

Pay schedules—related pay bands for categories of employees within a single career group. The pay schedules are YA, YB, YC, YD, YE, YF, YG, YH, YI, YJ, YK, YL, YM, YN, AND YP.

Performance indicators—performance expectations at the valued performer (level 3) and role model (level 5) levels by pay schedule and pay band. The contributing factor benchmarks are standard across DOD.

Performance management—an ongoing, continuous process between the employee and supervisor which includes the setting of job objectives, consistent with the organization's mission, feedback, and discussions about employee performance relative to those job objectives, developmental needs and goals, an interim review, and annual appraisal.

Performance plan—document created by the employee and his or her supervisor at the beginning of each appraisal period; the performance plan identifies both job objectives and contributing factors and links to the organization's strategic mission and goals.

Rating—process by which an employee is given a score. First, each job objective is rated on a scale of 1 (unacceptable) to 5 (role model); level 3 (valued performer) indicates that the employee achieved their job objective, consistent with the level 3 performance indicator. Next, once the job objective is rated, then the contributing factor for that job objective is taken into account, consistent with the contributing factor benchmark description; contributing factors generally result in a +1, -1, or 0 impact on the job objective rating (although there are some exceptions). Finally, in order to determine the objective rating, the impact of that contributing factor is applied:

Job objective rating:	3
Contributing factor rating:	+1
Adjusted job objective rating:	4

Each job objective rating is adjusted for the contributing factor and then the adjusted ratings for each job objective are added together and divided by the number of job objectives. As a last step, the result (the rating of record) is rounded as follows:

Average Rating	Rating of Record
4.51 to 5.00	5
3.51 to 4.50	4
2.51 to 3.50	3
2.00 to 2.50	2
1 on any one objective	1

A rating of 5 is Role Model, level 4 is Exceeds Expectations, level 3 is Valued Performer, level 2 is Fair, and level 1 is Unacceptable.

Role model—level 5 performance rating under the NSPS; indicates that the employee far exceeded their job objective, consistent with the level 5 performance indicator.

Self-assessment—the employee’s report of achievements in meeting each job element. The self-assessment can be completed for the interim review, as well as for the annual appraisal.

SMART—one approach to creating effective job objectives. SMART, under the NSPS is Specific, Measurable, Aligned, Realistic, and Timed.

Unacceptable—a rating of 1 on one or more job objectives. A rating of 1 means that you failed to accomplish the objective; with a 1 rating on any single job objective, the whole rating becomes a 1. A positive contributing factor cannot raise a 1 on a job objective to a 2; likewise, a 2 on a job objective cannot be lowered to a 1 by the negative impact of a contributing factor.

Valued performer—level 3 performance rating under the NSPS; indicates that the employee has achieved his or her job objective, consistent with the level 3 performance indicator. It is anticipated that most employees covered by the NSPS will receive a valued performer rating.

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ABOUT THE DESIGNER

Paulina Chen

What do you get when you combine a love for teaching with a passion for writing and a penchant for design? You get a book editor and designer, which is where Paulina Chen has finally landed in her career.

Paulina's degree in Product Design from Stanford University gave her the solid technical and aesthetic fundamentals that she applies to her books. She started out designing computers but transitioned quickly to the federal government when she responded to an ad in the Washington Post and was hired by the U.S. Environmental Protection Agency. During her 10 years of public service as an Environmental Engineer, Paulina discovered an interest in writing and designing printed materials. She was certified by the USDA Graduate School in desktop publishing and completed her first book in 2002.



Just after completing this first book, Paulina met Kathryn when she came to Paulina's office at the EPA as a federal resume consultant. When Paulina expressed a desire to eventually become a freelance graphic designer, Kathryn noticed Paulina's ability to communicate complex information in a straightforward, easy-to-understand way and signed her on to design the interior pages for the first edition of *Ten Steps to a Federal Job*. Now with seven years under their belts, this long-standing team has successfully produced seven books, a number of them award-winning.

Paulina has helped The Resume Place, Inc. and other clients with writing and designing books, catalogs, logos, business cards, promotional materials, and websites. She can be reached at paulinachen@livingwaterdesigns.com.

ABOUT THE AUTHORS

Nancy H. Segal

Nancy H. Segal serves as an instructor and facilitator for government agencies and companies, conducting training on various human resources, EEO, management, and leadership topics including NSPS basics, developing effective job objectives, basic leadership skills, coaching, resume writing, EEO, FLSA, and basic federal HR for supervisors. She has been involved in developing and presenting NSPS training to Navy, Marine Corps, and other DOD personnel nationwide since Spiral 1.1.

Ms. Segal has taught courses entitled: NSPS for HR Practitioners, NSPS for Employees, NSPS for Supervisors, Writing Effective Self-Assessments, and Pay Pools. She has also served as a resource to employees, supervisors, and human resources specialists on the nuances of the NSPS, as well as the preparation of effective job objectives, measures, and self-assessments; her expertise is frequently sought after. In addition to her work with the NSPS, Nancy has consulted with federal agencies nationwide on the development of effective performance elements and standards using the SMART methodology, been a featured speaker on performance management, prepared resource materials on SMART objectives for employees and supervisors, and taught at more than a dozen federal agencies.

In addition to her training work, Nancy has worked for the Resume Place for the past three years. She is a Certified Federal Resume Writer and Certified Federal Job Search Trainer and has worked with hundreds of clients to help them create powerful resumes and Knowledge, Skills, and Abilities statements across all fields of work. Her track record of getting her clients referred is outstanding.

Ms. Segal served as the Regional Deputy Director and Advisor (Human Resources) for the Office of Thrift Supervision. In that capacity, Ms. Segal was

responsible for managing all human resources, training, and administrative programs for a seven state region. She also participated on numerous national working groups and task forces focusing on human resources and training issues. Ms. Segal created effective outplacement programs to assist employees who were affected by reductions in force. She created the Agency's first online recruitment materials, conducted an analysis of human resources activities, and helped prepare the Agency's Succession Plan.

Ms. Segal previously served as the Regional Personnel Officer for the Office of the Comptroller of the Currency, where she established the first decentralized personnel office in the Agency. In that capacity, she was responsible for hiring hundreds of employees, as well as the more day-to-day functions. During her tenure with OCC, Ms. Segal worked on numerous national task forces and had lead responsibility for developing and implementing the Agency's performance management program. Based on her performance, Ms. Segal was selected for the Agency's Executive Development Program.

Ms. Segal is the recipient of numerous honors and awards for her work. She is also the author of numerous articles and booklets for in-house publications. Her most recent article, "It's Not Just about the Paper—Interviewing for a Federal Job", appeared in the Winter 2008 issue of the *Career Planning and Adult Development Journal*. Ms. Segal is a Certified Federal Resume Writer, Certified Federal Job Search Trainer, and is Myers-Briggs Type Indicator qualified. She holds two master's degrees in Human and Labor Relations from Loyola University in Chicago and in Public Administration from American University in Washington, D.C. Her undergraduate degree is in history from Goucher College in Towson, MD.



ABOUT THE AUTHORS



Kathryn K. Troutman

Kathryn K. Troutman is the founder and president of The Resume Place, Inc., a service business located in Baltimore, MD, specializing in writing and designing professional federal and private-sector resumes, as well as coaching and education in the federal hiring process. For over 30 years, Ms. Troutman has managed a professional writing and consulting practice, a publishing and federal career training business, and a team of certified federal resume writers. The Resume Place currently assists hundreds of federal, military, and private industry clients worldwide per month.

Internationally recognized as the “Federal Resume Guru” by federal jobseekers and human resources specialists, Ms. Troutman created the format and name for the new “federal resume” that became the industry standard when the SF-171 form was eliminated in 1995. She outlined her pioneering design and is the author of *The Federal Resume Guidebook*, now in its 4th printing.

Ms. Troutman is an in-demand, government-contract career trainer, who has trained thousands of federal employees in writing federal resumes, KSAs, Resumix, USAJOBS, and Quickhire resumes for more than 200 federal agencies in the United States and Europe. Her federal career training courses and publications are listed on the GSA Schedule for government agency purchase.

Ms. Troutman created the Certified Federal Job Search Trainer program—the first federal career train-the-trainer program ever—to instruct federal and military career counselors in the federal hiring process. The course is based on her award-winning and popular book, *Ten Steps to a Federal Job*™. Since 2002, more than 350 career counselors and workshop leaders have been licensed to teach the Ten Steps™ curriculum. In addition, the 62 U.S. Navy Fleet and Family Support Centers worldwide

teach this program to separating and retiring military personnel and family members as part of the Transition Assistance Program (TAP). The U.S. Air Force, Coast Guard, and Army military transition centers use the Ten Steps *Jobseeker’s Guide*™ to help military personnel write federal resumes for submission to Resumix databases. Recently, Ms. Troutman modified her successful Ten Steps™ training program to address the needs of University career counselors nationwide, and offers the Certified Federal Career Counselor program.

Ms. Troutman’s additional federal career publications include the award-winning *The Student’s Federal Career Guide* and *Military to Federal Career Guide*, used in every Navy and Marine Corps base, and most Air Force career transition centers in the world.

A dynamic radio, TV, and online guest, Ms. Troutman answers questions about federal careers, resume writing, and job search techniques. She has been quoted and published hundreds of times on the topic of federal resume writing and job search through syndicated news articles by Joyce Lain Kennedy and numerous career columnists. She is a frequent guest on www.washingtonpost.com’s Federal Diary Live On-Line and www.federalnewsradio.com. Ms. Troutman is a member of Career Master’s Institute, Professional Resume Writing Association, National Resume Writer’s Association, Publisher’s Marketing Association, and the Association of Women’s Business Owners.

Her popular website, www.resume-place.com, receives tens of thousands of visitors per month, and provides online tools to assist jobseekers worldwide.

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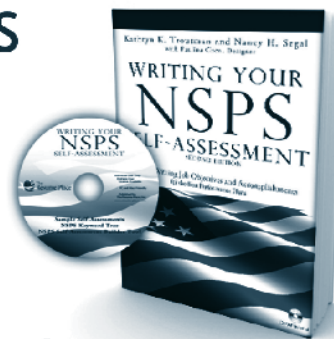
WRITING YOUR NSPS SELF-ASSESSMENT



2ND EDITION

NSPS eBook Contents

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