

Southwestern Division CPAC

# Developing TAPES Senior System Performance Plan<sub>(s)</sub>

Employees will have written performance plans that are based on organizational mission and goals and that reflect the types of duties and responsibilities in their position descriptions

# Components of the Senior System Performance Plan

1. Position description
2. **Objectives** (performance expectations)
3. Performance Standards

## Performance Objective - Definition

“A major goal or related short-term goals to be achieved during the current rating period that contribute to mission accomplishment.”

## What is a Performance Objective?

A description of what you, the rater, “expect” the employee to accomplish or provide by the end of the rating cycle

# Performance Objectives

- A **critical** element under TAPES
  - “should be of such significance that failure to make satisfactory progress or complete the objective or group of objectives for reasons within the employee’s control, could result in the employee’s removal from the position.” (AR 690-400 Chapter 4302)
- Provide the basis for measurement
  - Include milestones, timeframes, allocated resources, legal/regulatory compliance requirements and other measurable aspects *to supplement the DA generic performance standards*

# Performance Objectives

## Objectives should:

- Reflect duties in the PD
- Clearly define expectations
- Linked to Organization's mission/goals
- Be realistic and attainable

# Performance Objectives

## Benefits of Job Objectives:

- Increase awareness & promotes understanding about
  - *what is important in organization*
  - *what is expected of employee*
- Guide to assess employee's *progress* in meeting Objectives
- Basis for determining employee's performance *rating* at end of rating cycle

# Components of the Senior System Performance Plan

1. Position description
2. Objectives (performance expectations)
3. **Performance Standards**

# DA Performance Standards

- **All Positions**

1. Technical Competence
2. Adaptability/Initiative
3. Working Relationships/Communications
4. Responsibility/Dependability

- **Additional 2 for Employees with Supervisory Duties**

5. Supervision/Leadership Action
6. Equal Employment Opportunity/Affirmative Action

# DA Performance Standards

## PART V - PERFORMANCE STANDARDS - SENIOR SYSTEM CIVILIAN POSITIONS

To derive Objectives ratings, apply the applicable performance standards below; the standards are written at the SUCCESS level, e.g., Ratee, in most cases:

**TECHNICAL COMPETENCE.** Exhibits technical knowledge, skills, and abilities to get desired results within established time frames and with the appropriate level of supervision. Sets and meets realistic milestones. Establishes priorities that reflect mission and organizational needs. Plans so that adequate resources are available. Makes prompt and sound decisions.

**INNOVATION/INITIATIVE.** Develops and implements or suggests better ways of doing business--methods, equipment, processes, resources. Seeks/accepts developmental opportunities. Serves on professional/technical committees, writes technical papers, joins professional societies to enhance personal knowledge and advance state-of-the-art of profession.

**RESPONSIBILITY/ACCOUNTABILITY.** Uses resources prudently and for intended purposes. Complies with DA emphasis programs, e.g., EEO/AA, safety/security, internal control, inventory management, quality assurance, personnel management, contract awards to small business concerns. Supports and encourages Total Army Quality (TAQ) approaches, e.g., team effort, continuous process/product improvement and customer satisfaction. Takes responsibility for personal errors, takes or proposes timely/adequate corrective measures. Establishes personal performance objectives that are challenging and reflect mission needs.

**WORKING RELATIONSHIPS.** Is an effective team player. Works well with group and others to get the job done. Exhibits a customer care attitude; e.g., shows respect to others; is courteous and seeks acceptable compromise in areas of difference.

**COMMUNICATION.** Provides or exchanges accurate/complete oral and written ideas and information in a timely manner. Listens effectively so that resultant actions show understanding of what was said. Coordinates so that all relevant individuals and functions are included in/informed of decisions and actions.

### FOR SUPERVISORY POSITIONS ONLY:

#### **ORGANIZATIONAL MANAGEMENT AND LEADERSHIP.**

Provides vision and communicates mission and organizational goals to all subordinates. Sets standard/leads by example. Implements/complies with appropriate DA emphasis programs. Secures/allocates/manages resources for effectiveness and efficiency. Takes timely and appropriate personnel actions. Develops subordinates through mentoring, counseling, providing challenging training and work assignments and timely performance evaluations. Recruits and retains high quality people by creating a positive environment that offers challenge and growth.

#### **EQUAL EMPLOYMENT OPPORTUNITY/AFFIRMATIVE ACTION**

*(EEO/AA).* Applies EEO principles to all aspects of personnel management *(e.g., hiring, training, work assignments/schedules, discipline, counseling and awards).* As appropriate, takes immediate corrective action if sexual harassment or other discriminatory/unfair treatment is observed, reported or suspected. Provides leadership and emphasis to the execution of the Affirmative Employment Plan. Participates in EEO/AA activities and encourages subordinates to do so.

## DA Performance Standards

Performance Standards can be used alone *or* in conjunction with any additional measurements you include in the Objective.

## Why include additional measurement in the Objective?

- The pre-printed DA Performance Standards alone may not specifically identify what is required for SUCCESS.
- Objectives should include or make reference *specific* measurement criteria.

## WHY SUPPLEMENT? - Example:

### Performance Standard: TECHNICAL COMPETENCE

Exhibits technical knowledge, skills and abilities to get desired results within established time frames and with the appropriate level of supervision. Sets and meets realistic milestones. Establishes priorities that reflect mission and organizational needs. Plans so that adequate resources are available. Makes prompt and sound decisions.

**DA Performance Standard may not identify what SUCCESS is.**

## Creating Objectives - Overview of Process

- 1. Identify Major Work Categories**
2. Convert work categories into Objectives (with tangible results)
3. Include Performance criteria

## Identifying Major Work Categories

What major duties is employee responsible for during rating cycle ?

### **Use Position Description**

- Look at Major Duty descriptions

# Position Description

PD#: HB04127

Replaces PD#:

Sequence#: VARIES

## CIVIL ENGINEER

GS-0810-11

Servicing CPAC: COE, FORT WORTH, TX

Agency: VARIES

Army Command: VARIES

Command Code: VARIES

Region: SOUTHWEST

Citation 1: OPM PCS CIVIL ENGR SERIES, GS-810, JUN 66

Citation 2: OPM JFS PROFESSIONAL WORK ENGINEERING & ARCHITECTURE GROUP, NOV 2008

PD Library PD: NO

COREDOC PD: NO

Classified By: MARY THOMAS

Classified Date: 08/09/1995

FLSA: EXEMPT

Drug Test Required: VARIES

DCIPS PD: NO

Career Program: 18

Financial Disclosure Required: NO

Acquisition Position: NO

Functional Code:

Requires Access to Firearms: VARIES

Interdisciplinary: NO

Competitive Area: VARIES

Position Sensitivity: VARIES

Security Access: VARIES

## MAJOR DUTIES

1. **Performs civil engineering studies, analyses and design** of complex features of civil works projects. Tasks include planning and design efforts to develop project sites, align floodways and navigation channels, construct detention levees and containment areas for the placement of hydraulically-dredged material, develop landscapes, provide erosion protection, construct roadways, construct earthen structures, develop excavation plans for the installation of structures and utilities, relocate utilities, enhance the environment, and to insure functionality and congruity with other project features including structures. Develops and helps determine project criteria; conducts field investigations, requests surveys, researches historical records, maps and other documents to obtain design data; and compiles the information to design features that will satisfy the project requirements. Refers to design guidance found in Technical Manuals (TMs), Engineering Manuals (EMs), Engineering Technical Letters (ETLs), and other engineering design publications to ensure that designs are adequate, practical, and meet Corps of Engineers standards. Calculates the quantity of material needed to construct project features for cost analyses. Conducts during-construction and post-construction inspections and advises field personnel of considerations that went into the design of project features to ensure that features are properly constructed.

55%

2. **Prepares portions of study reports, design memoranda, and contract plans and specifications** for civil engineering features of civil works projects. Develops design features for inclusion into the construction drawings and oversees the preparation of the drawings by drafting personnel. **Converts design work in Computer-Aided Design (CAD) drawings to finished drawing format.** Researches and tests design software to insure they meet the section's need and researches computer hardware that will enhance CADD and GIS applications. Writes technical reports for planning studies and writes the technical specifications for construction and environmental cleanup projects. Selects the appropriate guide specifications for various features of the work and adapts them to project-specific requirements. Drafts new specifications to cover the use of material, construction processes and design features when no guide specifications exist. Writes addenda for project specifications and contract modifications as may be required. Coordinates the preparation of the construction plans and specifications with disciplines in other Sections and Branches.

40%

### **Major Duties for Civil Engineer**

1. Civil Engineering studies, analyses and design
2. Study reports, design memos and contract plan reporting

## Creating Objectives - Overview of Process

1. Identify Major Work Categories
2. **Convert** work categories **into Objectives** (with tangible results)
3. Include Performance criteria

## Convert Major Work Categories to Outcomes

For each major work category, describe what you expect employee to achieve:

- What is important for employee to accomplish?
- What would a finished work product or what would a finished outcome for this work category look like?

# Convert Major Work Categories to Outcomes

1. Civil Engineering studies, analyses and design
  - Complete and submit studies, analyses and designs
  - Produce engineering products

This is what you have determined to be important for employee to accomplish by the end of the rating cycle for this work category.

# Objective should clearly **describe**:

- The **RESULT** of the employee's work
  - What you expect as a *result* of the employee accomplishing the work
  - It should not describe the tasks required to obtain the result
- Should allow you to differentiate between the 4 levels of performance (Excellence, Success, Needs Improvement, Fails)

# Convert Major Work Categories to Outcomes

## Civil Engineering Studies, Analyses and Designs

- Complete and submit studies, analyses and designs
- Produce engineering products

1) Engineering studies, analyses and/or designs are completed and submitted.

**Tasks (how)**



**Outcome or Result (what)**



- Develops and helps determine project criteria
- Conducts field investigations, requests surveys, researches historical records, maps and other documents to obtain design data
- Compiles the information to design features that will satisfy the project requirements
- Refers to design guidance found in Technical Manuals (TMs), Engineering Manuals (EMs), Engineering Technical Letters (ETLs), and other engineering design publications
- Calculates the quantity of material needed to construct project features for cost analyses.

# Convert Major Work Categories to Outcomes

## Study Reports, Design Memos, Contract Plan Reporting

-Produce and provide report products

2) Study reports memorandums and contract plans and specifications are prepared and submitted

**Tasks (how)**



**Outcome or Result (what)**



- Selects the appropriate guide specifications for various features of the work and adapts them to project-specific requirements.
- Drafts new specifications to cover the use of material, construction processes and design features when no guide specifications exist.
- Writes addenda for project specifications and contract modifications as may be required.
- Coordinates the preparation of the construction plans and specifications with disciplines in other Sections and Branches.

# Major Work Categories Converted to Outcomes

Work Categories with Desired Outcomes or Results added

## **Civil Engineering Studies, Analyses and Designs**

1) Engineering studies, analyses and/or designs are completed and submitted.

## **Study Reports, Design Memos, Contract Plan Reporting**

2) Study reports memorandums and contract plans and specifications are prepared and submitted

## Sub-Objectives: Example

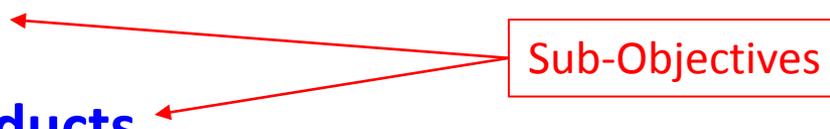
Using Sub-Objectives to further define employee expectations

### Civil Engineering Studies, Analyses and Designs

1) Engineering studies, analyses and/or designs are completed and submitted.

- **Develop design features**
- **Produce engineering products**

Sub-Objectives



## Creating Objectives - Overview of Process

1. Identify Major Work Categories
2. Convert work categories into Objectives (with tangible results)
3. Include **Performance criteria**

## Creating Objectives – Adding Performance Criteria

Specific Outcomes required

How it will be measured

Mission alignment

Relevant / Reasonable

Timeframes for completion

## Include Performance criteria: Measurement

Result of employee's work should be:

- Measurable
- Observable
- Verifiable

You can include regulations, manuals, procedures and/or guidelines as measurement criteria

## Include Performance criteria: Measurement

- Select measurements carefully
- Make sure to use the right measurement:
  - Must reflect what you consider important for employee to accomplish
  - Measure what is most important for success
    - Don't measure quantity if **quality** is what matters most
    - Is **timeliness** more important than **quantity** or **quality**?

## Include Performance criteria: Measurement

Measurement does not have to be numeric

- Can be:
  - Objective (according to SOP's, Reg's)
  - Subjective (how good)
  - Quantitative or Qualitative

(As long as you and employee understand the metric)

## **\*Avoid using “absolute” standards**

For example:

“.....must be completed within 7 days”

This makes it difficult to assign a rating level higher than “success”

\*Unless death, injury, breach of security, or great monetary loss could result from a single failure to meet the performance standard.

## Measurement: Example

### **Civil Engineering Studies, Analyses and Designs**

1) Complete assigned engineering studies, analyses or designs in accordance with PMP criteria, established schedules or milestones and funding allocations so that there are no significant project delays or funding overruns.

### **Study Reports, Design Memos, Contract Plan Reporting**

2) Produce study reports, design memoranda, or contract plans and specifications in accordance with Team Lead instructions and applicable USACE technical manual guidelines. Written products will be clear and comprehensive so that the Team Lead and your customers understand them and they require few minor revisions or rewrites.

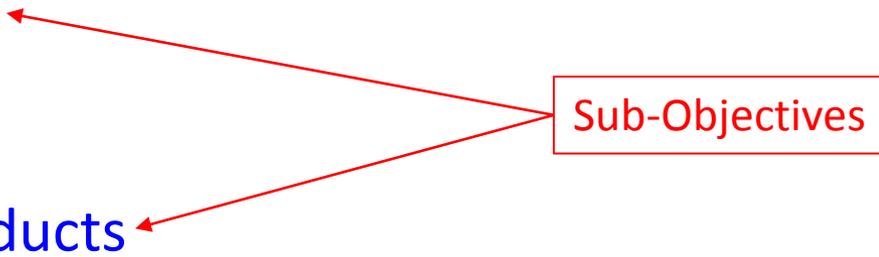
# Using Sub-Objectives: Example

## Civil Engineering Studies, Analyses and Designs

1) Complete assigned engineering studies, analyses or designs in accordance with PMP criteria, established schedules or milestones and funding allocations so that there are no significant project delays or funding overruns.

- Develop design features

Sub-Objectives



- Produce engineering products

## Sub-Objectives – Measurement: Example

### Civil Engineering Studies, Analyses and Designs

1) Complete assigned engineering studies, analyses or designs in accordance with PMP criteria, established schedules or milestones and funding allocations so that there are no significant project delays or funding overruns.

- **Develop design features** consistent with project requirements and engineering design publications.

**Individual Performance Standards** (they supplement Generic Standards)

- **Produce engineering products** that are adequate, practical and meet USACE engineering standards and guidelines requiring few returns due to technical errors, missing or incorrect data or documentation, or minor misinterpretation of project or engineering requirements.

# Measurement: Example

## **Civil Engineering Studies, Analyses and Designs**

1) Complete assigned engineering studies, analyses or designs in accordance with PMP criteria, established schedules or milestones and funding allocations so that there are no significant project delays or funding overruns.

- **Develop design features** consistent with project requirements and engineering design publications.
- **Produce engineering products** that are adequate, practical and meet USACE engineering standards and guidelines requiring few returns due to technical errors, missing or incorrect data or documentation, or minor misinterpretation of project or engineering requirements.

## **Study Reports, Design Memos, Contract Plan Reporting**

2) Produce study reports, design memoranda, or contract plans and specifications in accordance with Team Lead instructions and applicable USACE technical manual guidelines. Written products will be clear and comprehensive so that the Team Lead or your customers understand them and they require few minor revisions or rewrites.

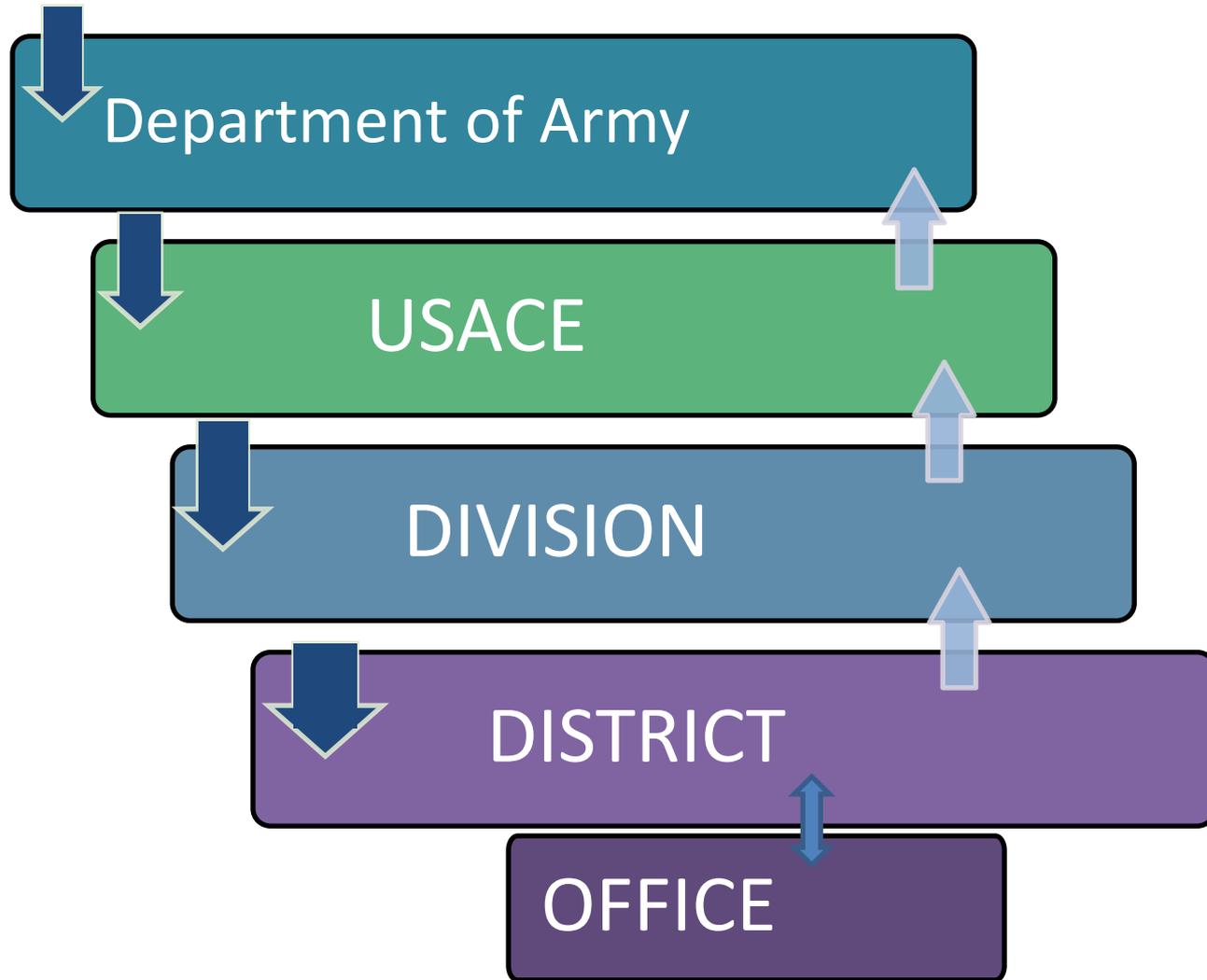
The RESULT achieved should add value to the organization.

Ensure that the results of your employee's work supports *your* objectives and the mission goals of your section, branch, project office, district, division, etc..

# Include Performance criteria: Mission Alignment

Strategic Plans

Organization Mission



## **Objective should link:**

What the employee does (results they achieve) *and* how it supports the mission

# Objectives Aligned with District Mission - Example

All objectives are aligned with the District Mission *“to provide for the timely completion of safe, cost effective and technically accurate engineering structures at dams, levees and lake sites”*.

## **Civil Engineering Studies, Analyses and Designs**

1) Complete assigned engineering studies, analyses or designs in accordance with PMP criteria, established schedules or milestones and funding allocations so that there are no significant project delays or funding overruns.

- **Develop design features** consistent with project requirements and engineering design publications.
- **Produce engineering products** that are adequate, practical and meet USACE engineering standards and guidelines requiring few returns due to technical errors, missing or incorrect data or documentation, or minor misinterpretation of project or engineering requirements.

## **Study Reports, Design Memos, Contract Plan Reporting**

2) Produce study reports, design memoranda, or contract plans and specifications in accordance with Team Lead instructions and applicable USACE technical manual guidelines. Written products will be clear and comprehensive so that the Team Lead or your customers understand them and they require few minor revisions or rewrites.

## Objectives Aligned with USACE/SWD IPLAN - Example

**“IPLAN Goal 4:** Build and cultivate a competent, disciplined, and resilient team equipped to deliver high quality solutions.

**SWD Action 4a.2:** Increase use of in-house resources to produce technical products in the areas identified by the COP.

To the extent practicable, increase the in-house executed fraction of studies and designs related to the following types of work:

**CIVIL WORKS:** Dam- and levee-related studies, inspections, and reports; Dam- and levee-related designs for new construction and rehabilitation projects; Civil Works Cost engineering for studies, design and construction; Bridge analyses, studies, inspections and reports.”

# Include Performance Criteria: Realistic - Example

## **Objectives are realistic because the work consists of:**

Conducting field investigations, using surveys, researching historical records, maps and other documents to obtain data, using technical manuals, engineering manuals, engineering technical letters and other publications, etc..

**Accomplish with: Resources? / Personnel? / Time?**

### **Civil Engineering Studies, Analyses and Designs**

1) Complete assigned engineering studies, analyses or designs in accordance with PMP criteria, established schedules or milestones and funding allocations so that there are no significant project delays or funding overruns.

- Develop design features consistent with project requirements and engineering design publications.
- Produce engineering products that are adequate, practical and meet USACE engineering standards and guidelines requiring few returns due to technical errors, missing or incorrect data or documentation, or minor misinterpretation of project or engineering requirements.

### **Study Reports, Design Memos, Contract Plan Reporting**

2) Produce study reports, design memoranda, or contract plans and specifications in accordance with Team Lead instructions and applicable USACE technical manual guidelines. Written products will be clear and comprehensive so that the Team Lead or your customers understand them and they require few minor revisions or rewrites.

# Include Performance Criteria: Relevant - Example

## **Objectives *are* relevant because the work assists of:**

Developing project sites, aligning floodways and navigation channels, constructing detention levees and containment areas for the placement of hydraulically-dredged material, developing landscapes, providing erosion protection, constructing roadways, constructing earthen structures, developing excavation plans for the installation of structures and utilities, relocating utilities, enhancing the environment, and insuring functionality and congruity with other project features including structures.

## **Important to Organization? Important to employee?**

### **Civil Engineering Studies, Analyses and Designs**

1) Complete assigned engineering studies, analyses or designs in accordance with PMP criteria, established schedules or milestones and funding allocations so that there are no significant project delays or funding overruns.

- Develop design features consistent with project requirements and engineering design publications.
- Produce engineering products that are adequate, practical and meet USACE engineering standards and guidelines requiring few returns due to technical errors, missing or incorrect data or documentation, or minor misinterpretation of project or engineering requirements.

### **Study Reports, Design Memos, Contract Plan Reporting**

2) Produce study reports, design memoranda, or contract plans and specifications in accordance with Team Lead instructions and applicable USACE technical manual guidelines. Written products will be clear and comprehensive so that the Team Lead or your customers understand them and they require few minor revisions or rewrites.

## Include Performance Criteria: Specific

Let employees know what specific **RESULT** you expect them to deliver.

- Specific as to the final Result or Outcome
- You should be able to answer the question:
  - Has the Objective been achieved?

# Include Performance Criteria: Specific

**Objectives are specific as to the Result or Outcome wanted.**

## **Civil Engineering Studies, Analyses and Designs**

1) **Complete assigned engineering studies, analyses or designs** in accordance with PMP criteria, established schedules or milestones and funding allocations so that there are no significant project delays or funding overruns.

- Develop design features consistent with project requirements and engineering design publications.
- Produce engineering products that are adequate, practical and meet USACE engineering standards and guidelines requiring few returns due to technical errors, missing or incorrect data **or documentation, or minor misinterpretation of project or engineering requirements.**

## **Study Reports, Design Memos, Contract Plan Reporting**

2) **Produce study reports, design memoranda, or contract plans and specifications** in accordance with Team Lead instructions and applicable USACE technical manual guidelines. Written products will be clear and comprehensive so that the Team Lead or your customers understand them and they require few minor revisions or rewrites.

**Will be able to answer: Has objective been achieved?**

# Include Performance criteria: Timeframe

**Objectives make reference to timeframes required.**

## **Civil Engineering Studies, Analyses and Designs**

1) Complete assigned engineering studies, analyses or designs in accordance with PMP criteria, **established schedules or milestones** and funding allocations so that there are no significant project delays or funding overruns.

- Develop design features consistent with project requirements and engineering design publications.
- Produce engineering products that are adequate, practical and meet USACE engineering standards and guidelines requiring few returns due to technical errors, missing or incorrect data or documentation, or minor misinterpretation of project or engineering requirements.

## **Study Reports, Design Memos, Contract Plan Reporting**

2) Produce study reports, design memoranda, or contract plans and specifications in accordance with Team Lead instructions **and deadlines** and applicable USACE technical manual guidelines. Written products will be clear and comprehensive so that the Team Lead or your customers understand them and they require few minor revisions or rewrites.

**Let employee know when you want the result: Major milestones, due dates, time spans, etc.**

## Include Performance criteria - Pitfalls

Writing objectives for individuals who do not have *repetitive work* or have responsibilities that are primarily *knowledge-based* are more difficult to accomplish.

**Keep in mind:** The criteria included in the Objective (specificity, alignment, measures, timeframe, etc...) are only *one* part of the *performance management equation*.

Other elements include:

- **Generic Performance Standards** (supplemented by Individual Performance Standards)
- Initial supervisory-employee **discussion** to determine the specific expectations
- Ongoing supervisory-employee **communication** about the expectations

## When writing Job Objectives

- Describe them at the “Success” level

## Sub-Objectives

If you use sub-objectives, what priority will you place on your employee's sub-objectives?

Sub-Objectives *can* be weighted.

## Weighting Sub-Objectives

- Weighting gives more emphasis or priority to one sub-objective over another.
  - What portion of Major Work Category is more important during the rating period?
  - Where do you want employee to place emphasis?
- Weights can have an **effect** on the overall **rating** of an individual objective
  - The greater the emphasis placed, the greater the effect it has on the overall rating for that objective and possibly on the summary (overall performance) rating.

## Sub-Objectives: Example - 1

### **Civil Engineering Studies, Analyses and Designs**

1) Complete assigned engineering studies, analyses or designs in accordance with PMP criteria, established schedules or milestones and funding allocations so that there are no significant project delays or funding overruns.

- 50% • **Develop design features** consistent with project requirements and engineering design publications.
- 50% • **Produce engineering products** that are adequate, practical and meet USACE engineering standards and guidelines requiring few returns due to technical errors, missing or incorrect data or documentation, or minor misinterpretation of project or engineering requirements.

## Sub-Objectives: Example - 2

### **Civil Engineering Studies, Analyses and Designs**

1) Complete assigned engineering studies, analyses or designs in accordance with PMP criteria, established schedules or milestones and funding allocations so that there are no significant project delays or funding overruns.

- \*75% • **Develop design features** consistent with project requirements and engineering design publications.
- 25% • **Produce engineering products** that are adequate, practical and meet USACE engineering standards and guidelines requiring few returns due to technical errors, missing or incorrect data or documentation, or minor misinterpretation of project or engineering requirements.

\*This Sub-Objective will have a greater affect on the overall Objective rating

## Review – Identify Major Work Categories

- 1. Civil Engineering Studies, Analyses and Designs**
- 2. Study Reports, Design Memos, Contract Plan Reporting**

# Review

## Convert Major Work Categories to Outcomes

### **Civil Engineering Studies, Analyses and Designs**

1) **Engineering studies, analyses and/or designs are completed and submitted.**

- **Develop design features**
- **Produce engineering products**

### **Study Reports, Design Memos, Contract Plan Reporting**

2) **Study reports memorandums and contract plans and specifications are prepared and submitted.**

# Review – Include Performance Criteria

## Civil Engineering Studies, Analyses and Designs

1) **Complete assigned engineering studies, analyses or designs** in accordance with PMP criteria, **established schedules or milestones** and funding allocations so that there are **no significant project delays or funding overruns**.

- **Develop design features** consistent with project requirements and engineering design publications.
- **Produce engineering products** that are adequate, practical and **meet USACE engineering standards and guidelines** requiring few returns due to technical errors, missing or incorrect data or documentation, or minor misinterpretation of project or engineering requirements.

## Study Reports, Design Memos, Contract Plan Reporting

2) **Produce study reports, design memoranda, or contract plans and specifications** in accordance with **Team Lead instructions** and **applicable USACE technical manual guidelines**. Written products will be clear and comprehensive so that the **Team Lead or your customers understand them** and they **require few minor revisions or rewrites**.

**Specific** , **Measurement**, **Timeframes**, Realistic, Relevant , Aligned with Mission

# Review - Final Objectives

1) **Complete assigned engineering studies, analyses or designs** in accordance with PMP criteria, established schedules or milestones and funding allocations so that there are no significant project delays or funding overruns.

- **Develop design features** consistent with project requirements and engineering design publications.
- **Produce engineering products** that are adequate, practical and meet USACE engineering standards and guidelines requiring few returns due to technical errors, missing or incorrect data or documentation, or minor misinterpretation of project or engineering requirements.

2) **Produce study reports, design memoranda, or contract plans and specifications** in accordance with Team Lead instructions and applicable USACE technical manual guidelines. Written products will be clear and comprehensive so that the Team Lead or your customers understand them and they require few minor revisions or rewrites.

# Adjusting Performance Objectives

## During the Rating Period:

- Keep objectives accurate
- Objectives may be adjusted (modified, added, deleted) as needed during the performance cycle
  - New objectives may be added due to reassignment, promotion, additional duties/responsibilities or change in org mission/focus
  - Consider impact of weighting of existing objectives when adding or adjusting objectives
- You ***must*** discuss with employee **if changed or adjusted**
- Employee must be able to accomplish within the time remaining in the rating period

## Evaluating Performance Objectives Checklist

1. Are objectives clearly aligned to org mission/goals?
2. Are job objectives vague?
3. Is the outcome or result clearly identified?
4. Is the objective measurable, quantifiable or verifiable?
5. Are job objectives too complex or unnecessarily long?
6. Does each job objective have a timeline?
7. Do the job objectives emphasize appropriate aspects of the work (substantial & significant duties) ?
8. Are there too many or too few objectives

# Performance Objectives

## Should answer these questions:

- What does employee need to achieve?
- For what purpose are they doing it?
- How will achieving the objective help the org?
- By when must it be completed?
- How will I know if the employee is successful?

## Conversation with Employee

Initial conversation to go over your expectations for the rating cycle is critically important to employees' understanding of:

- The Performance Plan and what you expect of them
  - Performance
  - Behavior
- How they will be evaluated
- How their work relates to mission goals

**Questions?**