



October 2, 2009

MANAGERS, HUMAN RESOURCES (AREA)

SUBJECT: Objective Setting Discussions and Behavioral Objectives

With the FY2010 objective setting process about to begin, I would like to take this opportunity to remind everyone of how the objective setting process should be conducted and targets should be set for the pre-determined behavioral core requirement objectives.

The objective setting process involves an interactive process and discussion during which the evaluator and employee discuss and select the individual core requirements, clarify expectations, and come to an understanding of the targeted outcomes. While this is typically done during a one-on-one discussion, this discussion can be conducted via email, teleconference, etc. In this case, evaluators must afford the employee the opportunity to discuss the core requirements individually. Core requirements must never be mandated to all employees with no opportunity for the interactive discussion.

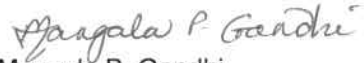
When defining target outcomes, remember they should be challenging. At the contributor level, the level of performance should be based on "plan," which is set above the performance achieved over the same period last year. This level of performance forms the basis upon which to measure achievement of "stretch" targets (high contributor) and "breakthrough" targets (exceptional contributor). Only by setting true "stretch" and "breakthrough" targets can we achieve organizational success.

EAS postmasters have specific pre-determined behavioral core requirements that were agreed upon through the consultative process with management organizations. These objectives were developed with pre-determined performance expectations and targets that measure an employee's performance. No numeric targets are assigned to these core requirements. Evaluators must not establish arbitrary targets or measurements to replace or support those that have already been defined; nor should additional core requirements be incorporated into this behavioral objective.

Field EAS also have a pre-determined behavioral core requirement in the communications core requirement. This objective must be handled in the same manner as the behavioral core requirement of the EAS Postmasters.

I am asking you to ensure our field evaluators have a clear understanding of the objective setting process, setting proper targets, and proper use of the pre-determined behavioral objective core requirements.

If you have any questions or concerns, please do not hesitate to contact me at (202) 268-3793, or Robin McLarney, Manager, Performance Evaluation Programs at (202) 268-3951.



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Selection, Evaluation, and Recognition