CROSS SERVICE IPT ON MISSION OBJECTIVES

UNITED STATES DEPARTMENT OF
DEFENSE

DDI **DEVELOPMENT DIMENSIONS INTERNATIONAL**

Presented by
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Agenda

- Terminology

- Developing SMART Objectives

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Terminology

- Parts of an objective:
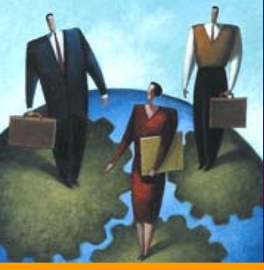 - Measure
  - Target
  - Timeframe

- Example:
  - Improve Government Travel Card Program pay delinquency rate by .5% over last year by end of 4th Quarter this year

  Measure →

  Target

  Timeframe

- Tracking Source

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Developing Objectives/ Performance Standards

- Find measures for the job – the indicators of success

- Transform the measures into SMART objectives

- Identify tracking sources

- Align to higher level goals

- Confirm that the objectives represent ≥80% of the job

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Finding the Measures

- Ask these questions:
  - Ultimately, why does this job exist? What value does it provide?
  - If you couldn't be observed in action, how would someone know the job was performed successfully (or unsuccessfully)? What tangible outcomes would there be?

- Consider the group you lead, because your objectives must represent the group as a whole

- Brainstorm as complete a list as possible, then winnow it down to the most critical lead & lag indicators

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Categories of Measures

- Quality

- Quantity (or Productivity)

- Cost

- Human Reaction

Measures can be focused on:

- – Outcomes/results

- – Outputs/deliverables

Air Force Example

- Serves as Chairman on the Executive Resources Board & develops the strategy, policies, & plans governing the development of all AF civilian professionals. Guide all efforts to achieve diversity in the civilian workforce, Air Force–wide

- Exercise fiduciary oversight of the $3.4B HAF portfolio. Co-Chair of the HAF Board & oversee the development on the $3.4B HAF Program/Budget to achieve Top-4 objectives

- Oversee operation of the AF Rapid Capability Office to deliver enhanced warfighter capabilities to field commanders

- Chair the Joint Cross Service Functional Group, in support of the FY 05 BRAC process, responsible for analysis of Headquarters & Support Activities

- Oversee fielding of an Enterprise Information Management System for Headquarters Air Force & integrate all communications & information management functions across the Headquarters

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Navy Example

- Conduct monthly program reviews on Strategic Sourcing efforts with Navy/United States Marine Corps.

- Use Mission Criticality Assessment Process (MCAP) to classify a minimum of 30% of Inherently Governmental/Commercial Activity (IG/CA) functions.

- Reconcile budget in Base Realignment & Closure (BRAC) to ensure 100% obligation of funds by mid-September 2005.

- Issue policy on Agency Tender Official (ATO) duties/market research standards.

- Establish partnership with Professional Services Council & conduct quarterly meetings.
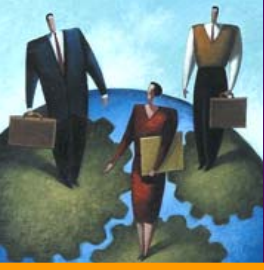
Transform Each Measure Into a SMART Objective

- Add a target/performance standard – focus on this year

- Add a timeframe – focus on this year

- Start with an action verb:
    - Increase
    - Complete
    - Conduct
    - Attain
    - Achieve
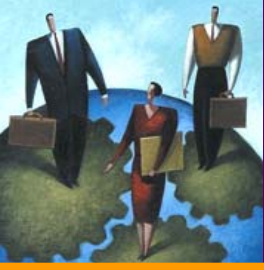
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Challenging Situations

- Projects that haven't been scoped (no deliverables or timeframes exist)

- Jobs where highly trained individuals apply their professional judgment to complex situations (e.g., lawyers)

- Jobs that have never been measured before (e.g., staff functions)

- When there are a lot of intervening variables between the job & the ultimate goal (e.g., human resources)

THANK YOU…