



December 2, 2008

MANAGERS, HUMAN RESOURCES (AREA)

SUBJECT: Objective Setting Discussions and Behavioral Objectives

We are receiving an increased amount of feedback from the field concerning the objective setting process, specifically, how it was conducted and concerns that numeric targets are being 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 also afford the employee the opportunity to discuss the core requirements individually. Core requirements should never be mandated to all employees with no opportunity for the interactive discussion.

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 that of 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 and that pre-determined behavioral objective core requirements are being used appropriately. Evaluators need to review how the objective setting process was conducted, review their employees' current behavioral objectives and, if necessary, make corrections.

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

A handwritten signature in cursive script that reads "Mangala P. Gandhi".

Mangala P. Gandhi  
Manager  
Selection, Evaluation, and Recognition