



**DEPARTMENT OF DEFENSE
EDUCATION ACTIVITY
4040 NORTH FAIRFAX DRIVE
ARLINGTON, VA 22203-1635**

JAN 24 2008

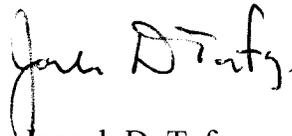
**MEMORANDUM FOR SUPERVISORS OF NATIONAL SECURITY PERSONNEL
SYSTEM (NSPS) EMPLOYEES**

SUBJECT: Supervisory Job Objective

Under NSPS, performance management is a priority for supervisors, managers, and employees at all levels. The success of leaders must be linked to the performance of subordinate supervisors and employees and full execution of performance management and pay-for-performance responsibilities. Accordingly, all supervisors in DoDEA who supervise NSPS employee must have a performance objective that addresses this supervisory responsibility.

In addition to applicable Agency policies and regulations, DoDEA has established a standardized "DoDEA Supervisory Objective" and "Performance Expectations for Supervisors" which encompass the full range of supervisory competencies required for successful and effective leadership. All supervisors who are covered under NSPS must use the attached DoDEA Supervisory Objective, in conjunction with DoDEA's Performance Expectations for Supervisors, in their performance plan. Rating Officials of supervisors will ensure "leadership" is marked as a contributing factor in the supervisory job objective. Other contributing factors should be applied as appropriate to the position and level of supervision.

Questions on the use of the supervisory objective should be addressed to Ms. Rita Terhaar, DoDEA NSPS Program Manager, at extension 703-588-3993.


Joseph D. Tafoya
Director

Attachments:
DoDEA Supervisory Objective
Performance Expectations for Supervisors

DoDEA Supervisory Objective

In support of the DoDEA goal of highest student achievement, execute the full range of financial and business operations management and human resource responsibilities in accordance with established timelines, agency policies, and applicable regulations (including DoD 1400.25-M, Subchapter 1940.4.4 and DoDD 1440.1). Translate agency vision so that subordinates understand and align performance expectations to organizational goals and DoDEA's Community Strategic Plan. Adhere to merit principles and Equal Employment Opportunity in compliance with applicable laws, regulations, and policies governing prohibited personnel practices. Address allegations of prohibited discrimination, harassment, and retaliation in accordance with agency policies and regulatory guidelines

DoDEA PERFORMANCE EXPECTATIONS FOR SUPERVISORS

a.	Compliance (Business Acumen, Leading people, Results Driven)
	Exercises ethical and responsible stewardship of all financial, business, human, information, time and material resources. Manages financial resources and workforce based on organizational goals, internal management controls, and budget limitations. Administers all resources in a manner that models integrity, instills trust, and accomplishes the mission. Ensures compliance with applicable policies that addresses responsible resource stewardship and accountability for taxpayer dollars. Safeguards against fraud, waste, and abuse.
b.	Performance management (Leading People, Leading Change, Results Driven)
	Serves as a positive agent for changes in the organizational structural alignment, climate, and/or operational processes. Establishes organizational goal and objectives that align to DoDEA's mission and Community Strategic Plan (CSP). Provides timely performance feedback, meets deadlines for accomplishing required reviews and makes sound rating recommendations. Modifies objectives as appropriate and provides on-going performance feedback to employees. Demonstrates concern for employees' welfare and safety by ensuring a safe work environment and promptly addressing potentially hazardous or unhealthy work situations.
c.	Strategic management (Leading Change, Leading people)
	Develops a vision and mission statement consistent with organizational goals and DoDEA's CSP. Translate broad organizational goals into concrete objectives, plans, priorities, and assignments so that subordinates may effectively contribute and link their performance to the Agency's overall mission.
d.	Communication and Environment management (Leading people, Building Coalitions)
	Develops and maintains an environment that is marked by respect for others, that values inclusiveness and builds workforce diversity, and that fosters cooperation and teamwork. Manages conflict and disputes. Promotes collaboration and teamwork. Negotiates effectively and builds consensus. Effectively communicates in informal and formal contexts. Demonstrates presentation and marketing skills. Establishes credibility and expertise with individuals, groups and senior officials.
e.	Change management (Leading Change, Results Driven)
	Displays a high level of initiative, effort and commitment to sound business practices. Supports continuous improvement. Fosters acceptance of organizational change and the initiatives that contribute to such change. Ensures change-related information flows to subordinates by participating in or maintaining awareness of ongoing initiatives. Keeps current on emerging concepts and supports professional development.
f.	Other position requirements.¹
Optional	

¹ Rating Officials may include additional expectations as necessary in this space.