**SMART Standards**

The following SMART Standards were created by USAF Supervisor Course (USAF SC) 16D students as part of their course requirements. These standards met the instructors’ definition of “Good” based on the SMART criteria of Specific, Measurable, Achievable, Relevant, and Timely.

**GOOD: (Writing is clear and specific including time boundaries and accountability markers)**

By the end of the quarter (time), we will streamline review of all draft publications to ensure formatting and content (specific) complies with guidance outlines AFI 33-360 (measurable) in order to reduce governance review and coordination by 20% (realistic and achievable).

SMART goal: Conduct appraisal feedback individually with each employee no later than April 30 (S, M, A, R, T). Include at least the following topics in the discussion (A,R): (1) positive and negative feedback (if any) on performance; (2) assigned subject matter and workload levels and, from the employee end, any needs/desires/changes that person would like to see; (3) anything they expect from me as a supervisor that isn’t happening; (4) anything that I can assist them with to help them (a) be more effective in their job; and/or (b) with any other issues that may be negatively affecting them. (S) Capture the performance-related feedback on appraisal form as advisable (M, A, R), and inform the boss as to any information from the sessions that he should know to better lead the group or address any individual situations that he is more suited to address (A,R). Complete the latter two steps by May 15. (T)

Specific - Reduce flight clearance review time... Measurable - ...from 5 days to 3 days... review time tracked via Electronic Flight Clearance Tool A - There are enough knowledgeable engineers to identify alternate reviewers R - Currently, reviewers do not take all 5 days to complete review, so 3 days is realistic. T - Prior to June 2016

By the end of fiscal year 2016 (T), ensure that all survey and drafting equipment is in working order by conducting a monthly check (S, A, R) using the department's quality assurance standards (M) and reporting all issues to supervisor.

Provide quarterly status reviews of each of my employees progress (S). Set dates and times (T) for each and discuss challenges and recommendations they have that could help improve office procedures (M). Provide feedback to each employee that will allow them to continue refining their own strengths and weaknesses (A). In doing so, I hope to create a higher overall office morale (R). Train, evaluate and check off my two employees, who were converted from Army to AF PD’s, on their 10 essential core tasks by 1 April, 2017 IAW Defense Information School standards. S – Train two employees on GS-7 1035 core tasks who have converted from Army to AF PDs, so that they can successfully M- Yes- using the PD approved checklist. A- Yes. The office has the resources and materials, and I have the experience / ability to “check off” employee tasks. R- Yes, One year is the expected time for completion from the PA career team. T- Yes, 12 months. End date.

Complete the transfer of all vehicle historical records from paper to digital (Specific). At a minimum scan no less than 25 records per month using three digital scanners in office (Measure). This will facilitate the process of moving into the new system for tracking maintenance on vehicles (Measure). All records will be filed in accordance to AFI 24-302, Figure 7.1. Sample Electronic Vehicle Record File Plan (Measure) no later than 1 December (Time).

Specific: Meet with each of my employees over the next 90 days to individually to discuss their development, where they fit in or where they would like to fit in on the team, general expectations, team direction/goals, or any concerns/issues employees may have. Measurable: Document discussion and team issues or concerns. Achievable: Employees are all local, will set up individual meetings in my office. Realistic: As Supervisor I can request meeting. Timed: Over the next 90 Days all meetings will be complete and documented.

By 30 Sept 2016, (T & A) our office will reach our goal (S) of awarding (A) 70% (M & S) of all dollars spent to small businesses by ensuring all market research reports are thorough and our acquisition planning has considered/eliminated any barriers per AFI XX-XXX (R) which would prevent small business participation in our acquisitions.

Establish an engagement program with proponent public affairs/journalism organizations in the military or academia to support information sharing between JPASE and the organizations (Specific) Identify target organizations, develop a contact plan by 15 May and establish introductions (measurable) by 15 Jun (time) with at least two orgs - one military and one academic. (Realistic/Achievable)

S: Ensure everyone on team (16 personnel) are trained on Source Selections. M: Track who and when each person has received training. A: Ensure everyone is able to put time aside for the training. R: Employees will be trained within their current skill abilities. Make adjustments as necessary. T: All employees should be proficiently trained to the standard identified in Source Selection Handbook by the end of April.

Hold discussions with each employee to discern their Individual Development Plan (IDP) and goals (S) on at least a quarterly basis (T). This review process will include encouraging completion of grade appropriate Professional Military Education to gauge employee interest; focus on specific training classes needed for the individuals career development; and provide challenging job assignments to allow for achievable and realistic on-the-job training opportunities (A/R/M) that aligns accomplishments/results (A/R) with specific mission goals/objectives for my program office (provide Advisory and Administrative Support Services across Air Force Life Cycle Management Center) (A/R).

Provide the scientists and engineers in the Aerospace Systems Autonomous Control Branch the direction and autonomy needed to solve difficult problems & test innovative methods and solutions by reducing their overhead tasking’s and inefficiencies by 10% before December 2016 (time); removing at least 3-4 unnecessary items of paperwork (measure), finding alternate resources/manpower for financial and programmatic concerns (specific).

Reduce direct scheduled work order completion time (specific) over the next quarter (timed) by 20% (specific and realistic) relative to the previous quarter (measurable) through enhanced scheduling that factors for location of requested work and transit times (achievable and realistic

The Plumbing shop will flow-test fire hydrants on Robins AFB in accordance with NFPA 25(Specific). This will entail a testing of approx. 175 hydrants or 20% of the 875 on the base (measurable). The manpower dedicated to this task will be 2 workers, 8 hours per day. (Achievable and Realistic) This tasking will be completed by 31 May 2016, allowing for in climate weather and other emergencies. (Time)

Beginning in May 2016, (S) provide feedback (both orally and also in a follow-up email) (M) to employees on a (T) (A) monthly basis on individual performance at least 8 months (R) out of the calendar year and (S) provide career development tools/tips/suggestions in staff meeting to employees (T) (A) quarterly for at least (R) 3 quarters out of the calendar year.

SMART Goal; Transfer 95% of completed 2015 manpower studies from Analyst desk tops to the AFRC-MET share drive by 31 Dec 2016. M; Transfer files by populating the share drive folders which correspond to the 5 study phases and ensure all phase documents/records are included. A; The share drive has enough space and there is a template for the phase folders. R; Transfer all studies you were assigned during CY 2015 per the MET study schedule. T; Transfer all 2015 files before 31 Dec 16.

Specific: Provides a detailed description of the intended result Reduce the number of DSORS by 25% Measurable: Lists standards by which progress against the goals is to be gauged. Total # 235 25% = 59 DSORs. Achievable: Shows feasibility of the goal for the issue—Yes. Realistic: Is within the employee’s or team’s authority and resources—Yes. Timed: Provides a firm definition of the time required for completion with specified start and end dates—By Dec 31 2016,

S – Specific: Regarding Workload Assignment, I will assign all Purchase Request (PR) workload within an average of 3 business days or less of receipt of the notification email. M – Measurable: I will count and track the number of business days via the dates on the emails and in the ABSS system by PR number. A – Achievable: This goal is achievable as I have the resources (myself and time) available and access to the proper systems. R – Realistic: Assigning workload within 3 days is realistic as that is the standard for the PEACE Team to assign workload. It is comparable. T – Timed: This 3-month assessment period will begin 18 Apr 2016 and end 18 July 2016.

Beginning 18 Apr 16, I will meet with each member of my flight once a month to provide feedback on their analysis and production (S). Utilizing the active listening and feedback techniques I learned in week one of my USAF supervisor course to help correct deficiencies, reward good habits, and learn more about the work my people have prioritized in their production plans. Notes from each of these five feedback sessions will be copied and recorded into their performance rating journals and also sent to the individual analysts for referral no less than two working days after the discussion (M) (T). The notes will also be used during their end of year performance reviews that will be completed by 16 Sep 16. (M) (T).

By the end of next quarter we will improve QC scores by 20%. This will be validated by scheduled annual evaluations of personnel performance, resulting in a zero percent failure rate.

Draft a long term assessment concerning Turkey’s interest in Iraq completed by May 01, 2016 (T) (R). Apply all source analysis, ensure the assessment is coordinated, and published using analytic integrity standards and organizational requirements. Final draft should follow classification guidelines and have less than 10 grammatical errors. (M) The assessment should be at minimum one page and answer our organizations requirements. (S)

Team will complete identification, evaluation, and publication 90% of all data received by the reporting and evaluation branch within 90 days of date of receipt. Specific: Complete identification, evaluation, and publication Measurable: 90% of all data Achievable: Typically averages 60 days (+/- 30 days) Realistic: Evaluations and reporting branch Time: 90 days

Expand upon metrics tracking for US Staffing by ensuring our access database has expanded capabilities for both internal and external customers. Completion date by 30 September 2016.

S= Create a DAV 81 tracker for personnel deployment planning purposes. M= The tracker will be updated daily or as the member return giving real time information A = Key Leaders will be able to use the data for future operation team planning and management of personal. R= Create a share drive location and provide access key leaders to access the information to streamline communications. T= The tracker should be built and available for use starting 15 April and updated daily.

Starting 18 April 16, I will read each of my employees PD and have a one on one to review the PD with each individual (S). I will accomplish this task within 30 days (T). During my review of the PD and the one on one conversation I will align organizational goals with the PD requirements (A) and assist the employee with setting personal/professional goals which feed into both the PD and organizational goals (R). We will meet again in 6 months to see what has been where each individual is in the steps to reaching his or her goal (M).

S – Increase base population participation in each of SAAPM event held by the installation by 5%. M – I will compare participant data from this each of this year’s events and count participation in each of next years and look for numbers to increase. A – Utilizing the feedback garnered from participants in this year’s events, Vas and opening the floor to suggestions, I believe it is an achievable goal. R – Yes. Events are free and generally get full support from command. With proper planning (starting brainstorming earlier in the year, more publicity for events, and positive recommendations from current years events, I believe it to be a realistic goal. T – SAAPM runs every April so I will have a full year to strategize and enlist help and feedback producing qualitative results by May 2017.

Starting 2 May 16, I will develop three people from my team to become alternate Government Inspectors for our top 3 service contracts (S). Utilizing existing AF training methods and on-hand information (A, R), I intend for the team’s upgrade training to be complete by 31 Oct 16 (T). The goal is measurable through knowledge checks every 30 days, leading to formal assignment as an alternate Government Inspector to a contract (M).

Prior to May 1st, design a training plan to implement for the 2 new employees in my section. Training will cover financial system application, specific job duties and how their duties help accomplish our program objectives (S). I will observe as they perform their duties and QC work. Their ability to assume more tasks will be monitored as well as accuracy of work. Feedback discussions will be had as necessary (M). Will allow 2 months to assume respective job duties (A) but will provide assistance up until August (R). End result is seamless transition of financial management duties before I depart my position in August (T).

S) Starting 1 May 16 develop a continuity book for the Equipment sections Industrial waste water pickup program. M) Including a lesson plan on required safe operation of equipment, points of contacts and waste water safety guidelines per AFI XX-XXX. A) Provide section personnel with continuity binder, measure ability to safely pickup up and dispose of industrial waste water with minimal supervision. R) Section personnel come and go so always having to rely on newly assigned personnel to complete task. T) Will have plan completed by 31 Jun 16.

Create a folder on our common directory to store information on awards such as type, requirements, and deadlines, providing employees with necessary information to submit a justification for an award they believe they are eligible for. The goal is to increase the number of eligible employees being considered for awards by 10%. (S) A spread sheet of the information will be maintained, allowing presentation of succinct information (names and justification) to the branch/division levels as decisions are made on who will go forward as the nominee. Nominations, at all levels, will be tracked on this spreadsheet to provide success metrics. (M) The award folder will be updated monthly or more frequently, if required, with an email going out to the employees announcing new information is posted. (A, R) Award submission deadlines will go on the branch tasker tracker as a reminder, insuring timely submissions. The entire process will start on 9 May 2016 and be assessed monthly and at at the one year point. (T)

(S) Starting Apr 2016, manage a team that will develop and deploy a web-based workflow management system for the command and its subordinate units to use for submitting and tracking information requests. (A) The team will begin by developing the beta system and test it to ensure it will keep track of request status and serve as an electronic central repository for easy retrieval of previously approved products. (R) After successful testing, the team will deploy the system on a classified server ensuring it complies with appropriate information assurance accreditation requirements. (M) Success will be measured by solicited and unsolicited feedback from end-users on the timeliness, relevance, ease of use and impact of the system. (T) This project will be accomplished by the beginning of the new fiscal year starting 1 October 2016.

Within the next 30 days, develop a comprehensive monthly training plan for victim advocate team in order to assist them in obtaining 16 hours of continuing education units annually (S). Establish a 2-hr training workshop for each month. Two hours of CEUs will be awarded for advocate attendance at each monthly workshop. Monitor attendance and provide feedback to advocates so they have a clear picture of where they are in obtaining required hours (M). Collaborate with base and local agencies to offer training on various topics to aid in the development of the advocate corps (A). Offer training twice per month at different times to accommodate various work schedules (R). Implement and announce training schedule to advocates by 1 Jun (T).

Beginning April 15th, 2016, (S) establish guidelines that will help develop each individual’s (IDP). (M) The plan will either be through ETMS or another system but will focus on personal and professional growth per the AF Civilian Development continuum. (A)(R) This will be accomplished by personal conversations with individuals establishing goals to be attained and then developing a plan to reach said goals. (T) Each individual will have at least one goal entered into their IDP by April 28th, 2016.

Update the Data Acquisition System (DAS) Academics briefs for all three platforms taught to incoming TPS students; F-16s, T-38s and C-12s by December 1st 2016. Updates will include the latest information from current Instructions regarding special instrumentation installed on all aircraft, current capabilities, parameter lists as well as current contact information for further assistance and anomalies reporting. This material will be presented during the DAS Academics lectures held in January and August of every calendar year.

Starting 18 April 2016, create an office tasking spreadsheet for the A-10 Planning Group which consists of 18 people that includes: Primary Duties, Secondary Duties, and which Lead is assigned to which individual (S). Working with the Planning Group Leads, I will develop 3-4 primary work assignments, 2 secondary work assignments to ensure all tasks/areas of the Planning Group responsibilities are being covered and that everyone has a back-up covered through secondary assignments (M). The leads and I will begin working on this immediately and work on this together to complete the tasking by 26 Apr 16 with daily status checks to supervisor (M) (T).

Beginning on April 18 I will ask each employee to choose an additional analysis skill that they would like to develop so that they can take on a wider variety of tasks, such as static strength, finite element, crack growth, fatigue, computational fluid dynamics, buckling/crippling, lugs, etc. (S) Ensure that they accomplish this self-directed training using our existing training materials as well as working with the current subject matter experts in our group for their chosen skill. I will assign projects related to each individual’s skill and use the resulting engineering report to measure progress and final competency. (M) Since this will need to be done along with current workload tasks, I will set a completion time of 4 months. (T)

S) Train to AFI 36-XXX standard at least 2 employees in the Shipping & Receiving area of the laundry plant to ensure there will be coverage in the event that the current employee that works there permanently is out sick or on vacation. M) Each trainee will work side by side, one at a time, with the current employee for a period of 2 weeks. They will be given an SOP of the area and a handbook with helpful hints. The current employee will report to the supervisor with weekly progress reports unless an issue needs to be addressed sooner. After each of the two have trained for their 2 weeks, they will alternate for a period of 6 months as to retain the information. A) Although this is a harder job, employees will be chosen by the supervisor who have the capability to succeed. After the first week, if the employee does not feel capable, they do not have to continue with the training and a new employee will be selected. R) T) This training will go on for 6 months for employees to gain experience but they should be trained well enough to do the job solo in 2 weeks’ time.

At the beginning of the quarter, review and update all 20 civilian supervisor employee work folders (SEWF) within the plans flight. Check for compliance and folder completeness per the USAF Supervisors Handbook using the cover sheets for every folder as a checklist. (S) The folders should contain six parts to include: AF Form 971, position descriptions, training and safety records, personnel actions, performance appraisals, and miscellaneous documents. Any document that meets the disposition instructions located in part six will be removed and properly destroyed. (M) By the last day of the quarter all sections will be populated with relevant and applicable documents to properly conduct midterm reviews this September. (T)

Starting 1-May-16 (T) Develop a standardized 6S system to be utilized in all working bays within my building. By creating specific “shadows” for all shop equipment and consumable carts and regulating the amount of materials to be in a bay at any given time (S). The outcome of this will be to streamline both housekeeping and clean-up procedures that will result in optimally 98% of FOD related write-ups being abolished and increased “hands on jet” production time by 30 minutes "direct time" (M). Also by training all employees on this procedure in an AL-CALL style briefing, training time should be minimalized to a few 2 hour hands on sessions (R,A), and I should be able to have it Implemented no later than 1-Oct-16. (T)

Create a consolidated Systems Administrator SA training binder (SM) for newly assigned and temporary SA’s assigned to the section. This will be accomplished by collecting and reviewing the training documents, already available (A), into a single binder. (R) This will be accomplished by 1 June 2016 (T) and reviewed by the new SA to ensure all required tasks are covered.

Develop and implement a MS SharePoint tracking system for equipment accountability and to enable customers to submit checkout requests electronically beginning 18 April and have ready to implement no later than 15 May. (S/T) Update information about MS SharePoint 2013; format site; inventory equipment to reflect current on-hand stock.(R) This will more accurately service our customers and help the office track what equipment is being requested the most.(M/A)

Beginning (S) 10 May 2016, I will complete (S, M, A) 5 (of 63) observations and corrective actions required to address the 63 MICT deficiencies identified during my last self-inspection. Each observation will include appropriate (M) actions and a reasonable time line required resolve and prevent the deficiency from re-occurring. Some corrective actions may need to be postponed should dependencies be identified. Processes will be documented, implemented and (R) re-evaluate to determine effectiveness. (A) Feedback will be requested from servicing organizations to determine if we are meeting requirements. Target completion date for resolving all deficiencies is (T, R) 31 May 2017.

Starting 1 May Jan 16 (T), Create a status briefing for System Design that includes: candidate overview, current status, estimated time remaining, projected milestone compliance, recent changes, and help needed (S). The briefing will be updated every week by each assigned engineer and there will be a chart for every change request document (M). The briefing will be ready for use by 1 June 2016 (T).

Maintain a 95% on-time evaluation and decoration rate (S) in CY16 (T) for my division utilizing the commander support staff’s (CSS) tracking system (M). “On-time” will be defined as meeting the initial CSS suspense date (A) (M) (R) and evaluation/decoration status will be updated and briefed by CSS weekly at squadron staff meetings (T).

Provide Financial Management Training, consisting of 20 financial classes, to eight Resource Advisors from Regions across the United States at the CAP-USAF Headquarters on Maxwell AFB, AL. (S) Prepare/organize all training slides utilizing Microsoft PowerPoint, coordinate all students’ TDY orders for arrival and reserve/set up the conference room to conduct training. (M) Deliver the FM Training package to the students the week of 14-16 June 2016. (T)

Quarterly Employee Job Performance Feedback: (S) Provide quarterly one-on-one primary job performance feedback sessions with all subordinates. (M) Subordinates performance will be measured against Core Personnel Document, 618 AOC Operations and Planning policies. Sessions will be documented and maintained by the supervisor and a copy provided to the subordinate, per AFI 36-XXX. (A) Reinforces standards and desired behaviors. (R) Schedule meetings in advance to allow the supervisor and subordinate to prepare. (T) At least once per quarter.

By 1 April (T), 90% of college degree nomination applications will be processed (S). The total number of possible graduates will be evenly distributed amongst the education counselors, who will submit their portion of the assigned students (A, R). The overall possible graduate list will be pulled weekly up until the 1 April deadline to verify progress until the task is completed (M).

By 31 March 2017 (T), perform a minimum of one scheduled (outlook) (M) feedback session per month (M) with all 5 employees to verify individual training plans (ITPs) and performance plan (PP) goals are on track and make adjustments as needed on their ITPs and PPs. By 30 June 2016 (T), as a team develop a live training course schedule and budget to meet 95% or greater (M) of the employee training requirements for FY2017.

S - Lead Flight Managers to develop Aircrew Departure Papers (ADP) for assigned missions in accordance with 618 Air Operations Center (AOC) instructions and operating procedures,

M - Using 618 AOC Operating Instructions and Flight Management procedures,

A - Enabling 100% Air Mobility Command mission completion through timely processing and accuracy of ADP documents.

R - Utilizing existing AOC Command and Control staff and Flight Management tools,

T – Completing scheduled work no later than four hours prior to mission Estimate Departure Time and during the assigned shift work period.

S: Redesign one of the programs I have in my portfolio

M: Progress will be gauged by number of request received from our customer base; creating a targeted goal on number of requests from the field and the time it is takes to process the request.

A: It will be achievable because the tools we need are accessible to make improvements.

R: The resources are within my Directorate and the department I supervise is the OPR for the program.

T: I plan to have a late Spring start date this year and mid Spring (next year) end date. Essentially almost a year timeline.

S – Turn around trouble tickets within one week of being reported

M – Create a Log to track reported date and restoration date

A – Employees have the knowledge and resources to complete the task

R - Some may be easy “quick fix” issues where as others may require some deep troubleshooting, research, and parts. A week should be adequate time frame.

T – Start tracking the process on Monday and review the results at the end of each month

Specific- Increase team member’s proficiency with the amount of tasks they can master year.

Measurable - Set a goal for all technicians to become FM certified by the end of the summer.

Achievable - Create a strategy that is fair and attainable. We will have to make sure there is constant office coverage while training is happening and utilized all of our resources and pull together as a team.

Realistic - We can make adjustments as we journey through the development stages. Everyone will have to understand that flexibility will be first and foremost. Therefore, transparency and effective communication is the key to complete the goal on time. The end result should create a more versatile and resilient staff and eliminate the potential of single points of failure that currently exist.

Timed - This goal will be combined as short and long term due not all employees are in the same stages of being fully trained on all programs and functions.

Ensure that Aviation Resource Management personnel, 2 civilian and 7 reservists, are allotted 20 hours to accomplish the Aviation Resource Management WBT annually, which will ensure their opportunity to attend career field courses as funding permits (S). (M/A/R): Monthly reminders, progress checks, and feedback questions to ensure understanding of the material will help strengthen their understanding of the material. (T): due 07AUG16 with reservists and the one weekend a month schedule and additional responsibilities levied, this will allow the best chance for success.

Specific: Conduct project feedback session with each of 5 employees (S) every two weeks. I’ll discuss project objectives, methodology to accomplish objectives, and results to date. (S). I’ll develop schedule in Outlook calendar (M) for all to see and document sessions in project work-papers. (M)

Ensure all personnel assigned to Assignments/ADSC/Accessions are trained on their position tasks and signed off within 8 months of being assigned to their respective section (Specific and Time). Section supervisor will check the section training docs (OJT records/training outline) monthly to ensure members required tasks are being signed off each month (Measure). Based on the number of task in each position the projected six months allows for all task to be covered with room for missed training Achievable/Realistic).

 (S) Create production goals and metrics for the 8 new offices that transitioned to the directorate. (M) Obtain reports of current production (M) Meet with manager of office to see if there is a production goal driven by law, AFI, etc. (M) Create a template of draft metric. (A & R) Can you obtain the reports or do they have to be created and also is there anything that governs the goal? (T) Finalize goals and metrics NLT 30 Jun 2016.

 (S) Successfully accomplish all requirements for receiving Level II acquisition certification beginning as of 15 February 2016 (M) and ending 15 June 2017 (M)(A)(T). Complete eight (M)(A) units of study and receive certification from the Defense Acquisition University by December 2017 (M)(A)(T). Each unit of study will require dedicating time (A) for reading the course material (A) and studying for exams (A). I must achieve a score of 100% (M)(A) for each exam to pass the individual courses. (All of the above is (R)ealistic for me.) (Note: achieving level 2 acquisition certification is a requirement for my position and to be able to effectively lead my team in support of an acquisition organization.)

Rewrite IDPs

Specific – Rewrite Courses Instructional Development Plan to identify cognitive levels of learning and include measurable objectives that tests the overall learning objectives

Measureable – Tests, individual/group performance exercises, discussions, case studies are used to identify performance gaps in overall course/behavioral objectives

Achievable – Use feedback to validate if performance gaps are closing

Realistic – Course Managers work with Subject Matter Experts in developing Course IDP

Timed – Develop each course IDP within 30 days

Starting 1 Feb 13, Create a continuity book for the Customer Service Section that encompasses: Requisitioning, Inventory, Document Control and Records Maintenance (S). Utilizing subject matter experts and online resources, the book should include procedural aspects, as well as an overview of the functionality of the subject and how it relates to the Section (M). The book will contain current references to all applicable AFIs. The NCOIC and I will begin working on this 1 Feb 13 and work on this together to complete the tasking by 2 Sep 13 with monthly status checks (M) (T).

Provide quarterly developmental/performance feedback(S) to (16) team members within 30 calendar days after conclusion of the previous quarter (T). Address areas of success, room for growth, provide information on developmental opportunities based on the employee’s professional/personal short/long term goals and how I can help them continue to grow and be successful(M). To ensure completion by the 30th of the respective month, I’ll complete 4 feedback sessions each week (T).

Starting April 12, 2016 (T) review all 22 employees on my crew in PAC (S) to verify criteria for each employee is in compliance with OJT. (M) Verify what training needs to be accomplished to ensure a more versatile workforce. Within a one year time span (A/R) those mechanics hiring on to do aircraft work will be certified to do easy to complex tasks. I will accomplish this task by April 15, 2016.

Host one-on-one meetings for the next six months with each employee every two weeks to discuss project issues, career objectives, and provide feedback on accomplishments.

I will ensure 10 of my instructors have completed the Instructional Systems Development course within the 12 month requirement of date assigned. (S) Members will be scheduled for the course according to the training timeline specified in the Training Needs Assessment checklist. (M)

To ensure completion by 31 March 2017, 2 instructors will be scheduled to attend the 3 day training course each month. (T) Completion of training will be verified with the completed Certificate of Training. (M) The certificates will be uploaded to their permanent records. (M)

I will complete 50% (M) of the modules in Air Command and Staff College (S) over the period of the next 12-months (T). This will improve my knowledge, growth potential and over time, clear more of my schedule for the tasks my team is charged to perform (R).