# DCIPS PERFORMANCE MANAGEMENT AT A GLANCE

Performance Management Overview

Performance Management (PM) is the process of planning, setting, aligning and communicating individual and organizational performance expectations to employees. PM also includes accurately rating and rewarding employee performance to reflect the accomplishment of individual and organizational goals and objectives.

Performance Management Cycle and Timeline
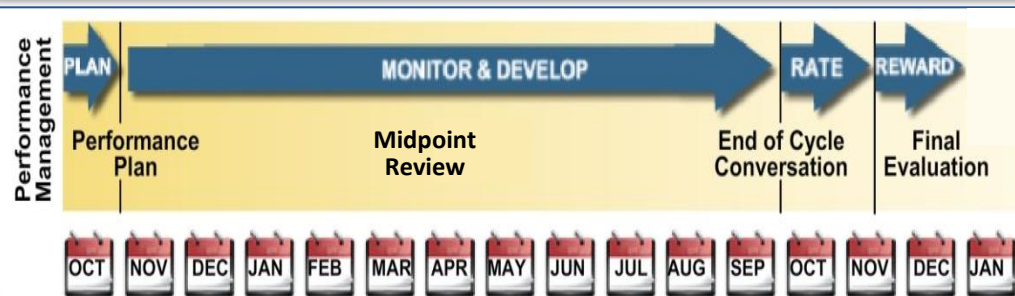
Plan	Monitor & Develop	Rate	Reward
•Establish and discuss expectations •Create performance objectives •Discuss performance elements •Receive high level approval •Approve performance plan	•Participate in ongoing discussions • Document successes •Conduct mid-year review •Revise performance objectives	•Write self-report of accomplishments •Rate performance objectives and elements •Evaluate performance •Determine overall rating •Receive PM PRA statistical review •Receive higher-level approval •Communicate final rating •Discuss performance	•Recommend bonus payout •Receive higher-level review •Communicate results

SMART Performance Objectives

Specific - Clearly state the expected accomplishment that can be observed.

Measurable - State the criteria for measuring accomplishments.

Achievable - Examines capacity and conditions required to accomplish an objective.

Relevant - Expected accomplishments should be commensurate with the major responsibilities of the employee.

Time-bound – Set the timeline for expected results.

Performance Management Key Milestones

- PM Cycle Begins: **1 October**
- Create Performance Plan & Individual Development Plan: **NLT 30 October**
- Midpoint Performance Review: **1 March – 30 April**
- PM Cycle Ends (Performance Appraisals begin): **30 September**

Performance Objectives and Elements

Performance Objectives (POs): 3-6 SMART Objectives that establish criteria against which the employee's success shall be measured; aligned to the Department of the Army and organization goals and objectives that set specific performance targets for the individual (60% of final rating).

Performance Elements (PEs) : A standard set of 6 behaviors for all DCIPS positions that describe how one is to successfully perform their job (40% of final rating);

1. Accountability for Results
2. Communication
3. Critical Thinking
4. Engagement and Collaboration
5. Personal Leadership and Integrity (or Leadership* for supervision/management)
6. Technical Expertise (or Managerial Proficiency* for supervision/management)

Note: PEs 5 and 6 differ for employees in the supervision/management work category.

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Tips For Supervisor Success

Planning	Monitoring	Evaluating
Define the employee's roles and responsibilities.	Schedule periodic reviews with the employee to review performance during the appraisal cycle.	Revisit any feedback you have provided to determine if the employee has acted on it.
Collaborate with the employee to develop 3-6 relevant SMART objectives and an Individual Development Plan (IDP) as part of the employee's overall performance plan.	Schedule periodic meetings with the reviewing official to update him/her on the employee's performance.	Give the employee honest encouragement and criticism.
Collaborate with the employee to align his/her goals with your organizational mission.	Provide feedback, if necessary, and revise the performance plan in consultation with employee.	Rate the employee based on observed facts, not abstract conclusions or assumptions based on personality.
Identify one to four short-term goals (1-3 years) with the employee to be used as stepping stones to achieving his/her long-term goals .	Inquire on the employee's performance to date.	Review notes and documentation recorded throughout the year.
State in broad terms the intended goals for performance improvement or career advancement.	Inform the employee about specific areas of improvement and give suggestions on how to improve.	Provide the employee with examples and recommendations for how his/her performance can be improved.
Identify learning opportunities in the employee's IDP to help the employee improve job performance and career advancement.	Document instances of exceptional or unsatisfactory performance for your records during the midpoint and final performance evaluation. Make sure documentation is accurate, consistent and focused on employee job performance rather than personality.	

Performance Rating Descriptors

Rating Description	Performance Description
Outstanding (4.6-5.0)	The employee's overall contribution, both in terms of results achieved and the manner in which those results were achieved, has extraordinary effects or impacts on mission objectives that would not otherwise have been achieved.
Excellent (3.6-4.5)	The employee's overall contribution, both in terms of results achieved and the manner in which those results were achieved, has significant impact on mission objectives.
Successful (2.6-3.5)	The employee's overall contribution, both in terms of results achieved and the manner in which those results were achieved, has made a positive impact on mission objectives.
Minimally Successful (2.0-2.5)	The employee's overall contribution to mission was less than expected.
Unacceptable (<2 or 1 on any objective)	The employee received an unacceptable rating on one or more performance objectives.

DCIPS Tools & Training

Performance Appraisal Application (PAA) Tool/My Biz/My Workplace
(https://compo.dcpds.cpms.osd.mil/)
- Performance Plan
- Midpoint Review
- Self-Assessment
- Annual Evaluation

Army DCIPS Website
(http://www.dami.army.pentagon.mil/site/dcips/index.aspx)
- Policy, Guidance, Newsletters, etc.
- Supplementary Online Training
- ODNI Exemplar Objectives Repository

For additional DCIPS information : http://www.dami.army.pentagon.mil/site/dcips/