Fact Sheet #4

January 2009

What is Performance Management?

Performance management involves setting and communicating employee performance expectations, continually monitoring performance, taking steps to improve performance, providing employee development opportunities, addressing poor performance, and rewarding good performance. Focusing on results allows employees and supervisors to set goals and, at the end of the rating period, determine which goals were met.

What is New for FY 2009?

This year, for the first time ever, IC employees will be evaluated based on a common rating system and a core set of performance elements. The performance management cycle is made up of five critical phases.

Five Phases of Performance Management

1. **Planning** work and setting expectations
2. **Developing** the capability to perform
3. **Monitoring** performance continually
4. Reviewing and **Rating** performance
5. **Rewarding** good performance

Tools for Navigating the Performance Management Process

The Office of the Director of National Intelligence (ODNI) and the Office of the Under Secretary of Defense for Intelligence (USD(I)) have partnered to develop three new performance management tools to help employees navigate the new performance management system more efficiently and effectively:

1. **IC Performance Standards Document**. A set of standards that provides expected behaviors for each of the performance elements defined in Intelligence Community Directive (ICD) 651, *Performance Management System Requirements for the Intelligence Community Civilian Workforce*. (This document has been finalized and is available now).
2. **Writing Effective Performance Objectives**. A manual to assist supervisors and employees with developing SMART objectives. (This resource will be available in late Summer 2009).
3. **Performance Objectives Library**. A searchable database providing relevant examples for specific occupations and work levels that will also be accessible to supervisors and employees. (This resource will be available by December 2009).

Several efforts are underway to ensure that these tools and resources are relevant and useful, including a web-based questionnaire, focus groups, and workshops.

Validating Performance Standards

ODNI and USD(I) are working together with the IC to validate job-relevant performance measures. Establishing the validity of these performance standards for the IC civilian workforce requires that the standards clearly link to the primary work activities of the IC.

Performance Management Components

Performance Objectives (the "What")

- Describe the specific results (**"what"**) an employee achieves, focusing on the product, service, or accomplishment resulting from a particular work activity, rather than the activity itself. For example:
  - Producing a technical report
  - Implementing a new policy
- Objectives should be **S**pecific, **M**easurable, **A**chievable, **R**elevant, **T**ime-specific (**SMART**) results

Performance Elements (the "How")

- Describe the manner (**"how"**) in which an employee achieves specific results
- Six common elements are used to evaluate employees or managers/ supervisors across the IC

Performance Standards (the "How Well")

- ODNI and USD(I) are working to develop IC standards that specify particular performance expectations at each work level, within each work category, for each of the various performance elements. For example:
  - Communications should be "Clear and concise"
  - Critical Thinking should include "Developing new and innovative ideas"

What are Performance Objectives?

Performance objectives focus on results — what must be accomplished to achieve the desired mission or goal. Focusing on results allows employees and supervisors to set and achieve goals and retrospectively determine which goals were met. Effectively written performance objectives are a key component of the performance management system; they serve as an important factor in determining employee performance appraisal ratings and, ultimately, in making pay decisions.

Performance Objectives Resources

- **Guidebook**: *Guidelines for Writing Performance Objectives* (available Summer 2009) contains:
  - Tips for Writing Performance Objectives
  - Performance Objectives Checklist & Examples
  - Evaluation Criteria
  - Common Challenges and Potential Solutions
- **Library of sample performance objectives** (available December 2009) will be housed in a searchable database

Your Pay Modernization Project Office can assist you with obtaining these materials.

Examples of Performance Objectives:

Example 1: Prepare quarterly budget reports five business days before the end of each quarter, which satisfy accepted accounting standards and provide specifics on budget overruns, so that management can take necessary actions.

Example 2: Manage receipt, tasking, tracking and closure of all incoming congressional inquiries relating to Chief Financial Officer affairs. Provide review of all draft responses to inquiries and ensure delivery of final product. Achieve closure within 10 business days of receipts, with 95% of responses satisfying request without need for follow-up.

Writing Your Accomplishments

Employees will be given the opportunity to provide written descriptions of their accomplishments at the end of the rating period. Accomplishments describe what was achieved by providing specific examples of:

- **Action** - What specifically did you do? Is it connected to a performance objective?
- **Result** - What was the outcome of your accomplishment?
- **Customer** - Who benefited from your accomplishment?
- **Source** - Was it tied to organizational priorities?

Example of an Accomplishment:

Reached agreement in June 2008 with the Department of Defense (DoD) on land, sea, air and space systems to meet IC and military needs that enhanced the speed and accuracy of the common work. SecDef wrote DNI to express appreciation of the initiative, which also was praised by the CENTCOM commanders.

Writing SMART [+] Performance Objectives

Writing objectives can be difficult. To write good objectives:

1. Make a list of the most important job duties or work activities and develop an objective for each
2. Capture key elements by using the SMART framework
3. Make the objective clear to an external audience
4. Write the objective at the "Successful" level of performance
5. Make sure it is possible to exceed the objective

For more information, contact:

Virginia (Ginny) Field
Office of Competencies and Standards
Office of the Director of National Intelligence
Office of the Chief Human Capital Officer
Phone: 703-275-3373
Email: virginia.w.field@ugov.gov

Elizabeth Hoag
DCIPS Program Manager
Human Capital Management Office
Office of the Undersecretary of Defense (Intelligence)
Phone: 703-604-1128
Email: elizabeth.hoag@osd.mil