

How are Civilian Performance Appraisal Systems Changing within the Army Intelligence Community and the Intelligence Community (IC)?

In his *100 Day Plan for Integration and Collaboration*, the Director of National Intelligence (DNI) called for the completion of IC Directive (ICD) 651, *Performance Management System Requirements for the Intelligence Community Civilian Workforce*, to address the many diverse performance appraisal systems in use throughout the IC. Signed 28 November 2007, ICD 651 establishes the common, core policies and processes deemed essential to fostering and sustaining a cohesive IC and reinforcing its core values of **Commitment, Courage, and Collaboration**. All executive departments and independent agencies with IC civilian employees are required to individually implement the new performance management system (no special pay-setting authority is required) and may supplement these policies and processes at their discretion, as long as they do not conflict with this ICD. As such, the Army Intelligence community is converting to performance management and pay bands under the Defense Civilian Intelligence Personnel System (DCIPS) in July 2009.

IC-Wide Performance Management Learning Resources

A variety of learning tools produced by ODNI are available to complement Army Intelligence community resources to help employees get up to speed on the new performance management system. These learning resources include:

- ▶ A **video** on performance management for all IC employees
- ▶ A **video**, supplemented by a **web-based tutorial**, on writing performance objectives for IC supervisors and managers

A Training Video for all IC Employees: *Performance Management: Building a High-Performing Workforce*

Developed as a broad introduction to performance management, this video discusses the new IC performance management system requirements, including the purpose, framework, and positive benefits for individuals as well as IC-wide.

It employs realistic scenarios to illustrate how IC employees exhibit these elements in their daily work.



Link to: <http://chco.dni.ic.gov> and click on **IC Performance Management and Pay Modernization**

The “How” of Performance Management

Performance elements describe the manner (“how”) in which an employee achieves specific results. These common elements will serve as the basis for evaluation across the IC.

What is Performance Management?

Performance management involves setting and communicating employee performance expectations, continually monitoring performance, and rewarding good performance to reflect the accomplishment of individual and organizational goals and objectives. For the first time, IC employees, including Army Intelligence community employees, will be evaluated based on a common rating system and a core set of performance elements.

The Army Intelligence community’s initial performance management cycle runs from 1 July 2009 to 30 September 2010.

Standard Performance Elements for IC Employees (the “How”)

At a minimum, **all IC employees** will be evaluated on the following six performance elements:

- * **Accountability for Results**
- * **Communication**
- * **Critical Thinking**
- * **Engagement and Collaboration**
- * **Personal Leadership and Integrity**
- * **Technical Expertise**

In addition, **managers and supervisors** will be evaluated on four of the six performance elements outlined above, plus two additional competencies:

- * **Accountability for Results**
- * **Communication**
- * **Critical Thinking**
- * **Engagement and Collaboration**
- * **Leadership and Integrity**
- * **Management Proficiency**



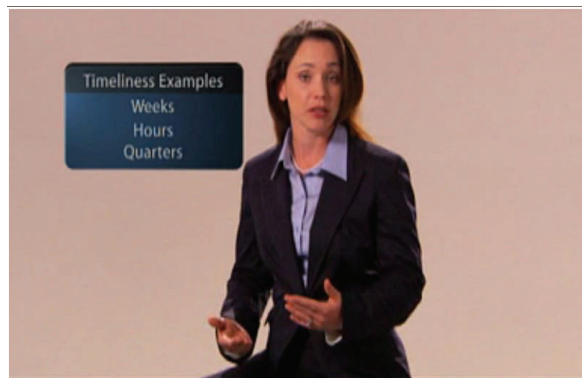
The “What” of Performance Management

Performance objectives describe the specific results (“what”) an employee achieved, focusing on the product, service, or accomplishment that resulted from a particular work activity, rather than the activity itself. Performance objectives are tied to higher-level organizational goals and will be unique to each employee. Supervisors and managers are encouraged to collaborate with their employees when developing performance objectives.

Practical Training Tools for Supervisors and Managers: Developing Effective Performance Objectives

Link to: <http://chco.dni.ic.gov> and click on **IC Performance Management and Pay Modernization**

Video: Provides practical training on how to develop effective performance objectives and translate higher-level agency goals into individual performance objectives.



Web-based Tutorial: Designed to supplement the video, providing examples to illustrate how effectively written performance objectives link an employee’s work to organizational goals.



Army Intelligence Community Online Resources

The Army Intelligence community’s DCIPS website, available on NIPRnet, SIPRnet and JWICS, contains a variety of additional information specific to its civilian employees under DCIPS and its supervisors/managers (both military and civilian). Employees will find items such as issues of the EYE of DCIPS, Frequently Asked Questions, the Army implementation project plan, as well as links to Office of the Under Secretary of Defense for Intelligence (OUSD(I)) resources, such as iSuccess and DCIPS 101. Please visit the website via any of the following links:

NIPRnet: <http://www.dami.army.pentagon.mil/site/dcips/>

SIPRNET: <http://www.dami.army.smil.mil/site/dcips>

JWICS: <http://www.dami.ic.gov/site/dcips>

SMART (the “What”) a simple way to develop and assess job objectives

- ◆ **S**pecific - Objectives should describe the results expected, an observable action, or achievement
- ◆ **M**easurable - Objectives should be written in a way that results can be quantified and/or qualified
- ◆ **A**chievable - Objectives should be challenging, but also attainable (at the “Successful” level)
- ◆ **R**elevant - Objectives should be derived from the employee’s job duties and aligned with mission goals
- ◆ **T**ime-specific - Objectives should identify realistic timeframes, measured by deadlines or schedules

Common Rating Levels

Use of this five-level rating system will ensure accountability and consistency in ratings across the IC. The Army Intelligence community is developing internal oversight mechanisms to guard against discrimination and to ensure consistency in ratings.

Outstanding Requires “extraordinary accomplishment”
Excellent Exceeds performance expectations
Successful Meets all performance expectations
Minimally Successful (optional) Needs improvement
Unacceptable Failure to meet one or more critical elements

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