

# ***DCIPS Performance Evaluation Analysis: Army***

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**PDRI Supporting USD(I)**



# Overview



- Background
- Research questions
- Project team
- Methodology
- Findings, conclusions, and recommendations
- Contact information



# *Background & Purpose*



## Background:

- DCIPS has been in place for multiple performance planning and evaluation cycles
- ODNI & USD(I) are required to conduct ongoing evaluation of human capital programs and policies

## Purpose:

- Assess quality of objectives and performance appraisals for adherence to standards and traceability to objectives
- Derive lessons learned from across the IC for future improvements to performance management policies and procedures



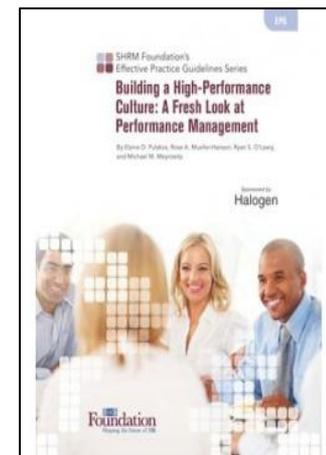
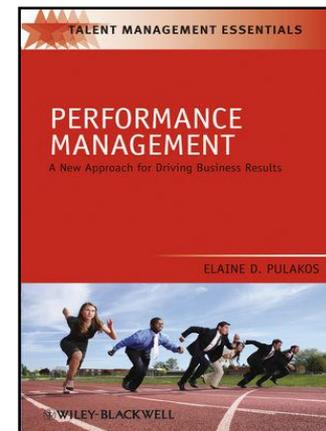
# Research Questions

1. To what extent do the objectives adhere to the “SMART+” framework (i.e., specific, measurable, achievable, relevant, time-specific, can be exceeded)?
2. To what degree do the objectives align with the intelligence mission, goals, and objectives of the IC element or broader Defense Intelligence or National Intelligence Enterprise?
3. To what extent are the objectives consistent by occupation and level (i.e., are employees in similar jobs and at similar levels held to the same standards)?
4. To what extent do objectives represent long-term outcomes versus recurring activities related to day-to-day work (i.e., recurring vs. non-recurring objectives)?
5. To what extent is the information provided in the self-assessment narratives adequate to support the performance ratings?
6. To what extent is the information provided in the raters’ appraisal narratives adequate to support the performance ratings?



# The Project Team

- PDRI, an SHL company, has a 35-year history of conducting research on and designing, developing, implementing, and evaluating performance management systems in public and private sector settings
- Six Industrial/Organizational Psychologists with extensive performance management experience served as evaluation team
- IC Performance Management Contributions:
  - Performance Evaluation Analyses
  - Thought Papers for ODNI/CHCO on Detecting Adverse Impact and Bias, Factors that Impact Performance Ratings, and the Use of Goal-Setting
  - Performance Standards
  - Web-based DCIPS Training
  - In-person Advanced Performance Objectives Training





# Methodology



## Sample Characteristics

300 FY2011 Plans and Appraisals

Covered Mission and Enterprise Management and Support positions

Included primarily Professional category with a smaller proportion of supervisors/managers and even smaller tech/admin



# Noteworthy Findings

## Objectives

- Performance objectives largely adhered to the SMART+ framework
- Still some room for improvement regarding measurability and including time elements
  - Extensive use of %s as measurement tools
  - Use of “at least” with greater degree of frequency than at other agencies
  - Other duties as assigned
- Objectives were often recurring activities or behaviors rather than long-term outcomes

## Narratives

- Self-assessments were generally well-prepared
- Rating official assessments had room for improvement
  - Simply concurring with self-assessment was not atypical
  - Regularly did not address the majority of measurement components
  - Language was sometimes inconsistent with rating but not too often



# Conclusions & Recommendations



- Performance plans and evaluations generally adhere to policy and guidance
- Areas for improvement could potentially be remedied through training, ongoing communication, and supplemental fact sheets
- Topics to cover include:
  - The appropriate use of percentages
  - How a time element can be easily added to an objective and why that is important
  - Avoiding pass/fail language
  - Managerial objectives addressing leading and supervising rather than individual contributions
  - Avoiding the use of other duties as assigned
  - Ensuring rating official narratives address measurement components and elaborate on self-assessment information