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Short on Time? Read This!

- This is a special edition of the Eye of DCIPS focusing on the rating phase in the DCIPS Interim Performance Management Cycle. Important information regarding dates, processes, forms, and tools are highlighted in this month's newsletter.
- The Secretary of Defense has responded to the NAPA report. DCIPS the performance management system remains, DCIPS the Pay-for Performance system will not.

Performance Management (PM) Edition

It is now time to take stock of employee achievements for the performance evaluation period **19 July 2009 to 30 September 2010**. Employees and supervisors now have an opportunity to assess an employee's success in meeting the performance goals that were established at the beginning of the performance evaluation period. Additionally, employees and supervisors are given an opportunity to evaluate the behaviors employees demonstrated in achieving set objectives.

The completion of the PM process should result in the development of a collaborative rater-employee relationship; acknowledgement of successful behaviors that should be leveraged for future success; action planning for workplace behaviors that need development; and if eligible, an opportunity to receive a Performance-Based Bonus. Employees who do not complete the self-report of accomplishments will be at a disadvantage when bonus deliberations begin.

In this issue of the EYE, key employee and supervisor actions will be highlighted as well as important milestones. The below table has key roles, actions, and milestones at-a-glance.

Best wishes on the Performance Management Journey!

Rating Phase Process Due Dates & Timeline



Performance Management Year-end Roles & Responsibilities

| Employee | Rating Official | Reviewing Official |
|----------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> • Complete final self-report of accomplishments • Provide input on accomplishment | <ul style="list-style-type: none"> • Prepare employee Rating of Record (performance appraisal) • Discuss final performance feedback | <ul style="list-style-type: none"> • Review and approve employee Rating of Record (performance appraisal) • Ensure consistency between and among rating officials |



Employee's Corner: Employee Self-Assessment

At the end of the performance evaluation period, employees prepare a self-report of accomplishments (self-assessment) to document their accomplishments that support their performance objectives. The self-report of accomplishments provides the rating official with a written statement, in the employee's own words, of their accomplishments related to their established performance objectives and the performance elements. It also facilitates a review of performance during the discussion about a performance rating. When writing these, it is helpful to consider the following questions:

- What were my major accomplishments during this performance evaluation period? (You may wish to systematically track your accomplishments throughout the performance evaluation period in a spreadsheet, table, or a list).
- How did my accomplishments support my organization's mission?
- What was the impact of my accomplishments on the Army Intelligence and Security, Command or unit mission?

Performance Elements — A standard set of 6 behaviors for all DCIPS positions, that describe how one is to successfully perform their job.

1. **Accountability for Results**
2. **Communication**
3. **Critical Thinking**
4. **Engagement and Collaboration**
5. **Personal Leadership and Integrity**
6. **Technical Expertise**

Performance Objectives — Three to six SMART objectives unique to each employee that describe what is expected of them as it relates to performance elements and to the mission, goals, and objectives of the Army

Completing the Self-Assessment in the Performance Appraisal Application (PAA) Tool

A. Create My Self-Assessment for My Annual Appraisal

1. Begin at the **Performance Appraisal Application Main Page**.
2. Open your current Performance Plan by selecting 'Update' from the 'Action' drop down menu and select the 'Go' button. **Note:** The PAA Status is 'Interim Review Completed'
3. Select the **Appraisal Tab**.
4. Select the radio button for the Job Objective for which you want to write an assessment.
5. Type your self-assessment into the 'Employee Self-Assessment' box.
6. Select the 'Return to Appraisal Tab' button at the top of the screen when you have completed entering your self-assessment for all your Job Objectives.
7. Transfer your Annual Appraisal to your Rating Official by selecting the 'Transfer to Rating Official' button on the **Appraisal Tab Page**.
8. Type an e-mail message within the PAA tool to your Rating Official requesting a review, if you want to notify the Rating Official using this option.
9. Select the appropriate 'Transfer to Rating Official' button at the top of the **E-Mail Notification Page**.

B. Acknowledge My Completed Annual Assessment

1. Begin at the **Performance Appraisal Application Main Page**.
2. Open your current Performance Plan by selecting 'Update' from the 'Action' drop down menu and select the 'Go' button. **Note:** The PAA Status is 'Completed'.
3. Select the **Appraisal Tab**.
4. Select the **Approvals and Acknowledgments Tab**.
5. In Step 4: Employee - Acknowledgment, select the 'Acknowledge Receipt' button.
6. Select the 'Return to Main Page' button to begin a new process or select the 'Logout' link to end your session.





Empower Your Employee

The EYE of DCIPS

Supervisor's Corner: Assessing Employee Performance

In the year-end evaluation activities, supervisors rate employees on each of their performance objectives and each of the six performance elements. Ratings should be based on the employee's actual performance over the entire performance period using established performance objectives and performance elements as rating measures.

Tips for Year-End Rating Success Assessment

DO'S

- ✓ Do revisit any feedback you have provided to determine if the employee has acted on it.
- ✓ Do give employees honest encouragement and criticism.
- ✓ Do rate employees based on observed facts, not abstract conclusions or assumptions based on personality.
- ✓ Do review notes and documentation recorded throughout the year.

DON'TS

- ✗ Don't permit friendship with any employee to influence the ratings.
- ✗ Don't make quick guesses regarding an employee's performance.
- ✗ Don't jump to conclusions or base judgments of an individual on one instance of behavior.
- ✗ Don't let first impressions influence later judgments of an employee.
- ✗ Don't let personal references, prejudices, and biases influence the appraisal.

Avoid RATER BIAS!

Assess employee performance based on their success in meeting performance not personal opinions and/or feelings



Performance Rating Descriptors

| Performance Rating | General Standard |
|-------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 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. Only a few employees achieve this level of exemplary, benchmark performance. |
| 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. It is expected that the majority of employees will achieve this level of performance. |
| MINIMALLY SUCCESSFUL 2.0-2.5 | The employee's overall contribution to mission, although positive, has been less than that expected. |
| UNACCEPTABLE <2 or 1 on any objective | The employee received an unacceptable rating on one or more performance objectives. |



Secretary of Defense Responds to the NAPA Report

On 5 August, 2010 Secretary Gates signed and submitted a response to Congress regarding the National Academy of Public Administration's (NAPA) report on the Defense Civilian Intelligence Personnel System (DCIPS). Secretary Gates advised congressional oversight committees that the Defense Intelligence Communities (IC) would not be pursuing the implementation of the pay-for-performance elements of DCIPS with employees outside of the National Geospatial-Intelligence Agency (NGA). The abandonment of pay for performance as a major tenant of DCIPS will not change. The DoD IC is committed to maintaining a robust performance management system that differentiates high-performance, meets the career needs of our employees and cultivates meaningful performance relationships. Over the next few months we will be investigating the most appropriate way to transition all DCIPS employees to a GS-like grade structure where salary increases are not performance-based. In addition, our Performance-Based Bonus Program in lieu of pay pools helps support Army's effort to reward performance and may provide a Way Ahead for the rest of the DoD IC.

In the meantime, Army, alongside the other IC components will press forward in executing the upcoming performance management activities that encourage the development and progression of our employees to include:

- a. Completion of the end-of-year performance cycle
- b. Implementation of the Performance-Based Bonus Program
- c. Commencement of the start of a new performance cycle

USD(I) and Army will be diligent in addressing the challenges identified in the GAO and NAPA reports by garnering employee feedback and insight through focus groups and town halls. Army encourages all employees to participate in these endeavors and provide valuable feedback.

For more information regarding Secretary Gate's response please access the USD(I) website:

http://www.dami.army.pentagon.mil/site/dcips/New/web_big.pdf

DCIPS Helpful Hints and Resources

Performance Management Resources & Guides:

- **DCIPS Performance Appraisal Application (PAA) Quick Guide for Employees**
(<http://www.dami.army.pentagon.mil/site/dcips/documents/Tool%20Kits/PAA%20Quick%20Guide%20for%20Employees.pdf>)
- **DCIPS Performance Appraisal Application (PAA) Quick Guide for Rating Officials**
(<http://www.dami.army.pentagon.mil/site/dcips/documents/Tool%20Kits/PAA%20Quick%20Guide%20for%20Rating%20Officials.pdf>)
- **Employee Self-Report of Accomplishments Overview**
(<http://www.dami.army.pentagon.mil/site/dcips/documents/Tool%20Kits/Employee%20Self-Report%20of%20Accomplishments%20Overview.doc>)

Remember to visit the Army DCIPS website on a regular basis. We will post all updates pertaining to the NDAA and the DCIPS Interim period as soon as they become available.

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>

