



## Prepare to Develop SMART Performance Objectives in Three Steps



The Army Intelligence community will begin writing SMART performance objectives in June 2009. The three steps described below can help employees organize their thoughts when preparing to write their objectives.

### 1. Employees should become familiar with the most recent versions of the following documents:

- The President's Management Agenda (<http://www.whitehouse.gov/omb/budget/fy2002/mgmt.pdf>)
- Current Quadrennial Defense Review (QDR) 2006 (<http://www.defenselink.mil/pubs/pdfs/QDR20060203.pdf>)
- National Defense Strategy (<http://www.defenselink.mil/news/Mar2005/d20050318nds1.pdf>)
- The Army Game Plan (<http://www.army.mil/features/2005ArmyGamePlan/>)
- Army Strategic Planning Guidance (<http://www.us.army.mil/>)
- Army Campaign Plan (<http://www.army.mil/thewayahead/acp.html>)

### Inside This Issue

- 1 Prepare to Develop SMART Performance Objectives in Three Steps
- 2 Examples of SMART Performance Objectives
- 3 Moratorium on Personnel Actions
- 3 DCIPS Policy Working Group- Status Update
- 4 DCIPS Training Schedule
- 4 Upcoming Events
- 5 DCIPS Puzzle

Additionally, employees should review the Command and organizational strategic plans and ensure the alignment of their goals and objectives to the Army strategic documents is understood.

- ### 2. Employees should gather and review standard operating procedures (SOPs), guidance, and directives which may provide information on quantity, quality, or timeframe measures that employees need to achieve.
- Employees may be able to find useful information from position descriptions and previous evaluations as well.

*Continued on next page*

## Prepare to Develop SMART Performance Objectives in Three Steps (Continued)

### 3. Employees must decide how to group the work they do into large categories or functions.

These groupings will serve as the basis for the performance objectives. Employees should ask themselves the following questions to get an idea of what their performance objectives should focus on:

- What are my key job responsibilities and why are they important to the organization?
- If I were not here, what would not get done?
- What do I spend the majority of my time working on?

After considering the questions above in preparing performance objectives, employees and their supervisors should utilize the SMART framework (**S**pecific, **M**easurable, **A**chievable, **R**elevant, **T**ime-Bound) to help them write clear, concise, measurable statements.

## Examples of SMART Performance Objectives

Below are two examples of SMART performance objectives:

### 1. Provide accurate, timely customer service

Upon receipt of requests, provide accurate responses in the agreed-upon timeframes, as defined by ICD 24.8, using the appropriate format identified in SOP 25 during the evaluation period ending September 30, 2009. This supports the organization's commitment to be responsive to customers and clients. Meet suspenses 90% of the time. Provide accurate responses with no more than 2 errors per request.

### 2. Provide relevant, timely, all-source intelligence reporting

Complete analysis of effects of UN-imposed sanctions on Iraqi industrial sector and present results in appropriately coordinated intelligence report for release to policy-making community by 31 August. Product will reflect engagement with other analysts and stakeholders and incorporate their coordinated views. The completed product will make use of available intelligence from at least 90% of relevant sources as dictated by ICD 203.2 and reflect engagement with other stakeholders in the subject of the analysis.

Additional examples and tips for writing SMART objectives can be found in the DCIPS Performance Management Handbook which is located on the [Army DCIPS website](#). In June, a Performance Management Toolkit Part II will be distributed to all employees. It will include additional information on performance management which will help employees prepare for conversion to DCIPS.

## DCIPS Policy Working Group – Status Update

The IPMO has convened an internal Policy Working Group (PWG) to create the policies needed to support the DCIPS transition. The PWG is currently drafting initial interim policies and has sent them out for informal review. Comments from the commands have been received for the following chapters: Introduction, Performance Management, Occupational Structure, Employee Relations, Awards, Compensation and Employment and Placement. All of the comments are being reviewed and processed for either update or inclusion in the Army policy.

*Continued on next page*

## DCIPS Policy Working Group – Status Update (Continued)

The target for issuance of the Army DCIPS Interim Policy is 19 June 2009. In order to meet this deadline, some changes to the initial process and timeline have been made. Specifically, the PWG has partnered with ASA(M&RA) and HQ INSCOM command representatives for concurrent review and adjudication of the comments for the final drafts of the interim policy. This expedited formal staffing process will help to ensure that policy is in place prior to conversion as planned.

## Moratorium on Personnel Actions

To prepare for DCIPS conversion, a moratorium on processing personnel actions prior to the conversion date must be implemented. The purpose of the moratorium is to ensure all necessary personnel actions for employees are processed in a timely manner and to ensure the conversion process runs smoothly. Human resource-related actions such as pay changes, promotions, resignations, leave without pay (LWOP), awards, etc. that are effective on or before the conversion date, must be submitted no later than the timeframe specified below prior to the conversion effective date. Emergency actions such as death, retirement and removal actions will be processed during the moratorium.

Questions on the moratorium should be directed to the local servicing Civilian Personnel Advisory Center (CPAC).

<b>REQUEST FOR PERSONNEL ACTION (RPA) SUBMISSIONS AND PROCESSING DURING DCIPS CONVERSION</b>		
<b>If the action is:</b>	<b>Proposed Effective Date is:</b>	<b>RPA must be in the CPAC NLT:</b>
<b>Pre-Conversion Reclassification/Reassignment Action</b>	On or prior to the effective date of conversion to DCIPS	6 weeks prior to the effective date of conversion to DCIPS
<b>Award</b> (except for QSI - see 'Pay Action' below)	On or prior to the effective date of conversion to DCIPS	2 weeks prior to the effective date of conversion to DCIPS
<b>Non-Pay Action</b> (Reassignments, Leave Without Pay, Realignment, etc)	On or prior to the effective date of conversion to DCIPS	2 weeks prior to the effective date of conversion to DCIPS
<b>Pay Action</b> (Promotion, Change to Lower Grade, Quality Step Increase, etc.)	On or prior to the effective date of conversion to DCIPS	6 weeks prior to the effective date of conversion to DCIPS
<b>Accessions/New Hires**</b>	On or prior to the effective date of conversion to DCIPS  (Unless previously set – new EODs will not be set to be effective during the moratorium)	6 weeks prior to the effective date of conversion to DCIPS
<b>Emergency Actions</b> (Death, Removal, Suspension, Accessions Critical to Mission)	Actions will be processed manually during the conversion period and input in the database after the conversion is completed.	

## DCIPS Training Schedule

Please sign up for DCIPS Conversion Training as soon as possible to prepare for conversion in July 2009. It is critical that all employees, managers, and supervisors attend DCIPS training courses. The courses are designed to provide participants with the knowledge, skills and behaviors necessary to fully implement DCIPS and facilitate a seamless transition to performance management and pay bands for the Army Intelligence community. The course is offered at the locations listed below throughout the rest of May, June and July. In some locations there will be multiple sessions running on the same dates. Employees are required to attend training that is nearest to their local duty station.

For information on the dates and times of the courses and to enroll in training, please go to the CHRTAS webpage:

<https://www.atrrs.army.mil/channels/chrtas/student/logon.aspx?caller=1>

Training Locations	
<u>United States</u>	<u>International</u>
<ul style="list-style-type: none"> <li>• Fort Belvoir, VA</li> <li>• Fort Bragg, NC</li> <li>• Fort Campbell, KY</li> <li>• Fort Carson, CO</li> <li>• Fort Gordon, GA</li> <li>• Fort Huachuca, AZ</li> <li>• Fort Leavenworth, KS</li> <li>• Fort Monroe,</li> <li>• Fort Lewis, WA</li> <li>• Fort McPherson, GA</li> <li>• Fort Meade, MD</li> <li>• Fort Monmouth, NJ</li> <li>• Fort Sam Houston, TX</li> <li>• Fort Shafter, HI</li> <li>• Key West, FL</li> <li>• Redstone Arsenal, AL</li> </ul>	<ul style="list-style-type: none"> <li>• Shape Belgium, BE</li> <li>• Wiesbaden, Germany</li> <li>• Darmstadt, Germany</li> <li>• Camp Zama, Japan</li> <li>• Seoul, Korea</li> </ul>

## Upcoming Events

The IPMO Transition Team is in the process of scheduling additional town halls, executive road shows and other communications activities in the coming months. We will also be working on the DCIPS website. Once the website is reconstructed, we will let you know.

Event Name	Date
OAA Town Hall	29 May 2009

## DCIPS Puzzle

Here is a word search puzzle for you to solve. The idea for this puzzle came from the MEDCOM Security and Intelligence Office. We used another one of their puzzles in the March issue of the EYE. Thank you for sharing your puzzle with the IPMO Transition Team again! If anyone else has a DCIPS puzzle, please send it to the DCIPS mailbox. Good luck!

Find the following words in the grid below and circle them:

<b>DCIPS</b>	<b>Supervisor</b>	<b>Measurable</b>	<b>Communication</b>	<b>Accountability</b>
<b>Implementation</b>	<b>Performance</b>	<b>Achievable</b>	<b>Collaboration</b>	<b>Paypools</b>
<b>IPMO</b>	<b>Objectives</b>	<b>Relevant</b>	<b>Leadership</b>	<b>Policy</b>
<b>Employee</b>	<b>Specific</b>	<b>Timebound</b>	<b>Integrity</b>	<b>Bonus</b>

```

A C C O U N T A B I L I T Y N K O F S H
X O T D W P R Q D R L W D O S M W G W I
H X E W C E I W A Y B W I Q P Q W M L I
F C L E X O E H B F B T B I I M T U E R
K I B K Z X Z Y S T A U Z R C E I J N U
Y F A T N L L Z O R S E Y M D Q M T O C
P I V I U O K A O L E Z K K G R E Q I S
E C E A P X I B T M P D L F L E B Z T E
R E I S B A A T E E Y M A I F L O M A V
F P H S E L M A A F P K E E K E U L C I
O S C U L S S S U T S H A A L V N P I T
R D A O U U A U G N N X J I N A D A N C
M Y C N R X A P M E A E A N Q N M Y U E
A G O A S V U E U C E F M T E T Y P M J
N B B I X Y C R G Y J L V E N I K O M B
C L V F F C M V X B J Q R G L N Q O O O
E A N T E I Q I R L X V O R U P P L C H
T H C F F L L S V G H L G I W T M S F W
Y U U Y N O S O N W H Z W T S Z M I H T
Z T R Y C P W R J I R X B Y J F O Y L Y

```

The answer to the word search puzzle can be found on the Army DCIPS website:

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>