



DCIPS Awards & Recognition: Lessons Learned

Phase 1 – Elimination of Performance-Based Bonuses Change Management
Implementation

September 2022

OVERALL CLASSIFICATION: **UNCLASSIFIED**



AMERICA'S ARMY
People First - Winning Matters
HQDA | DCS | G-2



Implementation Summary:

- Underscored the importance of a comprehensive communications plan to support the transition
 - Continuously emphasize award guidelines encouraging recognition of strong performers with significant awards throughout the entire year
 - Communications need to continue post-transition due to a steady influx of new employees and supervisors
- Internal processes need to be designed to accelerate communication of awards to HR processors
 - Fewer steps or the more direct connection between supervisors and processors the better
- Supervisor empowerment:
 - Supervisors need to have some level of blanket approval authority
 - The more empowerment, the more likely a component is to execute it's award budget to 100%
 - Clear award criteria ensures equity across an enterprise



Specific Observations:

- Change management: Everyone complains about the process until you try to replace it
- No system will compensate for poor managers or take the place of good managers
 - Workforce concerns of manager accountability
- Guiding principles were key in “staying the course” and making decisions
- Interactive process
- Shifting gears as stakeholders change
- Using IT as a forcing function for change management
 - Change management expertise is critical
- Transparency: Publicize award rates within individual organizations to set expectations and improve transparency
 - Publication of Achievements was not widely read
- Base Salary Increases (DQIs/SQIs) were not well understood



Specific Observations Con't:

- Increased training for supervisors to provide effective feedback and conducting difficult performance conversations
- Coordinate with organization leadership to encourage award approval at the lowest level of authority
- Understand and appreciate being able to recognize employee throughout the year is a significantly better method for rewarding employees
 - Disassociate the idea that performance ratings factor in to the ability for someone to receive an cash award
- Organizations need to increase transparency in their awards distribution by providing a high level breakdown of awards given to their employees – i.e. number of awards given, total amount given, number of individual employees awarded
- More direct communications needed for supervisors to increase awareness and expectations for submitting employees for cash awards



Specific Observations Con't:

- Communications and resources need to be delivered straight to employees rather than through alternative source
- Need to continue to distribute Performance Management Program resources and communications in order to create a culture of transparency regarding the cash awards
- Continued usage of the Supervisor for all distro in addition to utilizing the HR Director to distribute communications to DISES/DISL peers for high priority Performance Management process to include kick-off for the new performance year and key milestones
- Encourage organizations to distribute quarterly communications to their workforce providing insight into the distribution of cash awards – i.e. number of individuals awarded, average dollar amount received, average number of time off hours received, etc.