



Army DCIPS Awards and Recognition Program

Change Implementation Plan

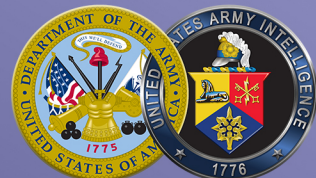


Table on Contents

Background	2
Definitions	2
100% DCIPS Special Act “Cash Awards” Timeline	2
Using Awards to Recognize Outstanding Achievements Throughout the Year	3
Award Allocations.....	5
Publishing Achievements	5
Process for Awarding Base Pay Increase Monetary Awards	6
Cash Awards Processing	6
DCIPS Awards and Recognition Change Communication Plan	8
Training	8
Special Act/Service Awards/Time Off Criteria Tables	8
DCIPS Appraisals	8
Records Management	8
Appendix A - DCIPS Monetary and Time-off Award Tables	10
Appendix B - Roles and Responsibilities	14
Appendix C - Sample Notification to Supervisor of DCIPS Employee.....	16
Appendix D - Sample Notification to DCIPS Employee	18
Appendix E – Frequently Asked Questions	20

**ARMY DEFENSE CIVILIAN INTELLIGENCE PERSONNEL SYSTEM
AWARDS AND RECOGNITION PROGRAM
CHANGE IMPLEMENTATION PLAN**

1. Background

The Undersecretary of Defense for Intelligence and Security (USD(I&S)) directed Defense elements within the Intelligence Community (IC) transition to a new process providing greater flexibility for supervisors to recognize significant employee achievements closer to the time of an accomplishment and in accordance with organizational goals and priorities. As a result of this USD(I&S) initiative, Army will phase into the 100% achievement award plan during Fiscal Year 2022. This transition also aligns with the USD(I&S)'s focus on modernizing the IC's performance management, performance pay, and awards and recognition programs. Furthermore, one of the desired outcomes from Office of Management and Budget (OMB) and the Office of Personnel Management (OPM) jointly published in their joint memorandum M-19-24 dated 19 Jul 19, is recognizing and rewarding employees in a timely manner throughout the year. The intent of this change has always been to recognize and reward employees when the outstanding achievement, event, or act occurs so employees know that the IC appreciates and values the work performed. Timely recognition is a key factor for an awards and recognition program and is essential for supporting a positive work environment, creating a culture of recognition, and increasing employee engagement. This document outlines the Army's transition to the new process.

2. Definitions

Defense Civilian Intelligence Personnel System (DCIPS) Performance-based bonuses are the "traditional" monetary bonuses given at the end of the performance evaluation period in which a maximum of the top 50% of employees receive a monetary award based on their numerical rating (e.g., 4.5, 4.1, etc.).

Other Monetary Cash Awards (e.g. Special Act/Service Awards and On-the-Spot Awards) is USD(I&S)'s directed initiative to phase out annual bonuses and reward performance much closer to actual achievement of an organizational goal. These are commonly known as "Cash Awards". These "Cash Awards" are lump-sum monetary awards given throughout the fiscal year to recognize employee achievements as they occur.

3. 100% DCIPS Special Act "Cash Awards" Timeline

Army has been proactively benchmarking and working closely with our IC counterparts and the OUSD(I&S) since 2020. The approval for the final decision came late due to the routing and changes at OUSD(I&S) and the

Office of the Under Secretary of Defense for Personnel and Readiness (OUSD(P&R)). For the past several years, the IC has slowly reallocated funds away from pay pools to other monetary awards. Army originally funded pay pools at 80% of the awards budget and have gradually reduced funding allocation solely for performance-based bonuses derived from pay pools and reallocated more to cash awards. Army will transition to 100% cash award system beginning in the FY22 Evaluation Cycle (1 Oct 2021 – 30 Sep 2022). Army will not be awarding annual DCIPS performance-based bonuses with the close-out of FY22 Performance Appraisals, normally paid out in January 2023 under the old performance-based bonus process. Each Army Command (ACOM), Direct Reporting Unit (DRU), Army Service Component Command (ASCC), Administrative Assistant to the Secretary of the Army (AASA), and the Headquarters, Department of the Army, G-2 (hereby referred to as “Command” for purposes of this implementation plan) with DCIPS employees will be allocated an award target and will manage their DCIPS awards within the guidelines established in the tables contained in Appendix A of this implementation plan.

4. Using Awards to Recognize Outstanding Achievements Throughout the Year

Awards are the primary mechanism for supervisors to recognize outstanding achievements. To more clearly recognize achievements and capitalize on the motivational potential of awards, Army is shifting the focus from annual performance-based bonuses tied to close-out summary performance ratings to rewarding noteworthy achievements throughout the year. Army will increase cash awards budgets by incorporating the funds currently allocated to annual performance-based bonuses.

Supervisors should be given more discretion in distributing monetary awards close to the time of the achievement and in accordance with organizational goals and priorities. Supervisors will complete the documentation required by Army Regulation (AR) 672-20 to administer the award and track it within the Defense Civilian Personnel Data System (DCPDS). Army DCIPS is putting aside annual performance-based bonuses for more frequent cash awards. These cash awards are given year round (not just once a year as the annual performance-based bonus) and thus can be more closely tied to behaviors directly linked to organizational goals when they occur. The ability of managers to link the recognition to specific actions or behaviors is critical for reinforcing the employee's performance, increasing motivation and modeling behavior for others, therefore increasing the transparency and fairness of the program. Manager involvement in distributing awards can enhance the employee-supervisor relationship. Supervisors are encouraged to reward and publicize outstanding achievements to recognize employees and to create an awareness of the kinds of activities that merit recognition/rewards. Outstanding performance can include, for example, achievements in the following areas:

- Improved working processes, methods, techniques that create efficiencies for the organization
- Creation of tools that positively impact the organization's or Agency's goals
- Implementation of new products or services that positively impact the organization's or Agency's goals

Awards should be granted as soon as possible after the noteworthy performance has occurred and shall not be utilized as "performance awards" since DCIPS will no longer have annual performance based-bonus and will not substitute or disguise or issue an award as a "performance award" based on the overall performance evaluation of record (with the exception of a base-pay increase monetary awards addressed below).

To keep decision making at the lowest possible level, awards up to \$10,000 can be granted at the lowest practical level, determined and delegated within the Command without additional layers of approval beyond a suitability review. This, along with the use of AUTONOA to process the award, should shorten the time lag between the achievement and the award, as well as reduce the administrative burden of granting an award.

Supervisors should distribute approximately 90% of their awards budgets throughout the first 9 to 10 months of the Fiscal Year, while holding approximately 10% in reserve for distribution at the end of the Fiscal Year.

Supervisors will document the award via a DA Form 1256, "Incentive Award Nomination and Approval" with an attached narrative justification. This will provide supervisors with a single interface for different awards and will facilitate tracking and monitoring of award distributions.

AUTONOA **will be used** for the following award types for DCIPS employees:

- On-the-Spot (Individual or Group)
- Special Act
- Time-Off (Individual or Group)
- Suggestion/Invention/Patent (Individual or Group)

AUTONOA **will not be used** for the following award types for DCIPS employees:

- Performance Awards (this awards category is not authorized for use for DCIPS employees)
- Base-Pay Increase Monetary Awards (DQI or SQI).
These awards are processed via an annual Command DCIPS pay pool process and submission of a DCIPS Compensation Workbench which codes these award for processing once successfully uploaded and finalized in DCPDS.

5. Award Allocations

On an annual basis, ODCS, G-2 will continue to give Army DCIPS award allocations and awards guidance to Commands with Army DCIPS employees once approved by OMB, OPM, and Department of Defense (DoD). Commands will distribute their awards allocations across lower level organizations with Army DCIPS organizations which distributes the funding allocations in a manner based upon the organizations aggregate onboard DCIPS strength (excluding Defense Intelligence Senior Level (DISL) and Defense Intelligence Senior Executive Service (DISES)) as of 30 September of the previous year.

Supervisors of lower-level organizations that have received an award allocation should grant awards to recognize those achievements that exemplify behaviors that further the organization's stated goals.

6. Publishing Accomplishments

Accountability through transparency will be achieved in the Army DCIPS Awards and Recognition program. Encouraging organizations to publish sample achievements that justified the award will improve the accuracy of rater judgements by adhering to accepted standards. Differential outcomes of performance appraisal-based decisions will reflect broad consensus for what constitutes meaningful, fair distinctions among people in given performance contexts or cultures. Without accountability, raters may provide ratings that meet their own needs. Publishing sample achievements within the organization can serve to help employees understand organizational standards and expectations and celebrate the successes of the collective. Perceptions of DCIPS Awards and Recognition program fairness and transparency affect the organizational impact of the program. When perceived fairness is high, programs can have a positive impact on productivity and organizational commitment. On a regular and recurring basis, a publication should be issued at the level at which decisions have been made, highlighting sample achievements that have earned awards. The intent is to illustrate organizational standards and reinforce organizational values.

Achievements should be published with appropriate context (e.g., with consideration to the recipients' work level or role) and in a way that makes sense for that organization (e.g., email, website, Town Hall).

Commands will conduct annual audits to determine how awards are being used to ensure that the criteria is being used consistently. A certification report of funds may be requested of Commands by the HQDA G-2 at any time during the fiscal year to ensure that employees are being timely recognized and awards percentages designated for use by Commands for DCIPS employees are being utilized timely throughout the fiscal year.

Army DCIPS encourages supervisors to incentivize employees and recognize the value they provide through use of the full spectrum of awards available in addition to monetary, such as Time-off Awards and Honorary Awards. Supervisors should ensure that employees are provided with meaningful work, appropriate flexibility in their work arrangements, developmental opportunities, leadership opportunities, etc. This is part of creating and sustaining a high performance culture within the Army.

7. Process for Awarding Base Pay Increase Monetary Awards

Army will continue the use of pay pools, Pay Pool Performance Review Authority certification, and reporting for determining base-pay increase monetary awards (DQIs/SQIs). Base-pay increase monetary awards will be approved and submitted via the uploading of a DCIPS Compensation Workbench in accordance with Army Policy-Volume 2012, "DCIPS Performance-Based Compensation" and annual DCIPS awards guidance issued by ODCS, G-2 during the 1st QTR of each fiscal year.

8. Cash Awards Processing

Promoting transparency and uniform standards, each command will manage their own internal review process to compare nominations ensuring consistency of award amount for equivalent impact and scope. It is highly encouraged that each command document its processes to provide greatest transparency and standardization. To ensure cash awards are timely, use of internal or command award boards are discouraged unless awards are in excess of \$10,000 and therefore would be boarded by the Army Incentive Awards Board administered by HQDA, G-1, Assistant G-1 for Civilian Personnel. Use of any command or organizational award boards will not result in awards being held till the end of the fiscal year. As this defeats the goal of timely recognition of employees. Employees will generally be recognized generally within 60-90 days of the accomplishment.

The Civilian Human Resources Agency, is responsible for processing Cash Award packages once submitted within AUTONOA. As noted above,

implementation of this plan will result in an increase in Cash Award submissions within Army DCIPS organizations.

All award justifications must be unclassified when processed through AUTONOA. There will be award packages where leadership believes a classified justification will be necessary to justify a higher level award. In these situations, the justification must be redacted prior to submission of the award.

9. DCIPS Awards and Recognition Change Communication Plan

Management of the awards program will be at the Command G-1/J1 approval level with overarching oversight by the Command Transition Manager and Commands Change Management Officer designated within the Command G-1/J1 or Command G-2/J2. The Command Change Management Officer will publicize this new performance recognition program through Town Halls presented by senior leaders, training sessions, dialogue between supervisor and employees, Senior Civilian meetings, and other acceptable forums. In addition, each DCIPS supervisor will communicate with their employees as the new processes are implemented.

10. Training

Army DCIPS will plan and manage its training transition plan based on DCIPS policy and any applicable exceptions/waivers where documented in writing by USD(I&S) and aligned with DCIPS Army Policy Volumes. The goal is to meet all Awards and Recognition Program training needs of the workforce and accomplish all Awards and Recognition Program training prior to the planned transition away from DCIPS pay pools in 2022. Each Command G1/J1 and Command G2/J2 DCIPS representative in conjunction with their DCIPS servicing Civilian Personnel Advisory Center will be responsible for ensuring their supervisors of DCIPS employees are aware of award submission requirements and of the timely and consistent application of cash awards. Army G-2 will supplement DoD and Army Awards and Recognition policies by creating generic Army specific awards and recognition training needed to transition from DCIPS performance-based bonuses. This training will be in the form of a presentation posted on the Army DCIPS website for usage. Where feasible, Instructor Led Training (ILT) may be rolled out at the discretion of the Command. The Command is responsible for creation and presentation of the material that will be used for ILT that demonstrates the nuances of DCIPS that are apart and different from United States Code Title 5.

Training resources on Awards and Recognition program and Army's transition away from performance-based bonuses are available at:

<https://www.dami.army.pentagon.mil/site/dcips/LC-ER%202008.aspx>

11. Special Act/Service Awards/Time Off Criteria Tables

The tables in Appendix A outline the level and scope of impact or value to the organization to help determine meaningful distinctions between award amounts. These tables will be used by each award nominating and approving officials to ensure consistent application of criteria to award amounts. Keep in mind, the table is used as a guide to assist in determining the monetary award amount. These tables are derived from AR 672-20, "Awards and Recognition", and these tables have been adopted for use in their entirety for rewarding Army DCIPS employees in accordance with Volume 2008, "Army DCIPS Awards and Recognition" found at:

https://www.dami.army.pentagon.mil/site/dcips/docs/L&R/AP-V2008_09-12-16.pdf

12. DCIPS Appraisals

Army will continue to utilize the current DCIPS performance appraisal system and finalize FY22 DCIPS Evaluations of Record no later than 15 November 2022 in accordance with Volume 2011 – "Army DCIPS Performance Management" found at:

https://www.dami.army.pentagon.mil/site/dcips/docs/L&R/APV%202011_1-19-18.pdf

13. Records Management

The records management requirement for all record numbers, associated forms, and reports required by this regulation are addressed in the Records Retention Schedule-Army (RRS – A). Detailed information for all related record numbers, forms, and reports are located in ARIMS/RRS – A at <https://www.arims.army.mil>. If any record numbers, forms, and reports are not current, addressed, and/or published correctly in ARIMS/RRS – A, see DA Pam 25 – 403 for guidance.

Appendices

Appendix A

DCIPS Monetary and Time-off Award Tables

Table
Tangible Benefits—Example Scale of Award Amounts—

Benefits	Awards
Estimated First-Year Benefits	Amount of Award to Employee
Up to \$100,000 in benefits	10% of benefits
\$100,001 and above in benefits	\$10,000 plus 1% of benefits above \$100,001 up to \$25,000 with OPM approval

Note:

Presidential approval is required for award amounts exceeding \$25,000 and must be submitted to the Under Secretary of Defense for Personnel and Readiness (USD (P&R)) for endorsement to the OPM. While the amount of savings may suggest an award exceeding \$25,000 based upon a DoD Component's awards scale, the savings cannot be the sole basis for requesting Presidential consideration. Only meritorious ideas or accomplishments of extraordinary, national significance that would otherwise warrant attention of the President may be endorsed to the President for approval.

Table
Intangible Benefits-Example Scale of Award Amounts—

Value of Benefit	Extent of Application			
	Limited	Extended	Broad	General
	Affects functions, mission, or personnel of one facility, installation, regional area, or an organizational element of a headquarters. Affects small area of science or technology.	Affects functions, mission, or personnel of an entire regional area, command, or bureau. Affects an important area of science or technology.	Affects functions, mission, or personnel of several regional areas or commands, or an entire department or agency. Affects an extensive area of science or technology.	Affects functions, mission, or personnel of more than one department or agency or is in the public interest throughout the Nation and beyond.
Moderate Change or modification of an operating principle or procedure with limited use or impact.	\$25 to \$125	\$126 to \$325	\$326 to \$650	\$651 to \$1,300
Substantial Substantial change or modification of procedures. An important improvement to the value of a product, activity, program, or service to the public.	\$125 to \$325	\$326 to \$650	\$651 to \$1,300	\$1,301 to \$3,150
High Complete revision of a basic principle or procedure; a highly significant improvement to the value of a product or service.	\$325 to \$650	\$650 to \$1,300	\$1,301 to \$3,150	\$3,151 to \$6,300
Exceptional Initiation of a new principle or major procedure; a superior improvement to the quality of a critical product, activity, program, or service to the public.	\$650 to \$1,300	\$1,301 to \$3,150	\$3,151 to \$6,300	\$6,301 to \$10,000

Table Time Off Awards scale for a single contribution—	
Value to organization	Number of hours
Moderate:	1 to 10
A contribution to a product, activity, program, or service to the public which is of sufficient value to merit formal recognition.	
Beneficial change or modification of operating principles or procedures.	
Substantial:	11 to 20
An important contribution to the value of a product, activity, program, or service to the public.	
Significant change or modification of operating principles or procedures.	
High:	21 to 30
A highly significant contribution to the value of a product, activity, program, or service to the public.	
Complete revision of operating principles or procedures, with considerable impact.	
Exceptional:	31 to 40
A superior contribution to the quality of a critical product, activity, program, or service to the public.	
Initiation of a new principle or major procedure with significant impact.	

Appendix B

Roles and Responsibilities

1. Supervisor

- a. Practice intentional, strategic award planning and provide continual review of employee achievement(s) that are significant to recognize and reward
- b. Provide timely recognition by initiating award nominations
- c. Practice confidentiality of award nominations. Employees should never be informed that they are under consideration for or have been nominated for any award. Such action may create serious morale problems if the award is not approved.
- d. Ensure documentation has appropriate authority/approval before forwarding award nomination package for approval
- e. Ensure Equal Employment Opportunity and adverse action certification is obtained for all monetary and honorary award nominations in accordance with paragraph 2-2, AR 672-20
- f. Prepare certificates, as applicable, and issue to employee
- g. Notify employee of awards after all the necessary coordination and approval has been completed

2. Reviewer/Approver

- a. Review and confirm or reject supervisor recommendations related to awards
- b. Review award nominations for the organization and approve/disapprove the nominations
- c. Identify and assign funding for approved awards
- d. Support supervisors in their efforts to recognize exceptional performance

3. Transition Managers

- a. Prepare for and facilitate the transition from pay pool bonuses to 100% Monetary/Cash awards that are not performance review-based
- b. Implement the Transition Strategic Change Management and Communication plan is implemented within their respective Command

c. Implement the Transition Training Plan within their Command

d. Provide Project Management Office functions to help facilitate and align all the work stream activity which must occur in a coordinated fashion, if the transition of DCIPS pay pools is to happen smoothly and with minimal disruption to the workforce

4. Change Champion. Advocate and promote the transition message. Champions will be at all levels: senior leadership (DISL, DISES, and Senior Intelligence Officers), Department Heads, and Supervisors.

Appendix C

Sample Notification to Supervisor of DCIPS Employee

This document establishes guiding principles for the Army DCIPS Awards and Recognition Program that will be effective immediately.

The DCIPS Awards and Recognition program will receive a significant increase for monetary awards by the combination of former DCIPS performance-based bonus funding and award allocations in Fiscal Year 2023, currently estimated to be 2.5% of aggregate DCIPS salaries. This authority brings a heightened-level of managerial responsibility and accountability to recognize employees throughout the year and to spend award allocations. Fiscal Year 2022 will be the year of implementation and will be a transition year within Army DCIPS; whereas we will be setting aside the remaining 1.3% of funds (after performance-based bonuses were paid out in January 2022 which were executed at 1.2% of aggregate DCIPS salaries) for the purposes of timely recognizing and rewarding employees when the outstanding achievement, event, or act occurs. This monetary recognition will be available for use in lieu of annual performance-based bonuses which were eliminated within Army DCIPS during 3rd quarter FY 2022.

Supervisors, at all levels, have a responsibility to recognize and reward employees who have made note-worthy contributions to the mission. These achievements/contributions, at organization discretion, may be used to provide a Publication of Achievements communicated within the organization throughout the year. Likewise, employees have a duty and responsibility to execute performance of their duties in alignment with their performance plan and official position description since performance management and the annual DCIPS performance appraisal process within DCIPS remains intact and must be executed within established timelines in accordance with DCIPS performance management policy. The only portion that is changing is how employees are rewarded, taking it from an annual process to a continuous review and reward process throughout the year, based upon desired outcomes and accomplishments.

The performance management process (coaching, counseling, feedback, tracking, and recognition) should encourage both individual and organizational growth. The process is only successful through strong manager-employee relationships founded on trust and transparency. In doing so, managers will have the resources and foundation to timely reward employees as achievements, events, or acts occur rather than having to wait to reward employees several months after the convening of pay pools and payout in January of the following year under the old process. Under this new process a more timely and streamlined awards process calling for more managerial involvement throughout the year as envisioned in OMB's and OPM's desired outcomes, by recognizing and rewarding employees in a timely manner throughout the year.

SIGNATURE OF SUPERVISOR

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SIGNATURE OF SUPERVISOR

Appendix E

Frequently Asked Questions

Transition from Bonuses to Awards

1. Why is this transition from Bonuses to Awards occurring and being communicated so late in the Fiscal Year?

Army has been proactively benchmarking and working closely with our Intelligence Community (IC) counterparts within DoD and the Office of the Under Secretary of Defense for Intelligence and Security (OUSD(I&S)) since March of 2020. The approval for the final decision came late due to the routing and changes at OUSD(I&S). Since 2010, Army has slowly reallocated funds away from pay pools to other monetary awards. Army originally funded pay pools at 80% of the awards budget and have gradually reduced funding allocation solely for performance-based bonuses derived from pay pools. That allocation is currently 50%.

2. What is driving this change?

This change was originally discussed at the January 2019 People Summit, reflecting industry best practices and the IC's commitment to changing the performance management process. This transition also aligns with the USD(I&S)'s focus on modernizing the IC's performance management, performance pay, and awards and recognition programs. Further, one of the Office of Management and Budget (OMB) and the Office of Personnel Management (OPM) desired outcomes, as published in their joint memorandum M-19-24 dated 19 Jul 19, is recognizing and rewarding employees in a timely manner throughout the year. The intent of this change has always been to recognize and reward employees when the outstanding achievement, event, or act occurs so employees know that the IC appreciates and values the work they do. Timely recognition is a key factor for a recognition and awards program and is essential for supporting a positive work environment, creating a culture of recognition, and increasing employee engagement.

3. What will happen to the funds that were normally allocated for performance-based bonuses?

The Fiscal Year 2022 funds that would normally be allocated for performance-based bonuses will move to the awards budget; this money will remain dedicated to being used for employee recognition throughout the year in the form of Special Act/Service Awards and On-the-Spot awards. OUSD(P&R) has approved a change (through an exception to policy pending a rewrite of applicable volumes of Department of Defense (DoD) Instruction 1400.25) in the allocation of the awards funding split from 50% bonuses and 50% monetary award to 100%

monetary awards. Money for Fiscal Year 2022 performance-based bonuses that would have been paid out in January 2023 with Fiscal Year 2022 funds will instead be available now for use with a new budget as of 1 October 2022.

4. Without annual bonuses, aren't there fewer opportunities for employees to be recognized for performance?

Actually, this change increases the number of employees eligible to receive accomplishment-based compensation. This shift allows supervisors the opportunity to recognize and reward noteworthy employee achievements or acts throughout the year, instead of waiting until the end of the DCIPS performance cycle.

Additional benefits of the shift to 100% monetary awards:

- Allows Army to recognize a far greater percentage (up to 100%) of eligible employees instead of being limited to generally no more than 50% of the workforce through the annual performance-based bonus process
- Provides timely recognition to employees based on achievements or special acts
- Recognizes and promotes positive behaviors that support individual, groups, and the organization's mission, vision, and values
- Assists in creating a culture of mutual respect, reward, and recognition for DCIPS employees
- Empowers supervisors and managers to provide recognition for deserving achievements and acts, instead of this being a pay pool panel responsibility

5. Without annual performance-based bonuses, do performance ratings still matter?

Yes! The purpose of performance ratings is NOT to drive a performance bonus, but rather to serve as feedback on an employee's performance against established performance objectives and elements over the course of the DCIPS evaluation period. While this change means the agency will not consider employees for an annual performance bonus based on their Final Rating of Record, employee performance ratings will still drive base-pay increase monetary awards (e.g. DQI, SQI) and retention standing in case of any manpower reductions through involuntary separations. Further, performance

ratings may be considered when competing for employment opportunities and competing for training opportunities.

6. With no performance-based bonuses starting in Fiscal Year 2022, how will employees be rewarded for performance throughout the year?

Throughout the year supervisors should consider whether the specific employee achievements, as they are accomplished, are deserving of an award and they should complete the award nomination package at that time. The recognition for the accomplishment is then occurring closer to the actual achievement and can be provided as part of the feedback about the employee's performance. The amount of the award should be commensurate with Awards Based on Tangible and Intangible Benefits, tables 7-1 and 7-2, Army Regulation 672-20 (Incentive Awards). See Appendix A.

7. Since Pay Pools are going away, what will happen to base-pay monetary Increase awards (i.e. DCIPS Quality Increase (DQI), DCIPS Sustained Quality Increase (SQI))?

The pay pool process is only being eliminated for performance-based bonuses, since annual performance based bonuses are eliminated starting in 2022. Employees will now be recognized more timely throughout the year via other monetary awards (i.e. special Act/Service Awards, On-the-Spots) close to the time the act occurs. The pay pool process will continue within each Command solely for determining DQIs/SQIs. All timelines, eligibility criteria, tools, and processing via the Compensation Workbench remain unchanged. Pay Pools will convene for the sole purpose of identifying the top 1-10% of performance ratings and to approve those within the top 1-10% who meet eligibility criteria with these awards based upon their Commands established budget.

8. Will the submission and processing of a cash award (e.g. Special Act/Service Award or On-the-Spot Award) require additional effort from supervisors during an already difficult/busy time?

The process for submitting the cash award may require more effort, but supervisors are encouraged to pull previous language from progress reports to justify the award.

9. Will AUTONOA be used to submit award nominations?

Yes, AutoNOA will be used for submitting requests for cash award for all DCIPS employees; these cash awards do not require individual Requests for Personnel Actions or processed via the Compensation WorkBench.

10. Will the level of effort needed to warrant an end of year bonus be measured at the same level as an award? How will the agency ensure supervisors across the agency know how and what to award and award thresholds? How will consistency of award thresholds across the agency be established?

Actually, thresholds for performance-based bonus are not consistent across the Agency, as it depends on the ratings distribution within an individual office as a whole, but also within individual pay pools. Agency-wide there are guidelines for approvals related to awards amounts; within those guidelines, commands can continue to establish guidelines and/or a governance structure, based on their size, reporting structure, etc. Each command develops and publishes their awards guidance. For example, some organizations publish the accomplishments of their workforce in town halls for transparency. While amounts and actions are included, this shows their respective workforce that recognition is occurring. This practice can be adopted throughout the organization.

11. Who is the eligible for a Special Act/Service Award or On-the-Spot Award?

All DCIPS personnel with:

- **Current “Successful” or Above Rating:** Employees must have rating of at least “Successful”, in the absence of a rating of record, the employee must be performing at least at the “Successful” rating in their current work
- **No Disciplinary or Adverse Actions:** Employees must be clear of any pending or final disciplinary actions within the previous 12-month period. An employee with a pending disciplinary investigation will remain ineligible until a decision is made. If no disciplinary action is taken, the employee will then be granted the award. If an action is taken, the employee will receive no award

12. What is the criteria for an employee to be nominated for a Special Act/Service Award?

Employee contributions must meet the following criteria to be eligible for a Special Act/Service Award:

- Occurred in Fiscal Year the award is to be given
- Effort or act beyond the scope of regular day-to-day activities and assignments

- Not previously recognized through another award during the same Fiscal Year
- Not on a Joint Duty Rotation to another organization for the entire rating cycle
- Aligned to Tangible and Intangible Benefits, tables 7-1 and 7-2, Army Regulation 672-20 (Incentive Awards), extracted and displayed at Appendix A of this document

Commands must adhere to the following:

- [Merit System Principles \(5 USC § 2301\) at: https://www.mspb.gov/studies/studies/The_Merit_System_Principles_Keys_to_Managing_the_Federal_Workforce_1371890.pdf](https://www.mspb.gov/studies/studies/The_Merit_System_Principles_Keys_to_Managing_the_Federal_Workforce_1371890.pdf)
- **Not use** Performance Pay Panels for award decision making
- **Not use** percent of eligible population to determine who is awarded

13. What is the minimum and maximum dollar amount of the Special Act/Service Award?

Cash awards range from \$25 to \$25,000, depending on the achievement being recognized; however, the award amount should be meaningful and align to Tangible and Intangible Benefits, tables 7-1 and 7-2, Army Regulation 672-20 (Incentive Awards), see Appendix A. An additional award exceeding \$25,000 may be approved at the discretion of the President. Any award above \$10,000 requires endorsement from the HQDA, G-2 and paneled by the Army Incentive Awards Board managed by HQDA, G-1. The Tangible and Intangible Benefits tables provide a guide for recommended dollar amounts. Supervisors should consider the following when determining award amount:

- Alignment of actions or achievements to employee expectations. Consider if the employee's contribution is at or above their grade level to assess whether the award amount should be higher or lower. Reference the Tangible and Intangible Benefits tables to determine an appropriate award amount.

14. What is an On-the-Spot cash award and minimum and the maximum dollar amounts?

An On-the-Spot cash award is a small award (\$50 to \$500) which may be given by a supervisor for day to day accomplishments of subordinate employees. Based upon its name, this award is intended to be accomplished as expeditiously as possible.

15. Can a supervisor award a time-off award in lieu of a cash award?

Yes. While the awards budget has increased over previous years, the time-off awards budget has not increased. If time-off hours are available, the supervisor can reward an employee with a time-off award in lieu of a cash award. Keep in mind that there are stricter limitations on the size of time-off awards (NTE 40 hours per award for a single contribution) and that time off granted as an award must be scheduled and used within one year after the effective award date, cannot transfer with the employee if employee goes to another Agency, or it will be forfeited – it will not convert to cash. Note: Employees may only be awarded a cumulative maximum of 80 hours of time off during a leave year.

16. How will personal bias and favoritism be mitigated in this process since a pay pool and algorithm will no longer be used for determining bonuses? Won't this perpetuate perceived biases within our processes?

Accountability remains key throughout Performance Management and Awards. We will continue to hold each other accountable. Commands are already required to ensure consistent and equitable distribution of monetary and time off awards.

- The agency has the capability to complete annual demographic reviews
- Commands need to be looking at who is being rewarded and which supervisors are not rewarding employees and address them accordingly. While this process puts more opportunity for recognition/reward in the hands of supervisors, it is no more biased or unbiased than our previous process. Any processes dealing with humans are inherently open to bias – that includes the performance management process and the bonus process that has been tied to it for years

17. Since many supervisors may not have submitted awards throughout the year in Fiscal Year 2022, and we are now entering the 2nd half of the Fiscal Year, will they be able to retroactively award employees for work that was done earlier in the year?

Yes. Since Fiscal Year 2022 is a transition year, we recommend that raters go back and relook at employee accomplishments during the current Fiscal Year and complete an award where warranted. The purpose of eliminating the annual performance bonus was to ensure that employee are timely recognized throughout the year. Therefore, in future years the expectation is that employees are timely recognized as specific accomplishments occur.

18. What happens to those that will be moving to another job or their rater may change? Are we potentially harming employees who worked hard throughout the performance cycle but had to change supervisors and risk that their new leadership may fail to submit them for an award (due to gaining supervisors not accounting for these new employees; or due to limited 4th Qtr. funds)?

This is also a good reminder to losing supervisors to ensure they are recognizing their employees for their contributions in a timely manner rather than assuming there will be an opportunity to submit for an annual end-of-year award which is not consistent with the move from pay pools to cash awards. Employees are to be rewarded timely as accomplishments are performed and deserving of recognition. In order to ensure employees that are deserving of an award for their contributions are recognized, we encourage dialogue between losing and gaining supervisors. This is particularly important for employees that transition out.

19. Will Defense Intelligence Senior Civilian Executive bonuses still follow the prior process or is there a change to these bonuses as well?

OMB, OPM and DoD establish different funding rules for our Defense Intelligence Senior Civilian Executives – the Defense Intelligence Senior Executive Service and Defense Intelligence Senior Leader employees. Their process will remain unchanged.

20. How will awards funding be allocated across quarters to ensure that funds are equally available for Q4 as Q1?

Awards funding will be allocated in the same manner as it has been every year according to your Command's process. For this transition period, up to 1.3% of the overall 2.5% Awards budget (approximately 52%) will be set aside for use as cash award during Fiscal Year 2022.

21. Is it true that anyone who has a final adverse action is ineligible for cash awards, so 100% of the agency population is NOT actually eligible for these awards?

Yes, this is correct. An eligibility check is conducted before an employee can receive an award - this was also true for bonuses. The difference is that generally, no more than 50% of the eligible population could receive bonuses, whereas up to 100% of the eligible population could receive awards.