

November 2010 Army DCIPS EYE Newsletter

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From the Desk of Mr. James T. Faust, Assistant Deputy Chief of Staff, Intelligence (G2) – *Creating a Performance Culture: Serving for the Mission*

As we kick off the FY11 DCIPS Performance Management cycle, it is clear that Army Intelligence employees serve for the mission and not just for pay. We serve to protect our nation and meet the needs of the Army, Army Intelligence, and the larger Intelligence Community.

DCIPS experienced transition turbulence over the past eighteen months—and there is more yet to come. I appreciate the patience and support that all of you have shown as Army moves forward with DCIPS implementation.

We will continue to demonstrate a strong Army performance culture aligned to mission, vision, and values— and to ensure that our leaders create conditions for success. Our end-state is clear. We will achieve a performance culture with high standards in place to recognize and to reward employee performance and contribution; where Army DCIPS employees have career broadening opportunity from the first day to the last; where leadership provides vision that strengthens collaboration and two way communication, where our day to-day work has direct impact on Army readiness and capability and supports the overall strategic plan of the Army, Defense, and National Intelligence Enterprise.

Over the next year DCIPS will transition from pay bands to a GS/GG-like structure. Much of this change is still emerging from USD(I) and is a “work in progress” in which we are fully engaged. It is important for us to continue to be flexible I see our leaders continuing to be an active, visible group that support upcoming changes to our occupational system and continue to maintain a high-performing workplace. For employees, continue your valuable and hard work and focus on achieving your performance goals and remain patient and informed as the Defense Intelligence Enterprise evolves into an even stronger workforce.



Civilian Workforce Transformation

What is it? The Army is increasingly calling upon our Civilian Corps to assume greater levels of responsibility and accountability at organizations throughout our Service. This is due to a number

of initiatives to convert military and contractor positions to civilian careers, as well as due to the increased operational mission requirements in this era of persistent conflict.

What has the Army done? The Civilian Workforce Transformation Task Force, which consists of the Army G-1 staff, along with G-3/5/7, ASA M&RA and OSD Personnel & Readiness staff, is developing specific short and long-term initiatives to transform the civilian workforce, consistent with Congress 2010 NDAA requirements. This transformation is one of the Army's top priorities, and has the support of the Secretary of the Army, the Chief of Staff of the Army, and the Vice Chief of Staff of the Army.

What continued efforts does the Army have planned for the future? Hire the right people, quickly - Under development is a scalable hiring process proof of concept, which will move to achieve the federal OPM hiring standard of 80 days. The metric: By the end of FY11, there will be documentation and implementation of a reformed hiring process that puts commanders in charge and leverages technology.

Civilians in a career program - The goal is to move from 40 percent of the force managed in a career program, to 100 percent coverage. By the 2nd quarter of FY11, the path and resource requirements will be established for 100 percent of the workforce to be covered by professional career program management.

Train and develop our civilians into leaders - By the end of FY2011, there will implementation of comprehensive competency-based Civilian Leadership Development Program. This program will ensure employees and management understand what is required for success, with realistic career paths and developmental opportunities to achieve success. By the first quarter of FY2012, there will be an implementation of an Education, Training and Experiential Development Program for the Army's Enterprise Leadership cohort.

Why is this important to the Army? The Army is capitalizing on entry-level recruiting of high-quality candidates and providing a focused investment in developing the force into leaders throughout their careers. As Army civilians retire, there must be development and training of young leaders in order for them to become the next generation of senior leaders through succession planning.

Performance Management FY10 & FY11 Key Cycle Dates

PM Activities already completed :

- Rating Official has completed Year End Performance Evaluations (FY10 Cycle Activity)
- Command Organizational PM PRA Completed (FY10 Cycle Activity)
- Performance Plan and IDPs for employees completed (FY11 Cycle Activity)

Remaining PM activities:

- November - December: Performance Evaluations are communicated to employees (FY10 Cycle Activity)
- November - January: Rating Reconsideration Process (generally completed by end of January) (FY10 Cycle Activity)

Expiration of the DCIPS Personnel Interchange Agreement Update:

The flexibilities offered under the DoD/OPM DCIPS Personnel Interchange Agreement expired on 30 September 2010. Upon the completion of the Office for Personnel Management (OPM) and the Department's comprehensive review, the DoD decision is not to pursue an extension. The DoD CARE office has confirmed that Army, Navy, AF and DSS DCIPS employees that participate in the DoD Priority Placement Program are still eligible to register, and if the DCIPS employee has previous Title 5, personal competitive status they are eligible to register for Title 5, Competitive Service positions. Detailed guidance is being developed to address the impact to current and future DCIPS employees.

What's new?

We are excited to introduce the launch of a *Calendar of Events* found on the Army DCIPS website. You can find the Calendar by clicking on the link under the "About DCIPS" tab on the website home page. This Calendar will be your source for finding all Army Special Events including Town Halls, key PM dates, training, brown bag meetings, Teleconferences as well as holiday schedules. Please be sure to check this link periodically to find the most up-to-date DCIPS information!

<http://www.dami.army.pentagon.mil/site/dcips/Calendar/DcipsCalendar.aspx>

DCIPS Transition Status -

As you may be aware, the Secretary of Defense made the decision to transition DCIPS band employees to GG/GS like grades. In collaboration with strategic partners, the HQDA, DCS, G-2, Intelligence Personnel Management Office (IPMO) are reviewing the optimal courses of action. Stay tuned for more information on the DCIPS way ahead.

Providing Effective Feedback

Once Evaluations of Record are finalized by 15 November 2010, Rating officials are responsible for providing feedback to employees on their performance evaluation on receipt of approval of ratings from the reviewing official. The dialogue on the formal performance evaluation document should represent the culmination of ongoing feedback between the supervisor and employee regarding performance throughout the evaluation period. Therefore, employees should not be surprised of feedback that they receive at the end of the evaluation period. Many times performance feedback can be an uncertain and uncomfortable experience. However, all employees must engage in this activity to:



1. Acknowledge receipt of their Evaluation of Record

2. Have a candid conversation about their performance strengths and challenges
3. Gain an understanding of why they were given a specific rating
4. Develop an action plan to leverage strengths for future work and address challenges to be an even higher performing employee

It is important to have a plan for conducting these conversations so that they remain on track, and provide clear direction and guidance to the employee as to what is expected.

Tips for Having Effective Performance Feedback Conversations	
Rating Official	Employee
<ul style="list-style-type: none"> ✓ Review (and bring) appropriate documentation ✓ Prepare, share, and stick with an agenda ✓ Establish ground rules for the meeting (e.g., fact and observable-behaviour focus) ✓ Strive for positive, mutual outcomes ✓ Discuss final evaluation of record ✓ Prepare to discuss strengths and developmental opportunities ✓ Anticipate any probable objections and practice responses ✓ Acknowledge employee concerns ✓ Remain calm, professional, and objective ✓ Avoid any subjective conclusions ✓ Identify key strengths, achievements, and developmental areas of your employee ✓ Discuss strategies for improving developmental areas ✓ Discuss your employee’s career goals as appropriate ✓ Discuss how you can help with your employee’s performance and career progress 	<ul style="list-style-type: none"> ✓ Ask clarifying questions <ul style="list-style-type: none"> ○ Why was I rated a? ○ What other career opportunities may be coming available within the organization? ○ What do I have to do to get a rating of ...? ○ How can I better assist you next FY? ○ It isn’t a fair assessment, how do I file an administrative reconsideration? ○ What should I start/stop/continue doing? ○ Do I have to acknowledgment the evaluation? ✓ Inquire about developmental opportunities ✓ Remain calm, professional, and objective ✓ If you find yourself becoming defensive or hostile, practice stress management techniques such as taking a deep breath and letting it out slowly. ✓ Ask for examples and stories that illustrate the feedback, so you know you share meaning with the person providing feedback.
<u>DO NOT</u>	
<ul style="list-style-type: none"> ⊘ Let emotions get out of control ⊘ Criticize or blame reviewing officials and/or PRAs 	<ul style="list-style-type: none"> ⊘ Get defensive ⊘ Let emotions get out of control ⊘ Turn the conversation into a win-lose debate

PBB Program Overview

The Performance-Based Bonus Program (PBB) is Army's newly designed annual performance-based rewards program. The PBB links employee performance to bonuses—with the greatest bonus amounts going to those who make the greatest contributions. Evaluations of record directly affect an employee's eligibility to receive a PBB and are used to determine and distribute PBBs. Under DCIPS, an employee's evaluation of record (numerical value between 1 and 5) determines eligibility for a PBB. PBB program bonus deliberations will occur in November for the performance period covering July 2009 – September 2010.

Under this new program, Army DCIPS employees may be eligible for a Quality Step Increase (QSI) or a bonus award.

Performance-based bonuses will:

- Acknowledge significant mission contributions
- Provide larger bonuses to higher performers

PBB Eligibility

- Employees who receive a QSI will **not be eligible** for a performance-based bonus
- Employees eligible for PBBs must meet or exceed a "successful" rating of at least 2.6
- Those eligible for QSIs must have an overall rating of "outstanding" between 4.6 and 5.0
- Per USD(I) requirement, bonus distribution is not to exceed 50% of the eligible population
- Employees rated as unacceptable or minimally successful are not eligible for a PBB

Performance-Based Bonus Terms

Bonus - One-time monetary award based on an employee's performance for that performance year as part of the PBB Program. The purpose of a bonus is to provide meaningful reward for the highest employee levels of performance and/or work accomplishments within the context of the pay band.

Bonus Board - A group of Bonus Group Managers or Senior Intelligence Officers who typically share chain-of-command responsibility for employees assigned to a Bonus Group. They are responsible for conducting the annual PBB decision-making process under the leadership of a Bonus Group Manager.

Bonus Group - A logical aggregation of employees within Army for the purpose of making annual PBB decisions. The organizing construct for a Bonus Group may include consideration of Division, Directorate, organization or region of assignment, occupation, or other organizing criterion involving a common mission focus.

Bonus Group Manager - An individual typically in an employee's chain-of-command assigned to a Bonus Group, responsible for conducting the annual PBB decision-making process.

Command Performance Review Authority (PBB PRA) - The Command Performance Review Authority (PBB PRA) provides oversight of the PBB processes and approves all PBB decisions. Commanders may further delegate the authority to approve PBBs no lower than to MSC Commanders (Colonel -06 and above, or civilian equivalent).

QSI - Quality Step Increase (QSI) is considered a performance-based award and provides a salary increase equal to the value of one GS/GG step increase at the employee's GGE level within the employee's DCIPS band. QSIs are awarded to employees with an overall summary rating of record of Outstanding (4.6 – 5.0) for the current rating period as part of the PBB Program.

PBB Key Dates:

15 November 2010

- Employee Evaluations of Record are finalized
- Bonus Group Deliberations Begin

30 November 2010

- Command PBB PRA Approves PBB Decision

10 - 17 December 2010

- PBB PRA decisions finalized
- PBB PRA Certification Memo released to HQDA DCS, G-2
- CWB Uploaded into DCPDS and RPA's submitted for QSI's

January 2011

- Rating Officials discuss Payout with Employees
- PBB Payout (1st Full January pay period check)

For more information about the PBB program please contact your Command Transition Manager (s)

DCIPS Helpful Hints and Resources

Performance Management Resources:

- **Supplementary Online Training for Supervisors - Writing Performance Objectives**
(<http://odni.touch-point.net/>)
- **ODNI Exemplar Objectives Repository**
(https://www.icpaymod.org/knowledge/portal/docs/F258656563/ODNI%20Exemplar%20Objectives%20-%20Unclassified%20-%20v_1_0_20100308.htm)
- **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>)

Remember to visit the **Army DCIPS** website on a regular basis. We will post all updates pertaining to 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>