

January 2012 EYE Newsletter

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From the Desk of Ms. Yolanda Watson, Director, Intelligence Personnel Management Office (IPMO)

Happy New Year, I wanted to take this opportunity to thank you all for your hard work this past year. We have worked diligently to ensure that the upcoming transition to DCIPS grades on 25 March 2012 occurs as smoothly and efficiently as possible. Please continue to stay in touch with your Transition Manager and to visit our Army DCIPS website for the most up-to-date information on the upcoming transition (<http://www.dami.army.pentagon.mil/site/dcips/Transition.aspx>).



Stay tuned for more information in the coming weeks!

Navigating the Updated Army DCIPS Website

Since the launch of the redesigned Army DCIPS website in July, we have been continuing to streamline the site and provide employees with up-to-date DCIPS information. Throughout this process, several employees have reached out to us with questions and recommendations on the new site design. We appreciate everyone's feedback, and we encourage you to continue emailing them to us at DCIPS@mi.army.mil (subject line: Communications).



There have been many questions about the website organization and the DCIPS lifecycle. Our new website is designed to reflect that DCIPS is more than a performance management system— it is a dynamic personnel system that supports the full human capital lifecycle from recruitment to retirement.

The DCIPS lifecycle graphic (as depicted in the picture) is organized into eight human capital functional areas which align to the DCIPS human capital management system: DCIPS Introduction, Structure, Acquisition, Compensation, Evaluate and Reward, Sustainment, Separation, and Program Evaluation.

As you click on each of these functional areas, you will be directed to another page that includes the policies (DCIPS Army Policy Volume, corresponding volume of Department of Defense Instruction 1400.25, etc.), guidance (relevant memorandums or guides), communications (fact sheets, job aids, etc.), training, and SOPs/templates/forms for that particular functional area.

Included below is a list to provide you with an understanding of the types of content that are included on each of these pages.

1. **DCIPS Introduction:** includes information pertaining to DCIPS Introduction and Special Categories of Personnel.
 - Examples: DCIPS Overview, DCIPS 101 training.
2. **Structure:** includes information pertaining to the DCIPS Occupational Structure.
 - Examples: DCIPS Occupational Structure Review.
3. **Acquisition:** includes information pertaining to Employment and Placement.
 - Examples: Veterans preference, Direct-to-Public vs. On-the-Spot Hiring.
4. **Compensation:** includes information pertaining to Compensation Administration.
 - Examples: Army DCIPS Pay Setting Rules.
5. **Evaluate and Reward:** includes information pertaining to Awards and Recognition, Performance Management, and Performance-Based Bonus.
 - Examples: Performance Management job aids and quick reference guides, Performance Appraisal Application (PAA) Tool guides.
6. **Sustainment:** includes information pertaining to Professional Development, Employee Grievances Procedures, and Disciplinary, Performance-based, and Adverse Actions.
 - Examples: Instructions on how to apply for CP-35 training or a Joint Duty Assignment (JDA).
7. **Separation:** includes information pertaining to Adjustment in Force (AIF).
 - Examples: AIF Fact Sheet and an AIF Timeline (to be posted in the coming weeks).
8. **Program Evaluation:** includes information pertaining to the results of the first Army DCIPS Program Evaluation.
 - Examples: DCIPS Program Evaluation brief (to be posted in the coming weeks).

We are continuing to modify the website to make it easier for you to navigate and to find information. Please continue to provide us with input on how we can continue to make improvements to our website.

Recently Completed Website Updates:

- Performance Management page of the Evaluate and Reward lifecycle functional area
- Adjustment in Force page of the Separation lifecycle functional area
- Professional Development page of the Sustainment lifecycle functional area
- DISES/DISL page
- DCIPS Transition page

Army DCIPS Employee Training Updates

In our November 2011 EYE Newsletter, we announced the first eight DCIPS training offerings being developed out of the Office of the Undersecretary of Defense for Intelligence (OUSD(I)). Since then, additional courses have been developed and posted to the OUSD(I)'s DCIPS public webpage (<http://dcips.dtic.mil/training.html>). These offerings have also been added to the Army DCIPS website under the training section of the Evaluate and Reward DCIPS lifecycle functional area (<http://www.dami.army.pentagon.mil/site/dcips/LC-ER%202011.aspx>). Please refer to the table below for information and direct links to the new training courses.

NOTE: As the new curriculum is brought online, the old curriculum courses will be removed. Several of the training courses of the same name will remain available for use until the new version is available online. We will announce

The EYE Newsletter is a publication of the IPMO. For more information, please visit <http://www.dami.army.pentagon.mil/site/dcips/index.aspx> or contact the Army G-2 Intelligence Personnel Management Office (IPMO) at DCIPS@mi.army.mil.

The most recent governing statute/policy prevails over information contained in this document. This document can supplement or clarify, but not contradict, what is stated in the current governing statute/policy.

additional training as it is posted—please continue to stay tuned for training updates in upcoming issues of the EYE Newsletter!

Course Title	Audience	Description
An Overview of Performance Management: The Roadmap	All employees	A 'roadmap' course designed to give you a brief overview of each step in the Performance Management Cycle, identify individual responsibilities for employees, managers and supervisors, and leaders within each step, and connect you with supporting courses at each phase of the Performance Management Cycle. This course is designed to be revisited throughout the performance period, at each step in the cycle, by employees, supervisors and managers, and senior leaders. http://dcips.dtic.mil/pmo/pmo.htm
Setting Performance Expectations	Leaders/Managers	A one-hour, interactive, self-paced course for leaders and managers/supervisors that explains how to translate generic, higher-level standards in the elements into meaningful expectations for different jobs and individual employees. The course features sample discussions between managers and employees on behavioral performance expectations, illustrating effective and ineffective behaviors. http://dcips.dtic.mil/se/settingExpectations.htm
Evaluating Performance and Preparing Performance Narratives	Leaders/Managers	A one-hour, interactive, self-paced course for leaders and managers/supervisors that describes how to rate performance objectives and behavioral performance consistently and fairly across employees at the end of the performance period. The course also addresses the importance of rater consistency and identifies common rating errors and how to avoid them. The narratives portion of the course provides tips on how to write effective, meaningful narratives and provides a step-by-step process for writing a narrative. http://dcips.dtic.mil/nar/Narratives_DCIPS.htm
How to Hold a Formal Feedback Review	Leaders/Managers	A one-hour self-paced course for organizational leaders and managers that outlines the steps to take when preparing for the feedback review, during the feedback review, and after the feedback review. It further describes how effective performance management throughout the performance evaluation period helps facilitate the final performance discussion. The course includes videotaped models of effective performance feedback sessions. http://dcips.dtic.mil/ffr/Final_Feedback_Review.htm
Achieving Consistency in Performance Evaluating and Rating	Rating and Reviewing Officials	A workshop that offers practical exercises and discussions to help your rating and reviewing officials in consistently evaluating and rating performance. This training is helpful for reaching a shared understanding of evaluating and rating performance across your organization. The workshop is useful prior to midpoint reviews and as your organization prepares for final evaluations and ratings. <u>Note:</u> Instructor-led training (ILT) or workbook (WB) training courses (to include this course) are only available for download via the Readiness Assessment Tool (RAT) and the IPMO. Any employee who is not on our DCIPS TM distribution that comes to IPMO requesting training materials will be directed to their Command's DCIPS Transition Manager in order to get ILT materials. Materials are not to be reposted to any website.
Pay Pools in Action	Pay Pool Managers, Panel Members, Pay Pool Performance Review Authorities (PRAs), and Pay Pool Advisors	A one-day workshop designed for pay pool managers, panel members, pay pool performance review authorities (PRAs), and pay pool advisors. The workshop provides an opportunity to practice conducting pay pool decisions about performance-based salary increases and bonuses and addresses steps that can be taken to ensure fairness and consistency during the payout process. This workshop is currently only available if a facilitator/instructor is provided by the Command and/or organization having a need for the workshop. Please contact your Command's DCIPS transition manager/training representative for additional information. <u>Note:</u> Pay Pools are only conducted at NGA, all other DCIPS entities conduct Bonus Pools. Workshop material is generic to accommodate the entire DCIPS enterprise. Modification or exclusion of sections which address pay decisions and not bonus decisions will be required.

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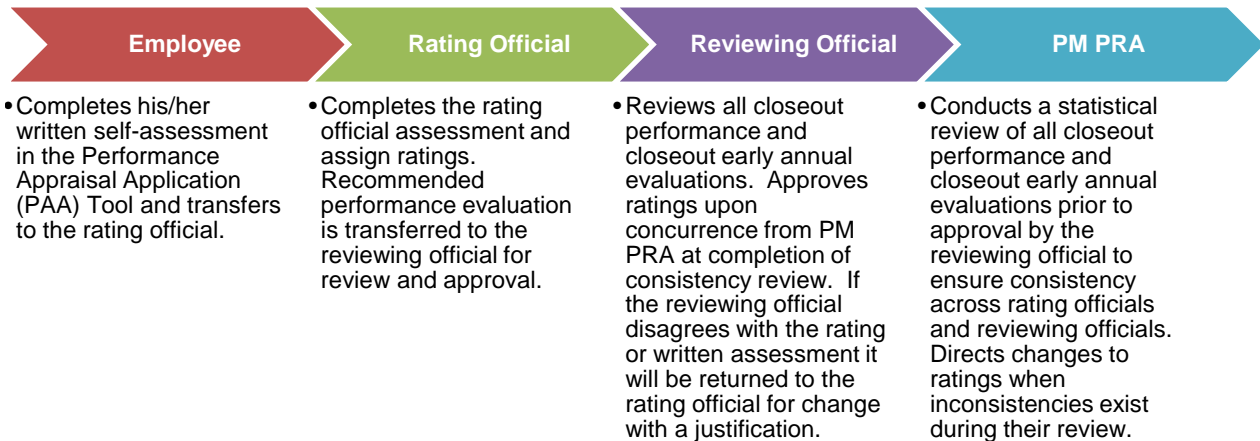
Introduction to DCIPS for Leaders: Achieving Results - Accomplishing Mission	Department of Defense (DoD) Intelligence Senior Executives and Leaders	A two-hour course targeted specifically to Department of Defense (DoD) Intelligence senior executives and leaders who must understand and use the Defense Civilian Intelligence Personnel System (DCIPS)'s performance management regulations and processes. This workshop is currently only available if a facilitator/instructor is provided by the Command and/or organization having a need for the workshop. Please contact your Command's DCIPS transition manager/training representative for additional information.
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Transition Performance Management (PM) Tasks

The Army's transition from DCIPS pay bands to DCIPS grades is scheduled for 25 March 2012. If you are aligned to a new work level, you **will be responsible for completing the following special one-time PM activities.**

- 1. Complete a special DCIPS closeout performance evaluation to document your accomplishments at your work level prior to transition no later than 24 March 2012.**

NOTE: Employees who are not changing work levels are not responsible for completing the tasks outlined in this article. Instead, these employees should complete the normal tasks for the Midpoint Review in accordance with AP-V 2011, Performance Management. For more information, please read the "DCIPS PM Midpoint Review Process" article in this EYE Newsletter.



Please refer to the "Year End Performance Evaluation Guide" for more information on completing the closeout performance evaluation (with step-by-step PAA Tool information) at:
<http://www.dami.army.pentagon.mil/site/dcips/docs/Lifecycle/ER/Year-End%20Performance%20Evaluation%20Guide.pdf>.

- 2. Next, supervisors will work with their employees to establish new performance objectives (POs) that are aligned to their employees' new work levels. Performance plans must be documented in the PAA Tool, approved by the reviewing official, and communicated to employees. The new performance plan must be established no earlier than 11 April 2012 and no later than 24 April 2012.**

Please note that POs should describe the specific results (the "what") that will be achieved, focusing on the product, service or accomplishment resulting from a particular work activity, rather than the activity itself. In addition, POs should be written according to the SMART framework (see next page). Effectively written POs are a key component of the performance management system; they serve as an important factor in determining employee performance ratings and, ultimately, in making bonus decisions.

Framework:	Description:	Why it is important:
S= Specific	<ul style="list-style-type: none"> An observable or verifiable accomplishment is described. Specificity helps ensure that you and your managers and supervisors share the same expectations. Additionally, the objective should be specific about the results; not about the way in which it is achieved. 	<ul style="list-style-type: none"> Evaluating performance on an objective requires that the outcome can be verified. The more specific it is, the easier it is to evaluate and for you to understand what the product or service should look like upon completion. Once you know what the outcome should look like, you can focus on how to accomplish the PO effectively.
M= Measurable	<ul style="list-style-type: none"> A method or procedure to assess and record the behavior or action for which the objective focuses, and the quality of the outcome. When defining the measurability aspect of your PO, remember to write it at the "Successful" performance level (i.e., rating of 3). 	<ul style="list-style-type: none"> Impartial evaluations of whether the PO was achieved are difficult if specific measures are not included. The measurement component of a PO should reflect the important dimensions of the product. Common types of measurement include: <ul style="list-style-type: none"> Quantity – amount produced (e.g., raw numbers or percentages) Quality – accuracy, effectiveness Time – within 6 months, by January 31st Cost-effectiveness – efficiency that results in time or money saved
A= Achievable	<ul style="list-style-type: none"> The PO should be sufficiently challenging, but not so complex that it cannot be accomplished. Consider whether or not the PO can be accomplished with the resources, personnel, and time available. The PO must be appropriate for your experience, skill, work level, and position within the organization. 	<ul style="list-style-type: none"> The primary benefit of making sure an objective is achievable is fairness to you. Setting requirements that exceed the expectations for your work level or requirements that cannot be completed with the resources available is unfair and inappropriate.
R= Relevant	<ul style="list-style-type: none"> The PO should be important to you and your organization's mission. Managers/supervisors must have a clear understanding of their own POs before they can effectively work with you to establish your POs. 	<ul style="list-style-type: none"> Establishing relevance ensures that you understand how you contribute to larger goals and the success of the organization. The linkage should be explicitly written in the PO statement. It may be as simple as saying, "This objective supports the organization's strategic goal of XYZ."
T= Time-bound	<ul style="list-style-type: none"> There is a point in time when the PO starts and when it ends. POs should be written so they can be accomplished during a single evaluation period. 	<ul style="list-style-type: none"> The primary benefit of making sure an objective is time-bound is that it sets expectations for you. Achievement of the PO can be measured against the timeframe set for completion.

For information on writing new SMART POs, please refer to the "Writing SMART Objectives" article that was published in the November 2011 EYE Newsletter

(http://www.dami.army.pentagon.mil/site/dcips/docs/Newsletters/EYE%20of%20DCIPS%20November%202011_Final.pdf).

In addition, we also have useful fact sheets, job aids, and training available on the Army DCIPS website that will provide you with additional instructions on how to write your SMART POs. In particular, we encourage you to read the "SMARTer Objectives Fact Sheet"

(<http://www.dami.army.pentagon.mil/site/dcips/docs/Lifecycle/ER/Writing%20SMARTer%20Objectives%20Fact%20Sheet.pdf>) and the "Employee Job Aid: Phase 1 - Plan Performance"

(<http://www.dami.army.pentagon.mil/site/dcips/docs/Lifecycle/ER/Employee%20Job%20Aid%20Phase%201%20-%20Plan%20Performance.pdf>).

DCIPS PM Midpoint Review Process

The upcoming transition to Army DCIPS grades on 25 March 2012 will have minimal PM impact for most Army DCIPS employees. Most employees will transition from their pay band to the aligning DCIPS grade without a change in work level. For employees that are not changing work levels, their DCIPS POs and performance elements (PEs) will remain in place. They will be responsible for completing the Midpoint Review per the standard Midpoint Review procedures in Army Policy Volume 2011, DCIPS Performance Management

(<http://www.dami.army.pentagon.mil/site/dcips/docs/Lifecycle/ER/AP-V%202011.pdf>).

Due to the transition, however, all mandatory midpoint conversations must be completed and documented within the PAA Tool **no later than 24 March 2012** to ensure that the PAA Tool reflects employee accomplishments (to-date) prior to the transition to DCIPS grades.

The Midpoint Review is an opportunity for Army DCIPS employees and their managers/supervisors to evaluate the employee's progress against the POs and PEs that were set at the beginning of the annual PM process, provide and receive feedback, and make possible adjustments (if necessary).

Please see the graphics below and on the next page for information on activities that employees and rating officials need to complete for the Midpoint Review process.

NOTE: Employees who are changing work levels are not responsible for completing the Midpoint Review tasks outlined in this article. Instead, these employees will instead be responsible for completing special one-time closeout PM tasks as outlined in the "Transition PM Tasks" article in this EYE Newsletter.

Midpoint Activities for Employees:

- Participate in ongoing discussions with your rating official.
- Track and document successes.
 - Keep a record of accomplishments throughout the annual PM process for use when preparing Midpoint and year-end assessment forms.
- Note challenges you faced and how you overcame these challenges.
- Revise POs if needed.
- Verify accomplishments against each PO and PE to-date and assess performance on the Self Assessment form within the PAA Tool.
- Write a narrative for each PO and PE on the Self-Report of Accomplishments.
 - Restate understanding of POs and PEs.
 - Stick to the facts.
 - Make the connection between what you did and how it impacted your organization.
 - Include any instances where you went above and beyond.
 - Consider using the STAR method.
 - Situation: What was the situation I faced?
 - Task: What was the overall task in that situation?
 - Action: What specific action did I take?
 - Result: What result did my action produce?
- Receive feedback from your rating official on your performance progress to-date.
 - Clarify performance expectations.
 - Clarify expectations for how to complete the Self-Report of Accomplishments.

Midpoint Activities for Rating Officials:

- Create a Midpoint Review for your Army DCIPS employee(s) initiated from the PAA Tool.
- Provide assessment of employee performance for each PO and PE within the same form in the relevant area in the PAA Tool.
- Specifically address areas where the employee needs improvement and document areas for development.
- Address progress against the Individual Development Plan (IDP) in the Midpoint Review, its relationship to the accomplishment of the employee's POs and PEs and how it correlates to the mission.
 - As a rating official, you are responsible for providing access to resources for your Army DCIPS employees including internal and external training, mentoring and assignments throughout the Intelligence Community (IC).
- Meet with your Army DCIPS employee(s) to discuss the Midpoint Review.
- Document the outcome of the meeting including the date on which the session took place and noting any changes in objectives or other summary information regarding the conversation.
 - Documentation for the record is maintained by you, the rating official, and further documented within the PAA Tool.
- Provide a copy of the Midpoint Review document to your Army DCIPS employee(s) and record the employee's receipt of the Midpoint Review (including the manner in which the review was communicated) within the PAA Tool.

NOTE: If you are not available to conduct the mandatory Midpoint Review, a senior management official in the Army DCIPS employee's direct chain of command with knowledge of the employee's performance should conduct the review.

For more information on the Midpoint Review and instructions on completing the required actions in the PAA Tool, please refer to the guides on the Performance Management page of the Evaluate and Reward lifecycle functional area at: <http://www.dami.army.pentagon.mil/site/dcips/LC-ER%202011.aspx>.

We also have created job aids for employees and rating officials that provide a quick overview of the Midpoint Review process. The "Rating Official PM Job Aid for DCIPS Midpoint Review" can be accessed at (http://www.dami.army.pentagon.mil/site/dcips/docs/Lifecycle/ER/PM%20Midpoint%20JobAid_Rating%20Officials_MAR11.pdf), and the "Employee PM Job Aid for DCIPS Midpoint Review" can be accessed at (http://www.dami.army.pentagon.mil/site/dcips/docs/Lifecycle/ER/PM%20Midpoint%20JobAid_Employees_MAR11.pdf).

Army DCIPS Program Evaluation Report



The Army recently conducted the first DCIPS Program Evaluation which focused on the overall implementation and effectiveness of DCIPS policies, processes, and outcomes. The results of this evaluation will be posted and available on the Army DCIPS website in the coming weeks.

The scope of this review included the Army's initial DCIPS implementation activities from approximately October 2008 through the processes and results of the first performance management period and performance-based bonus program in January 2011. Input was gathered in focus groups and interviews from stakeholders at all levels (employees, supervisors, military and civilian senior leaders, human resource practitioners, and transition managers). Site visits occurred in July and August 2011 in three geographic locations, Fort (Ft.) Belvoir and HQDA, ODCS, G-2, Pentagon, Virginia (VA); Ft. Shafter/Schofield Barracks, Hawaii (HI); and Ft.

Huachuca, Arizona (AZ), representing approximately 200 employees from eight commands and the Ft. Huachuca Civilian Personnel Advisory Center (CPAC).

The purpose of the evaluation was to capture lessons learned during the implementation of DCIPS, as well as identify specific success factors and areas of improvement that can assist the IPMO in its overall monitoring of DCIPS. Overall, there were a few positives, but mostly challenges, experienced during the first year of Army DCIPS implementation. Some challenges were attributed to the FY 2010 National Defense Authorization Act that placed a hold on performance-based salary increases as well as the Secretary of Defense's August 2010 decision to return to DCIPS grades. The results from the evaluation show that senior leaders demonstrated commitment to successful implementation, but that there was disappointment from the leaders and the workforce that pay-for-performance did not occur as planned.

As a result of the program evaluation, opportunities for improving the administration and acceptance of DCIPS by the Army DCIPS workforce were identified. Recommendations based on the results of the program evaluation were made to help make improvements to the Army DCIPS and will be monitored by the IPMO over time.

DCIPS Frequently Asked Questions....where to go?

The DCIPS website is your primary source for all up-to-date Army DCIPS employee information and where you can find many frequently asked questions (FAQs). Information found on the DCIPS site includes Army policy guidance, the latest EYE Newsletter, DCIPS Job Aids, links to other IC key resources and USD(I) decisions, and much more.



When questions come up regarding DCIPS and/or the DCIPS information listed on this site, there are several options available to employees to get their questions answered:

- 1.) **Review the Army DCIPS website FAQs listed on the home page.** Common DCIPS questions such as "Where do I find information on the DCIPS year-end closeout process?" or "What is the policy for hiring veterans?" can be found at: <http://www.dami.army.pentagon.mil/site/dcips/faq.aspx>.
- 2.) **E-mail or call your Command Transition Manager (TM).** Specific DCIPS questions related to individual situations such as "How is my Bonus Group (Pay Pool) assignment determined?" or "Who is my Rating Official?" should be directed to your TM. Please e-mail or call the appropriate TM so that he or she can help provide you with support on your specific questions.
- 3.) **E-mail the Army G-2 Intelligence Personnel Management Office (IPMO).** If you haven't obtained an answer to your question on the website or from your TM, use the "Contact Us" link on the DCIPS Home Page to forward a question to the Army G-2/IPMO (DCIPS@mi.army.mil).

Do you have a DCIPS question that you would like answered by us? We will feature answers to your questions in our EYE Newsletter. Please submit your questions or your suggestions for future EYE article topics to:

dcips@mi.army.mil (subject line: **DCIPS Communications**).

We look forward to hearing from you!

DCIPS Resources and Key Links

General:

- **USD(I) Defense Civilian Intelligence Personnel System (DCIPS)**
<http://dcips.dtic.mil/index.html>
- **United States Army Civilian Human Resources Agency (CHRA)**
<http://www.chra.army.mil/>

Performance Management Resources & Guides:

- **Supplementary Online Training for Supervisors - Writing Performance Objectives**
http://odni.touch-point.net/index_1.html
- **How Do I...A Guide to Completing Key Actions in DCIPS Performance Appraisal Application (PAA)**
<http://www.dami.army.pentagon.mil/site/dcips/docs/Lifecycle/ER/How%20Do%20I%20Guide%20Fall%20011.pdf>

Remember to visit the **Army DCIPS** website on a regular basis. We will post all DCIPS updates as soon as they become available.

NIPRnet: <http://www.dami.army.pentagon.mil/site/dcips/>