

September 2012 EYE Newsletter

Inside this Issue

- ❖ From the Desk of Ms. Yolanda Watson, Director, Intelligence Personnel Management Office (pg. 1)
- ❖ Fort Huachuca Civilian Personnel Advisory Center Notes (pg. 2)
- ❖ Army DCIPS Performance Management Training Recommendations (pg. 2)
- ❖ Key FY12 DCIPS Performance Management Dates (pg. 3)
- ❖ Writing Your Self Report of Accomplishments (pg. 3)
- ❖ Responsibilities of the Performance Management Performance Review Authority (pg. 5)
- ❖ The Importance of Rater Consistency (pg. 6)
- ❖ Reconsideration Process For DCIPS Evaluations of Record (pg. 7)
- ❖ Writing SMART Objectives (pg. 8)
- ❖ Creating an Individual Development Plan (pg. 9)
- ❖ Reminder: What is the IC Joint Duty Program? (pg. 10)
- ❖ Army DCIPS Puzzle (pg. 12)
- ❖ July EYE Newsletter's Army DCIPS Puzzle Solution (pg. 13)
- ❖ DCIPS Frequently Asked Questions...where to go? (pg. 14)
- ❖ DCIPS Resources and Key Links (pg. 14)

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



This edition of the EYE Newsletter predominantly focuses on two key performance management (PM) milestones—the FY12 year-end process and the FY13 goal setting process. We prepared several articles in this newsletter to provide you with guidance and clarification on these two PM milestones, such as an article about how to write your Self Report of Accomplishments. If you need more PM guidance, please visit the Performance

Management page of our Army DCIPS website:

<http://www.dami.army.pentagon.mil/site/dcips/LC-ER%202011.aspx>.

In addition, I also wanted to take this opportunity to thank all of our Army DCIPS Transition Managers (TMs) who have diligently supported DCIPS these past few years. As we move forward, our focus will continue to be about the sustainment and evolution of DCIPS (i.e., policy/program development, training and leader development, human capital processes), but will now expand to broader topics such as strategic workforce planning, strategic human capital planning, and Civilian Workforce Transformation. In recognition of this shift, our Transition Managers have been rebranded as the Civilian Intelligence Transformation Managers (CITMs).

CITMs play a critical role in our decentralized and geographically diverse Army organization by gaining, sharing, and influencing what is being developed in our Headquarters (HQs). Succeeding in intelligence workforce transformation requires a strong collaborative partnership between the functional and human capital communities at all echelons.

Your command's CITM is your liaison to HQDA, G-2 Intelligence Personnel Management Office (IPMO) as well as your primary resource for all issues and questions relating to DCIPS as well as broader human capital issues—please contact your CITM with any questions pertaining to these areas.

REMINDER: As a result of the migration of Army G-2 email accounts to the Enterprise Email service managed by the Defense Information Systems Agency, the Army DCIPS email inbox (previously DCIPS@mi.army.mil) has been changed to: usarmy.pentagon.hqda-dcs-g-2.mbx.dcips@mail.mil.

Please note that the SIPR and JWICS DCIPS e-mails remain unchanged.

Fort Huachuca Civilian Personnel Advisory Center (CPAC) Notes

Reminder to Supervisors – Use or Lose Annual Leave

One of our best CPAC Directors shared the following guidance with us...and we want to share with our DCIPS senior leaders and supervisors. We are approaching that time of year when employees need to be scheduling excess or “use or lose” annual leave. All “use or lose” leave must be scheduled and approved prior to the beginning of the third pay period prior to the end of the leave year. The current leave year ends for most employees on Saturday, 12 January 2013. Employees subject to the maximum carryover of 30 days (240 hours) should be aware that the deadline for scheduling “use or lose” leave is Saturday, 1 December 2012.

There is a two-step process for having “use or lose” leave restored which could not be used due to a work exigency. Commanders/Directors are responsible for approving exigencies within their organizations. In that capacity, Commanders/Directors should only be requested to approve exigencies in rare circumstances. This expectation applies to all employees regardless of grade. Managers and supervisors should be working with employees to properly schedule and use their excess leave.

If an exigency does occur which precludes an employee from using scheduled and approved “use or lose” leave, the employee must submit a request for restoration of that forfeited annual leave through their chain of command. The request must include a copy of the approved leave request, a copy of the subsequent disapproval, a copy of Leave and Earnings (LES) statement from the end of the leave year, and the LES for the beginning of the new leave year. Leave restoration requests cannot be initiated until after the beginning of the next leave year, i.e., 13 January 2013. Once approved, Commands should submit the Commander/Director-approved restoration requests which declare an exigency of public business [or other circumstance] to their servicing Customer Service Representative at the servicing CPAC. The particulars for doing both of these procedures are found in 5 CFR §630.305-311.

Scheduled “use or lose” leave that could not be used due to illness can also qualify for restoration. In this situation, the procedures for leave restoration cited above should be followed.

Each leave year, hundreds of hours of annual leave are “lost” due primarily to miscalculations. Those hours represent valuable resources in time and money. No civilian should lose annual leave unless unforeseen mission-related emergencies occur.

The Voluntary Leave Transfer Program (VLTP) offers a viable alternative for those individuals who wish to donate their excess annual leave to eligible Federal employees. For additional information about donation procedures, please contact the CPAC’s VLTP Program Manager [Ms. Barbara Vineyard at 520-533-6031, if centrally serviced by Fort Huachuca CPAC]. You may also review VLTP guidance on the Army’s PERMISS page at <http://cpol.army.mil/library/permis/5019.htm>. If additional information is required, please contact your servicing CPAC Specialist.

Army DCIPS Performance Management Training Recommendations

We are nearing the end of the FY12 annual PM process and entering the FY13 PM process. In preparation for these critical PM milestones, we recommend that you complete the following online courses to better understand how to complete your Self Report of Accomplishments (SRA) and write your SMART (specific, measurable, attainable, relevant, and time-bound) performance objectives.

Course Title	Audience	Description
“iSuccess” Writing Performance Objectives and Self- Assessments	All employees	One-hour, self-paced, interactive course that uses a step-by-step approach to teach employees how to write SMART performance objectives and self-assessments. A “virtual coach” and “virtual employees” provide effective writing tips, techniques, and examples. http://dcips.dtic.mil/iSuccess/
“Overcoming Challenges in Writing Performance Objectives”	All employees	One-hour, self-paced, interactive course that provides employees with tips, tools, and strategies for writing effective performance objectives. The course also explores possible solutions to common challenges that learners may encounter when writing objectives. http://dcips.dtic.mil/wpo/index.html
“Setting Performance Objectives”	All employees	One-hour, self-paced, interactive course that explains how to translate standards into meaningful expectations. http://dcips.dtic.mil/se/settingExpectations.htm

If you need more guidance, please visit the “Evaluate and Reward” page of our Army DCIPS website at: <http://www.dami.army.pentagon.mil/site/dcips/LC-ER%202011.aspx>. We have also published guidance for the different stages of the annual PM process—for example, please review the “Year-End Performance Evaluation Guide (2012 Rating Phase)” for guidance specific to the 2012 rating phase process (available at: [http://www.dami.army.pentagon.mil/site/dcips/docs/Lifecycle/ER/Year-End%20Performance%20Evaluation%20Guide\[July%202012\].pdf](http://www.dami.army.pentagon.mil/site/dcips/docs/Lifecycle/ER/Year-End%20Performance%20Evaluation%20Guide[July%202012].pdf)).

Key FY12 DCIPS Performance Management Dates

PM Milestones	Deadlines <i>(Check with your specific command for date adjustments)</i>
Rating Official completes evaluation of performance	NLT 30 October 2012
Reviewing Official completes review	NLT 15 November 2012
Performance Management Performance Review Authority (PM PRA) completes final review	NLT 15 November 2012
Provide final rating to employee and final rating available to Bonus Group Manager	NLT 25 November 2012

Writing Your Self Report of Accomplishments

At the end of each performance evaluation period, you are responsible for preparing your year-end Self Report of Accomplishments (SRA) to document the accomplishments that you have made as they relate to the performance objectives (POs) that you set at the beginning of the year, performance elements (PEs), organizational mission and goals, and other factors. You must complete your SRA for FY12 and transfer it to your rating official no later than 15 October or 15 days following the end of the evaluation period. Please inquire from your immediate supervisor for any command or organizational specific deadlines.

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 usarmy.pentagon.hqda-dcs-g-2.mbx.dcips@mail.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.

The SRA provides your rating official with a written statement, in your own words, of your accomplishments during this year. Accurately documenting your performance not only provides you with an important opportunity to represent yourself in your final evaluation, but it also facilitates a review of performance during the discussion about a performance rating. When writing these, it is helpful to consider the following:

- ❑ **Don't wait until the last minute-** Writing your performance achievements takes the least amount of time when you track your accomplishments regularly.
- ❑ **Restate your understanding of the POs-** List POs, then group accomplishments under them.
- ❑ **Address each PO individually-** All of your POs are important so make sure you address each of them.
- ❑ **Include references to the PEs-** Make a list of the PEs and check off each time that you demonstrate specific behaviors related to each PE. Ensure that you have checked each PE at least once.
- ❑ **Highlight your most significant achievements for the appraisal period-** Review the accomplishments you have tracked throughout the evaluation period and identify those that have had the largest impact on the organization.
- ❑ **Make the connection between what you did and why it helps your organization-** For each accomplishment, ask yourself, "How did I impact my organization?"
- ❑ **Note challenges you faced and how you fared-** Keep a journal of challenges and how you overcame them throughout the evaluation period.
- ❑ **Include any additional accomplishments-** Ask yourself, "What did I do above and beyond my objectives?"

How to Create My Self-Assessment in the Performance Appraisal Application (PAA) Tool

A. Create My Self-Assessment

1. Begin at the *Performance Appraisal Application* main page.
2. Open your current performance plan by selecting 'Update' from the 'Action' drop-down menu.
3. Select the 'Go' link. **Note:** The DCIPS PAA status will be 'Midpoint Review Completed' or 'Plan Approved.'
4. Check 'Appraisal Type' field from the *Performance Plan Details* tab to ensure correct type has been selected - either 'Annual Appraisal – DCIPS', 'Closeout – Early Annual – DCIPS' or 'Closeout – DCIPS'. If incorrect, select the appropriate type.
5. Select the *Performance Evaluation* tab followed by *Performance Objective Assessments* tab.
6. Select the radio button for the performance objective for which you want to write an assessment.
7. Type your self-assessment into the 'Employee Self Assessment' box. You may copy and paste this data into the appropriate box from MS Word or 'My Journal'.
8. Select the *Performance Element Assessments* tab.
9. Select the radio button for the performance element for which you want to write an assessment.
10. Type your self-assessment into the 'Employee Self Assessment' box. You may copy and paste this data into the appropriate box from MS Word or 'My Journal'.
11. When you have completed entering your self-assessment for all your performance objectives and performance elements, transfer your performance evaluation to your rating official by selecting the 'Transfer to Rating Official' link at the top of the page.
12. Type an e-mail message to your rating official requesting a review.
13. Select the 'Transfer to Rating Official' link at the top of the *E-Mail Notification* page.

B. Acknowledge My Completed Annual Assessment

1. Begin at the *Performance Appraisal Application* main page.
2. Open your current performance plan by selecting 'Update' from the 'Action' drop-down menu.
3. Select the 'Go' link. **Note:** Once an evaluation is approved by HLR and communicated to the employee, changes cannot be made.
4. Select the *Performance Evaluation* tab.
5. Select the *Approvals & Acknowledgments* tab.
6. In 'Step 4: Employee Acknowledgment,' select the 'Acknowledge Receipt' link.
7. Select the 'Logout' link to end your session.

If you need more guidance on completing your SRA, please review the “Employee Self Report of Accomplishments Overview” (revised July 2012) on our Army DCIPS website:

http://www.dami.army.pentagon.mil/site/dcips/docs/Lifecycle/ER/Employee%20Self-Report%20of%20Accomplishments%20Overview_Jul2012.pdf.

Note: There is no general helpdesk email address for DCIPS employees to send their questions/concerns about the DCIPS Performance Appraisal Application (PAA) tool. We recommend that employees first raise their DCIPS PAA issues to their own CITM at their own command level via chain of command procedures.

If the DCIPS PAA problem still cannot be resolved at the DCIPS command CITM level, then DCIPS employees should enter a CPOL portal helpdesk ticket for resolution purposes. To access instructions on the ticket submission process, please go to: <http://www.dami.army.pentagon.mil/site/dcips/docs/Lifecycle/ER/Quick%20Guide-%20How%20to%20initiate%20a%20MyBiz%20or%20MyWorkplace%20Helpdesk%20Ticket.pdf>.

Responsibilities of the Performance Management Performance Review Authority



The Performance Management Performance Review Authority (PM PRA) is a key part of the annual PM process, as the PM PRA's review is a valuable tool in supporting DCIPS performance management as a merit-based system.

Under Army DCIPS policy, evaluations of record cannot be finalized until the PM PRA completes their review of the evaluations of record and informs the reviewing officials that the review is complete and they may proceed in finalizing the evaluations of record. As such, any evaluations of record finalized before completion of the PM PRA review are invalid.

The PM PRA must withhold completion of their review if ratings or narratives do not support the proposed evaluation of record or closeout, or if there is concern regarding the merit of the proposed evaluation of record. Please note that the PM PRA can, and must, send back proposed evaluations of record where there is a mismatch between the narrative justifications and examples provided and the proposed evaluation of each performance objective or performance element, or any indication that policy was not followed. The PM PRA should initially encourage the rating and reviewing officials to refocus and resolve issues identified but may direct that specific action be taken, if necessary. In the event that rating or reviewing officials are unavailable or unwilling to make changes to comply with merit system principles and DCIPS policy, the PM PRA may make the necessary changes to ensure compliance.

Specifically, the PM PRA is responsible for the following actions:

1. Overseeing the performance management process to ensure the consistency of performance management policies within Army Intelligence and non-intelligence organizations with DCIPS-covered employees.
2. Establishing annual guidance and procedures for the performance management review process.
3. Notifying employees no later than 90 days before the end of a rating cycle of the employee's PM PRA structure (Command PM PRA or Organizational PM PRA).
4. Ensuring compliance with Merit System Principles and prevention of conflicts of interest in the establishment and operation of performance management reviews.
5. Providing final independent review of an employee evaluation of record when challenged by an employee.
6. Reviewing the year-end evaluations of record to ensure consistency across supervisors and reviewing officials and compliance with applicable laws and regulations:

- a. The PM PRA completes the performance evaluation review process not later than 45 days following the end of the evaluation period (note- the PM PRA's review is concurrent with the reviewing official's action).
- b. When the PM PRA determines there are inconsistencies requiring action, the PM PRA should try to resolve the discrepancies with the accountable reviewing officials. The PM PRA must consult with legal counsel to ensure their actions conform to law.
- c. Where appropriate, the PM PRA may suggest corrective action prior to approval of ratings by the reviewing officials to ensure the integrity of the performance evaluation process.
- d. The PM PRA must approve the evaluations prior to the rating official communicating it to the employee.

For more information on the roles and responsibilities of the PM PRA, please review the Army Policy Volume 2011, Performance Management (<http://www.dami.army.pentagon.mil/site/dcips/docs/Lifecycle/ER/AP-V%202011.pdf>) and/or the Performance Management Performance Review Authority Guidance ([http://www.dami.army.pentagon.mil/site/dcips/docs/Lifecycle/ER/DCIPS%20PM%20PRA%20Guidance\[July%202012\].pptx](http://www.dami.army.pentagon.mil/site/dcips/docs/Lifecycle/ER/DCIPS%20PM%20PRA%20Guidance[July%202012].pptx)).

The Importance of Rater Consistency



A challenging but critical part of performance management is rater consistency. In the Intelligence Community (IC), rater consistency is defined as a process to establish a common understanding among rating and reviewing officials of the performance standards and how they should be consistently and equitably applied to POs and PEs in a specific work environment.

As a brief review, employees are evaluated on two components – (1) PEs (the how) and (2) POs (the what). Achieving rater consistency involves ongoing dialogue between rating officials (generally supervisors and managers) and reviewing officials, and ideally the PM PRA and senior leaders.

Rater consistency is not, and cannot be, about meeting a prescribed quota (e.g., only 10% of employees can receive an Outstanding) or rating employees to fit a bell curve. Instead, it is about applying a common set of performance standards to rate employees consistently across the organization based on established POs and PEs for the performance period.

In an effort to continue to promote a performance culture and maintain consistency among raters and reviewers for DCIPS employees, please remember the following tips:

- Understand work levels and appropriate expectations at each level to write POs.
- Use the SMART (specific, measurable, achievable, relevant, and time-bound) format when creating POs.
- Rate employees against the established performance standards and agreed upon POs and not against other employees.
- All participants should understand the reviewer's role in the appraisal process and that the reviewer ultimately owns the rating. If the rating is changed, the reviewer needs to provide detailed feedback to the rater.
- Inflating ratings within your organization will have a direct impact on the perception of fairness and allocation of payouts. Inflating ratings penalizes the truly high-performers, and can prevent them from receiving rewards that are commensurate with their accomplishments.
- Making meaningful distinctions among levels of performance is what results in meaningful distinctions in rewards.

For more information, please review the Rater Consistency Handbook at: http://dcips.dtic.mil/documents/DCIPSRater%20Consistency%20Handbook_Aug2012V3.pdf.

Reconsideration Process for DCIPS Evaluations of Record



The administrative reconsideration process is the exclusive process by which Army DCIPS employees may challenge their final evaluation of record. You can only challenge your evaluation of record and you cannot challenge your Midpoint Review, an interim assignment report of performance, or any bonus matter. In addition, the reconsideration process does not apply to challenges regarding individual ratings for POs, individual ratings for PEs, or narrative assessments (unless required to support a change to the evaluation of record).

There are two separate processes for an administrative reconsideration: an informal administrative reconsideration and a formal administrative reconsideration.

1. Informal Administrative Reconsideration (Optional):

- If you disagree with the rating on your evaluation of record, you may contact your rating and reviewing officials within 5 calendar days of your receipt of the evaluation of record to resolve the disagreement informally.
- The rating and/or reviewing official are expected to respond to you within 5 calendar days from the day you raised the disagreement.
- If you, the rater, and the reviewer are unable to resolve the issue, you may pursue a formal administrative reconsideration. In addition, you may skip the informal administrative reconsideration process and proceed directly to formal administrative reconsideration.
- If the decision is made to change the evaluation of record, the corrected evaluation shall take the place of the original one. A revised performance evaluation shall be prepared by your organization, entered into all appropriate records and a copy shall be provided to you, the Command PM PRA, the Organizational PM PRA, the servicing Civilian Personnel Advisory Center (CPAC), and the rating and reviewing officials.

2. Formal Administrative Reconsideration:

- **Command PM PRA**
 - To initiate the formal administrative reconsideration process, you are responsible for submitting a written request for reconsideration of an evaluation of record to the Command PM PRA with a copy to the rating official, the reviewing official, Organizational PM PRA (if applicable), and the servicing CPAC within 10 calendar days from the receipt of the evaluation of record or 10 calendar days from the date you received a decision from the rater/reviewing official (or should have received a decision if no decision was made) as a result of the informal administrative reconsideration process.
 - The request for reconsideration must: include a copy of the evaluation of record you are challenging, state what change is being requested, and provide your basis for the disagreement about your evaluation of record and explain (if appropriate) how any discussion with your rating and reviewing officials have not resolved the matter.
 - The Command PM PRA is responsible for reviewing the request and conferring with the rating official and reviewing official. If appropriate, the Command PM PRA may conduct further inquiry. The Command PM PRA is responsible for rendering a written decision within 15 calendar days of receipt of your written request for reconsideration. The Command PM PRA may extend the deadline if necessary by another 15 calendar days. The decision must include a brief explanation of the basis for the decision, and notification that you may request further and final reconsideration of the decision by the Army PM PRA.
 - If the Command PM PRA decision is to change the evaluation of record, the corrected evaluation shall take the place of the original one. A revised performance evaluation shall be prepared by your organization, entered into all appropriate records and a copy shall be provided to you, the Command PM PRA, the Organizational PM PRA, the servicing CPAC, and the rating and reviewing officials.

▪ **Army PM PRA**

- If you choose to request further and final reconsideration of the evaluation of record, a request for reconsideration must be submitted through your Command PM PRA to the Army PM PRA within 7 calendar days of receipt of the notice from the Command PM PRA decision.
- Within 15 calendar days of receipt of a request for further and final reconsideration, the Army PM PRA shall issue a final decision unless he or she determines that further inquiry is required. In such case, the Army PM PRA shall advise you that a final decision shall be rendered on completion of the inquiry, but not later than 30 calendar days from the date of such notification.
- A decision by the Army PM PRA on the request for reconsideration is final.
- If the Army PM PRA decision is to change the evaluation of record, the corrected evaluation shall take the place of the original one. A revised performance evaluation shall be prepared by your organization, entered into all appropriate records and a copy shall be provided to you, the Command PM PRA, the Organizational PM PRA, the servicing CPAC, and the rating and reviewing officials.

The information in this article is a supplement to the Army DCIPS Performance Evaluation Administrative Reconsideration Guide

(http://www.dami.army.pentagon.mil/site/dcips/docs/Lifecycle/ER/Army%20DCIPS%20Perf%20Eval%20Admin%20Reconsideration%20Guide_Oct_2011.doc), the Army DCIPS Performance Evaluation Administrative Reconsideration Guidance (http://www.dami.army.pentagon.mil/site/dcips/docs/Lifecycle/ER/DCIPS%20Perf%20Eval%20Admin%20Reconsideration%20Guidance_Oct2011.pptx), and AP-V 2011, Performance Management (<http://www.dami.army.pentagon.mil/site/dcips/docs/Lifecycle/ER/AP-V%202011.pdf>). Please refer to these guidance documents for detailed information on the reconsideration process.

Writing SMART Objectives

Your specific, measurable, achievable, relevant, and time-bound (SMART) POs should be written and input into the Performance Appraisal Application (PAA) Tool no later than 30 October 2012.

Please refer to the below guidance on how to write SMART POs and to understand how these objectives are critical to the Army's mission success. As an Army DCIPS employee, you should understand how your individual POs align to organizational success. Work with your managers and supervisors to ensure that you understand your organization's strategic plan and how it aligns to the Department of the Army's mission and goals.

Your POs should describe the specific results (the "what") that you achieve, focusing on the product, service or accomplishment resulting from a particular work activity, rather than the activity itself. In addition, your POs should be written according to the SMART framework.



In addition, writing SMART POs is a critical component of the Plan Phase in the annual performance management cycle. If your objectives adhere to the SMART framework, you will know exactly what is expected of you, and your supervisor will be able to accurately evaluate your performance at the end of the cycle. 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.

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 usarmy.pentagon.hqda-dcs-g-2.mbx.dcips@mail.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.

Framework	Description	Why it is Important
S= Specific	<ul style="list-style-type: none"> An observable or verifiable accomplishment is described. Specificity helps ensure you and your managers and supervisors share expectations. The objective should be specific about 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 understand what the product or service should look like upon completion. Once you know what the outcome should be, you can focus on how to accomplish the PO.
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 without specific measures. 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.

Creating an Individual Development Plan

In accordance with Army Policy Volume 2011 (AP-V 2011), Performance Management (<http://www.dami.army.pentagon.mil/site/dcips/docs/Lifecycle/ER/AP-V%202011.pdf>), the Individual Development Plan (IDP) shall be approved no later than 30 days after the commencement of the performance period (i.e., 30 October 2012). However, if you have not yet completed this step, refer to the following guidance for information on the IDP.

The IDP is an action plan that specifies development goals which can enhance individual skills, performance and success. It is prepared jointly by you and your supervisor as part of the annual performance planning process that outlines your development objectives. It serves as a formal documented record of agreed-upon developmental activities and planned training. You are

required to discuss development and career goals with your supervisor during the performance planning process and review again at midpoint performance feedback.

You “own” and drive your IDP. An IDP provides you with the opportunity to identify career objectives, knowledge, skills and abilities needed to be successful in your career. IDPs may include training, education, individual coaching, work assignments, or other activities designed to improve your capability within your career field.

Some things to consider when completing an IDP are to carefully and clearly think about desired career goals, communicate these goals with your supervisor, then create a plan of action for achieving them. An IDP is a valuable tool for planning specific actions to achieve your goals.

The IDP can be completed online in the Civilian Human Resources Training Application System (CHRTAS) <https://www.atrrs.army.mil/channels/chrtas/student/ogon.aspx?caller=1>. If you do not have access to CHRTAS, you should contact your command’s CITM or servicing CPAC for offline IDP options.

Creating an IDP

You should consider the following questions when developing your IDP:

- What training courses, deployment options, or other opportunities could I pursue to gain more experience in needed areas?
- Are all of my capabilities being utilized in my present position? If not, how can I work with my supervisor to be better utilized?
- What are my long-term goals? What type of work do I see myself doing in 2 years or 5 years? How am I preparing myself for this future work?
- What are the specific tasks or additional responsibilities that I can seek out to meet my development goals for the coming year?
- Based on a review of the competencies for my job, where do I need more experience and/or training?

Reminder: What is the IC Joint Duty Program?



The Intelligence Community (IC) Civilian Joint Duty Program is a civilian personnel rotation system akin to Joint Duty in the military, and over the past six years, this program has provided thousands of intelligence professionals with the opportunity to enrich their careers and skills by experiencing the IC beyond their home organizations. This program encourages and facilitates assignments and details of personnel to national intelligence centers and between elements of the IC.

In accordance with the Intelligence Community Directive 601, an IC Joint Duty Assignment (JDA) is defined as: (a) the permanent assignment of an employee from a position in one IC element to a position in another IC element that requires and/or provides appropriate joint IC duty experience, or (b) the temporary detail of an employee from a position in one IC element to a rotational assignment in another IC element that requires and/or provides appropriate joint IC duty experience for a period of at least 12 months and not more than 36 months.

A JDA provides a diversity of work experiences and offers distinct career advantages for employees. A JDA develops the future leadership of the IC by providing employees with a broader understanding of IC missions and functions. A JDA is also essential in preparing employees for senior civilian leader roles in the IC. JDA participants and the people they lead understand the scope and complexity of the IC “enterprise” and are able to effectively integrate and engage the IC’s vast resources in support of our national security mission. To that end, Joint Duty certification is required for all senior civilian positions that report directly to the head of an IC element.

Employees at the GG-13 level and above within the IC are eligible to apply for a JDA. Please note that while employees at a lower grade may apply for a JDA, in accordance with the current guidance, the position must be at the GG-13 level to receive JDA credit.

To find out more about the Joint Duty program, please contact the Army Joint Duty Program Manager (Sharon Fowler, 703-695-3661, sharon.d.fowler.civ@mail.mil). You can also visit the Joint Duty website on JWICS at <http://icjointduty.ic.gov> or on NIPR at www.icjointduty.gov (using .gov or .mil email addresses). For frequently asked questions, please visit: <https://www.icjointduty.gov/FAQ.aspx>.

How to Apply for a JDA:

1. Go to the JDA website (vacancies tab) on NIPR or JWICS:
 - a. JDA Website (NIPR): <https://www.icjointduty.gov>
 - b. JDA Website (JWICS): <http://icjointduty.ic.gov>
2. Select a JDA Vacancy Announcement.
3. Follow the steps required on the Vacancy Announcement (and submit your JDA packet via your Agency JDA POC). This request/packet is required to go through the Army JDA Program Office for tracking purposes and to ensure that it meets the definition of an official JDA.
4. All JDA Announcements require an endorsement (memo) from the command authorizing your release (usually initiated and signed by the Supervisor and Higher Level Supervisor), unless your agency has "additional" internal procedures which you're required to follow. The JDA process stops if both the supervisor and higher level supervisor do not support the JDA.
5. If you are selected and endorsed for the JDA, the Gaining Element JDA Manager (JDM) will contact the Losing Element JDM to initiate the formal Memorandum of Understanding (MOU) process. After the MOU is agreed upon and signed by all required parties, you may be released to perform the JDA. Throughout the MOU process, Activity/Agency JDMs (with supervisors' input) at both the gaining and losing agencies negotiate the elements of the MOU until agreed upon. After agreements are reached between the losing and gaining commands, JDMs must obtain final signature on the MOU.
6. You will not be released from your Army command until the MOU has been signed and agreed upon by all parties, to include your signature.
7. Agencies will coordinate with servicing HR Offices/CPACs to ensure compliance with all personnel policies and practices before you are released on a JDA.
8. Activity JDMs will provide the HQDA JDM with a copy of your MOU after signatures are obtained and the MOU has been finalized.
9. Activity JDMs are responsible for annotating JDAs and adjudicating JDA claims within DCPDS.
10. Temporary Change of Stations (TCS) Orders: TCS Orders are required for travel between duty stations, subject to the Joint Travel Regulation (JTR). JDMs/CPMs must contact the servicing Budget Office for assistance to ensure compliance with the JTR as it pertains to TCS Orders. You will not be released from Army Activities without an approved and signed MOU, nor without TCS Orders, if applicable.

Army DCIPS Puzzle

Per popular demand, we are bringing back the Army DCIPS puzzle to our EYE Newsletters! This edition's puzzle is a word search of some of the article topics included in this September EYE newsletter. Answers to this puzzle will be included in the next newsletter. Good luck!

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

**ACCOMPLISHMENT
DUTY
MERIT
TRAINING**

**CONSISTENCY
JOINT
PERFORMANCE
TRANSFORMATION**

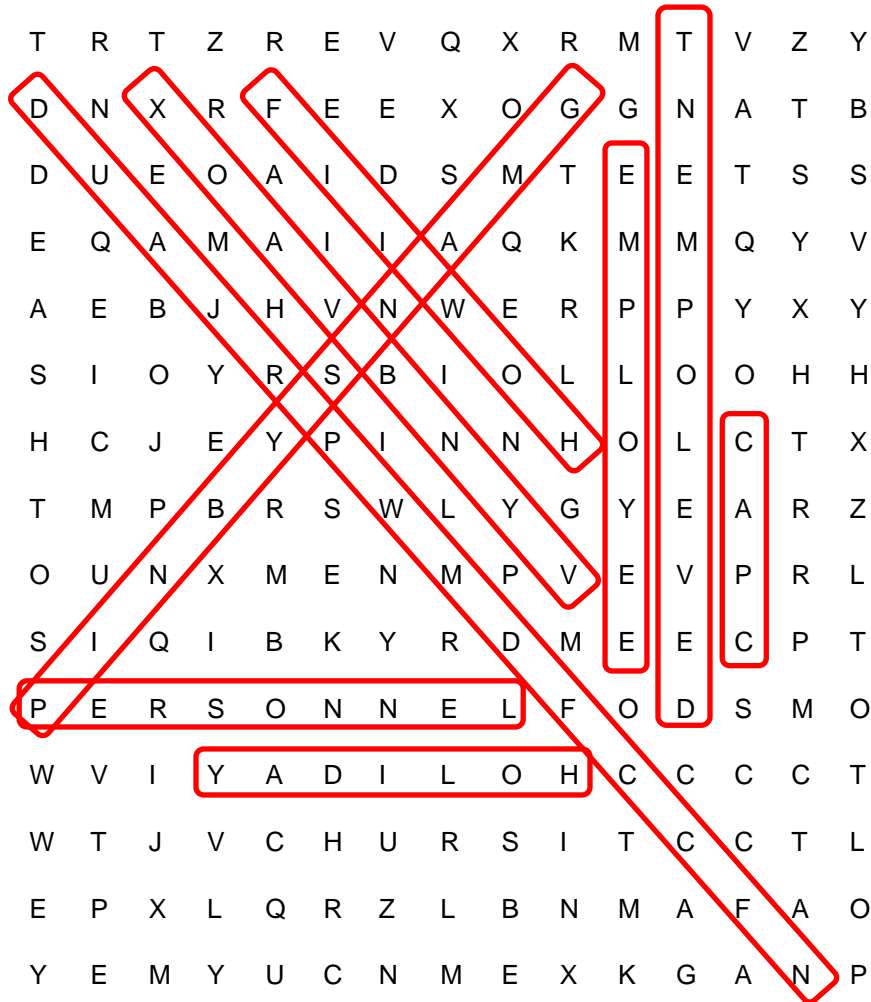
**DEVELOPMENT
LEAVE
RECONSIDERATION**

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 usarmy.pentagon.hqda-dcs-g-2.mbx.dcips@mail.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.

July EYE Newsletter's Army DCIPS Puzzle Solution

Please see below for the answers to the July EYE Newsletter's puzzle.



**ACCOMPLISHMENT
EMPLOYEE
PERSONNEL**

**CPAC
HOLIDAY
SUPERVISOR**

**DEVELOPMENT
LEADER
TRAINING**

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

There are five options available to you when you are seeking answers to your DCIPS questions (listed in recommended order):



- 1.) **Review the Army DCIPS website.** The DCIPS website is your primary source for all up-to-date Army DCIPS employee information. Information found on the DCIPS site include Army policy guidance, the latest EYE Newsletters, DCIPS job aids, links to other Intelligence Community resources and USD(I) decisions, and much more. Frequently asked 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.) **Contact your supervisor.** We encourage you to reach out to your supervisor for answers to DCIPS questions.
- 3.) **Contact your servicing CPAC HR specialist.** Please email or call your servicing CPAC HR specialist for answers to your specific DCIPS inquiries.
- 4.) **Contact your Command Civilian Intelligence Transformation Manager (CITM).** Please e-mail or call the appropriate CITM so that he or she can provide answers to your specific questions. Each Army Command, Army Service Component Commands, Direct Reporting Units and the Administrative Assistant to the Secretary of the Army (for HQ’s DA entities) have appointed a designated individual to serve as the focal point for all DCIPS-related issues within their Command.
- 5.) **E-mail the Army G-2 Intelligence Personnel Management Office (IPMO).** If you haven’t obtained an answer to your question through any of the above methods, use the “Contact Us” link on the DCIPS Home Page to forward a question to the Army G-2/IPMO (usarmy.pentagon.hqda-dcs-g-2.mbx.dcips@mail.mil).

Do you have a DCIPS question? We will feature answers to your questions in our EYE Newsletter! Please submit questions or suggestions for future EYE article topics to: usarmy.pentagon.hqda-dcs-g-2.mbx.dcips@mail.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://dcips.dtic.mil/documents/How_Do_I_%20Edition_Jul2012_31Jul2012%20Final.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/>