Department of the Army

Appendix E
Army DCIPS Training Plan for Transition

9 February 2012

Introduction

The Office of the Deputy Chief of Staff, G-2 for Headquarters, Department of the Army leads the policy formulation, planning, programming, budgeting, management, staff supervision, evaluation, and oversight for intelligence activities for the Department of the Army. The Army Intelligence Community includes a team of highly trained professionals that operate as a key member of the Joint and National Intelligence Community; that enables ground commanders to fight and win our nation's wars across the operational spectrum; is adaptable, modular, and global; that integrates all Army ISR to maximize sensors to enhance awareness. Holistically transform Army intelligence capabilities to enable decisive action by Army and Joint Commanders in an Era of Persistent Conflict, complex environments, and asymmetric challenges. Adapt how we equip, train, share information, grow leaders and improve reasoning skills to generate actionable intelligence at the lowest possible level.

Army DCIPS will plan and manage its training transition plan based on DCIPS policy and aligned with DCIPS Army Policy Volumes. The goal is to meet all training needs of the workforce, and accomplish all training prior to the planned transition date of 25 March 2012 with minimal impact on budget.

Background

The Army Intelligence Community converted its civilian employees to a DCIPS pay banded structure on 19 July 2009. Since that time DCIPS training requirements consists of annual training requirements for Bonus Group Members, and sustainment refresher training mainly geared to Transition Managers, and Data Administrators. Army will provide training for transition mainly through Web Based Training (WBT) developed by USD(I) and ODNI. Army will supplement this training by providing Army specific training needed to transition consisting of WBT module(s) on Army's transition to a DCIPS graded structure. Where feasible, Instructor Led Training (ILT) will be rolled out, when developed, for HR practitioners to the Civilian Human Resource Agency (CHRA) regions that demonstrate the nuances of DCIPS under a graded structure that are apart and different from Title 5.

Critical/Immediate Training Needs

Critical training needs are those required to prepare the workforce for transition.

Critical/Immediate Need	Training	Explanation/Notes
Training for HR practitioners, and supervisors that demonstrate the nuances of DCIPS under Grades and Steps that are apart and difference from title V organizations. Army specific transition training will be in the areas of (1) Occupational Structure, (2) Compensation, (3) Employment and Placement, and other functional areas where there is	Training created by IPMO SME and/or CHRA. Training that is currently under development by USD(I) will be used with minimal or no change.	Support from CHRA in developing Army specific transition training is contingent upon their charter and ability to provide support. Delays in USD(I)/ODNI development and roll-out will be the only limiting factor.

an overlapping area of sustainment training impacting upon transition.		

Training Goals[1]

This section identifies the Army DCIPS training goals for the workforce. It identifies the general training program currently offered to the workforce. Pay pool training has lost much significance since DCIPS Interim however remains a requirement. DCIPS for Military Supervisors is still an item of great interest and priority to Army despite its availability until after Transition. Soft skill training labs are also items we look forward to their continued rollout prior to Transition.

DCIPS 101 —WBT [Updated Mar 2012]	An introduction to the history of DCIPS, core basic elements, how it affects you, and its impact on mission, goals and results.
DCIPS IA Pay Bands to DCIPS GG Grades – PowerPoint Overview - DCIPS Policy Updates – WBT - DCIPS Pay Bands to DCIPS GG Grades – WBT	An Army specific overview of key changes to DCIPS reflective of transition to grades and associated policy updates.
DCIPS IA to DCIPS GG Alignment (Classification) Determinations – WBT	An Army specific tutorial which explains how the position alignment (classification) will be determined when employees under the DCIPS transition to the General Government (GG).
* HR Elements for Practitioners—ILT/WBT [Course development projected March 2012] * Date(s) of delivery contingent upon course development date and logistics involved for delivery. Training may not be delivered to target audience(s) until post transition.	Review detailed guidance needed for HR practitioners to operate under DCIPS (including a module on Compensation Fundamentals with activities).
Overview of Performance Management Roadmap - WBT	Large, modular course designed to be visited throughout the performance management cycle by all sections of the workforce. Includes overview of all steps in the performance management cycle, all individual responsibilities throughout the cycle, how the process maps to the organization's mission, and multiple additional resources for further study/review.

Resources

Resources are monitored closely to implement the Army DCIPS transition training plan. Close integration of the identified training needs with budget and resource planning ensures an accurate budget forecast is formulated to meet those needs.

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[1] See the USD(I) DCIPS Grades Curriculum in Annex 1.

Training Budget	Training Staff	Full Time Equivalents	Staff Travel Funds
Army is funded for sustainment DCIPS support that covers training. This amount is deemed adequate through the FY12.	DCIPS training staff members are employees of the Intelligence Personnel Management Office (IPMO). These members can be supplemented by CHRA staff as needed.	N/A	Travel costs are incidental to other business. IPMO takes ever opportunity to combine business to reach outlier locations.

Schedule for Review

Army *participates fully in the DCIPS training working group in gathering of requirements and development and validation of training. Because Army uses USD(I)/ODNI developed training directly, this serves as our evaluation of DCIPS curriculum and may include conducting a needs assessment, evaluation of the training program, evaluation of the instructors/facilitators, and initiation of a periodic review.*

Mandatory Training[2]

Mandatory Training for Army DCIPS employees is what is presently required by DCIPS policy volumes. No additional training mandates have been levied.

Mandatory Training	Driver
Pay pool managers and pay pool panel member's annual training requirement.	DoDI 1400.25-V2012, Encl 3, para 2.b(2)
Training elements of the DCIPS community-wide training curriculum identified by the PEO.	DoDI 1400.25-V2010, Encl 2, para 4.f.

Multi-Component Training

Army *uses USD(I)/ODNI developed training directly and does not modify it for our workforce. Beyond projected ILT for HR practitioners using internal trainers and those provided by CHRA, Army will supplement training dates by using USD(I)and other components' ILT classes, if centrally funded by USD(I) and/or offered to Army. This is on an ad hoc basis based on need and non-availability of organic training dates.*

Course	Goal
NA	NA

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[2] The DCIPS PEO has not yet identified the mandatory USD(I) curriculum courses or specific content.

ANNEX A: USD(I) DCIPS Grades Curriculum[3]

USD(I) Courses—WBT[4] & Instructor led workshops	Goal
DCIPS 101—WBT	An introduction to the history of DCIPS, core basic elements, how it affects you, and its impact on mission, goals and results.
Introduction to DCIPS for Leaders: Achieving Results - Accomplishing Mission—ILT	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.
HR Elements for Practitioners—Workshop and WBT[5]	Review detailed guidance needed for HR practitioners to operate under DCIPS.
Intro to DCIPS for Military Supervisors—WBT	A brief introduction to the concepts of performance-based management and a focus on the unique challenges faced my military supervisors.
Overview of Performance Management Roadmap—WBT	Large, modular course designed to be visited throughout the performance management cycle by all sections of the workforce. Includes overview of all steps in the performance management cycle, all individual responsibilities throughout the cycle, how the process maps to the organization's mission, and multiple additional resources for further study/review.
Pay Pools, Performance and You—WBT	Explains how performance management and the pay pool process are designed to ensure employees are appropriately recognized for their contributions to achieving organizational goals.
Pay Pools in Action—ILT	Understanding of the pay pool process; rating fairness and consistency, and communicating results. Pay pool managers, panel members, performance review authorities, and pay pool advisors workshop focused on practicing conducting pay pool decisions; fairness and consistency are also a focus.

Breakout Online Learning Labs—all WBT

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[3] This is a proposed curriculum and changes may be made subject to funding availability, development schedules and delivery dates. Expected availability for the full curriculum is April 2012.

[4] Most WBTs will include a printable guide, which includes all content covered in the Web Based Training modules.

[5] There may be a shorter, more general version of HR Elements created as a WBT for the employee to better understand the basic HR Elements of DCIPS.

(Some of these will be embedded in above courses, but also available as separate courses.)

Course	Goal
COACH for Success	Building high performance teams through effective performance coaching and feedback.
Evaluating Performance and Preparing Performance Narratives	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.
Formal Feedback Session	Strategies for preparing for and effectively delivering performance feedback during the formal feedback session.
How to Hold a Formal Feedback Review	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
Key to leading Your Mission	A one hour, interactive, self-paced course for leaders and managers that review their critical roles in establishing, communication, and implementing a strategy to guide performance ratings.
Managing your Manager	Strategies employees can use to learn his/her manager's expectations, how to effectively work with his/her manager's leadership style, and how to plan for and accomplish career objectives.
Performance Ratings and Narratives	How to rate performance objectives and elements consistently and fairly across employees at the end of the rating cycle.
Putting Yourself in the Other Person's Shoes	Strategies for understanding where the other person is coming from to enable effective communications between managers and employees.
Setting Performance Expectations	Interpreting and applying the rating elements in setting performance expectations at the beginning of the rating cycle.
Writing Effective Accomplishments	Strategies for clearly and concisely writing accomplishments that accurately describe an individual's performance and the impact he/she had on the work unit and organization-level goals.
Writing Performance Objectives	Walking the employee through the tips, tools, and strategies for writing effective performance objectives and aligning to performance elements.