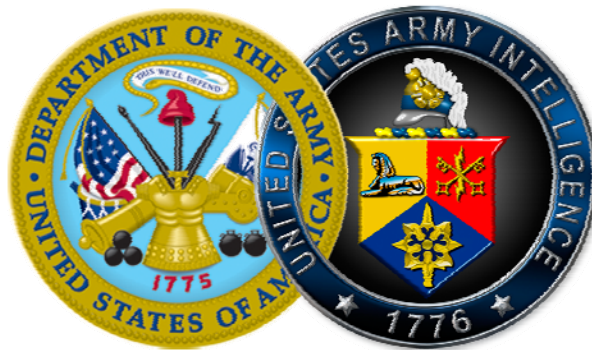


Senior Leadership Guide to DCIPS



DCIPS is the new Title 10 Excepted Service human capital management system for the DoD Intelligence Community and emphasizes recognizing employees, developing individuals and rewarding performance.

As a Senior Leader, **YOU** are *critical* to the success of DCIPS

DCIPS allows the Army Intelligence Community to leverage and grow our most valuable resource – our people – by providing employees with clear expectations, ongoing feedback, and appropriate recognition for their performance and success.

Focusing on performance requires strong leadership. With the implementation of DCIPS underway, supervisors and employees will continually seek your guidance as they navigate through the many changes. This is a tremendous opportunity for you to become involved with employees and help them focus on increasing both individual and organizational effectiveness.

The shift to DCIPS has a direct impact on the entire workforce and requires the dedication of all employees across Army Intelligence. Senior Leaders, however, have an even greater responsibility – to facilitate and promote the Army Intelligence Community’s continuous pursuit of excellence.

“DCIPS not only provides the necessary flexibility needed to manage the USD(I) workforce but also embodies the core values of the U.S. intelligence community – Commitment, Courage, and Collaboration.”

James R. Clapper, Jr., Under Secretary of Defense for Intelligence

The successful implementation of DCIPS requires that you:

- **Prepare** your staff for the changes brought by DCIPS
- **Support** the effort by providing adequate resources and encouraging open communication regarding DCIPS
- **Lead** the change by modeling your commitment as a leader and advocate of DCIPS

For more information, visit the DCIPS Websites
NIPR: <http://www.dami.army.pentagon.mil/site/dcips>
SIPR: <http://www.dami.army.smil.mil/site/dcips>
JWICS: <http://www.dami.ic.gov/site/dcips>

Transforming the Intelligence Community

Core Principles of DCIPS:

- Aligning work with mission and/or organizational goals
- Communicating the link between employee contributions and mission/organization goals
- Distinguishing levels of performance and recognition so that contributions are rewarded appropriately
- Acknowledging and rewarding performance results

Keys to Alignment:

- Relationships are clear and transparent
- Responsibility is understood and accepted
- Results are demonstrated and measurable

Consider:

- Do your goals and expectations relate to organizational goals?
- Is there a shared understanding of priorities and responsibilities throughout your organization?
- Do you have the resources to accomplish your priorities and responsibilities?
- Does your organization have a communications strategy that acknowledges and rewards workforce performance?

Preparing for DCIPS Implementation

To effectively prepare for the implementation of DCIPS, you must determine the current level of awareness among employees.

Solicit Feedback from Your Staff

- Engage in two-way dialogue as frequently as possible
- Monitor the quality of communications among employees and supervisors
- Identify misconceptions or incorrect information quickly
- Communicate and reinforce the *right* messages
- Bridge any gaps in information and/or understanding
- Determine the level of support and training necessary to move forward

Encourage Your Staff to Remain Informed

- Offer timely and accurate information
- Promote open communication to minimize confusion
- Provide access to resources that will inform and educate employees on DCIPS
- Make yourself available to answer questions and address concerns as they arise

Supporting the DCIPS Effort

You must help establish a clear understanding of how employee performance links directly to the Army Intelligence's goals and mission.

It is Essential that You:

- Share what you learn with your staff
- Attend DCIPS Briefings, Town Halls and training
- Utilize all available resources to keep informed (e.g., websites, publications, DCIPS personnel, the EYE of DCIPS newsletter, etc.)
- Encourage employees to attend all training and information sessions
- Ensure that supervisors and employees attend training on performance management and writing SMART objectives
- Allow ample time for supervisors and employees to work together to write objectives, create individual development plans (IDPs) and use the new systems effectively

Leading the DCIPS Change

One of the most important ways for you to lead change is by demonstrating your commitment to DCIPS. The more time you spend championing it, the more likely your staff is to understand and accept the upcoming changes.

Be a DCIPS Champion by:

- Modeling behaviors consistent with performance excellence
- Providing reliable and consistent information to *all* employees
- Assisting managers and supervisors with developing their skills in communication and performance management

Make Sure Your Staff Understands the Following DCIPS Benefits:

- Empowering them to take ownership of their own performance and successes
- Ensuring their performance, contributions, and successes are rewarded with salary increases and bonuses
- Promoting broader skill development and advanced opportunities

Key Areas of DCIPS

Enhanced Performance Management Process

Results-driven performance objectives and performance elements address *what* and *how* achievements are accomplished

New Occupational Structure

Common structure aligns the DoD Intelligence Community to facilitate agility, mobility and information sharing

Enhanced Career Management

Enterprise-wide occupational-based road maps identify career paths, progression and relevant skills training

New Pay Band System

Setting and administering of pay using five pay bands, three occupational work categories (professional, supervision/ management, technician/administrative support) and four levels of performance (entry/developmental, full performance, senior, expert) to meet the unique needs of the Intelligence Community

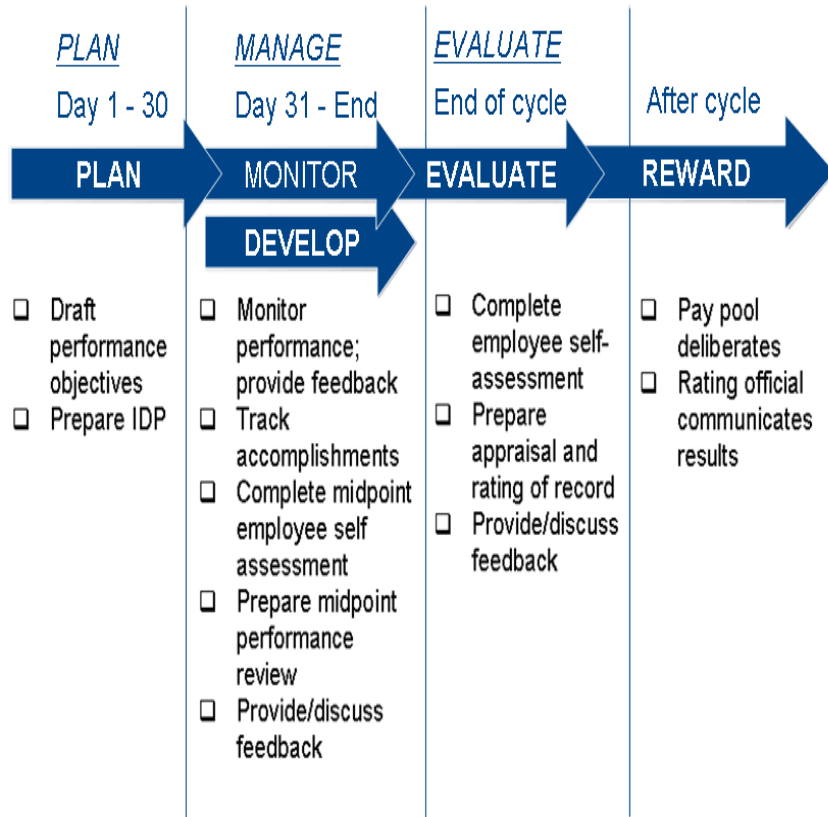
New Performance-Based Payouts

Salary and bonuses are directly tied to performance and results in achieving the combat support Agency and military service mission

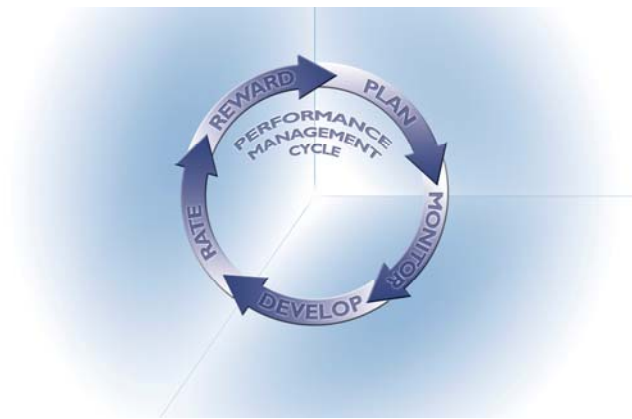
Top 5 Things You Need to Know About DCIPS...

- 1.** DCIPS links employee performance and compensation to organizational goals and mission
- 2.** Employees experience no loss of pay upon conversion to DCIPS
- 3.** Salary increases within pay bands are determined by annual performance reviews and ratings
- 4.** In January 2009 and 2010, employees receive the general pay increase (base pay + locality). Beginning in January 2011, pay increases are tied to performance and are no longer automatic
- 5.** DCIPS strengthens our ability to face the ever-changing demands placed on the Intelligence Community

Performance Management Path



DCIPS Performance Management at a Glance



- Plan:** Build a shared understanding of performance expectations
- Monitor:** Capitalize on strengths and address areas for improvement
- Develop:** Identify opportunities to enhance knowledge, skills, and abilities
- Rate:** Highlight achievements
- Reward:** Recognize contributions that supported the accomplishment of organizational goals

Writing Effective Performance Objectives

Writing performance objectives is a collaborative effort between a supervisor and employee. Effective objectives:

Focus on Performance – Performance objectives should be designed to bring out the best in individual and team performance.

Align with your Organization – Performance objectives must make sense in the context of the organization. Individual objectives must align with the organization's mission and goals.

Serve as an Appraisal/Management Tool – Performance objectives serve as a basis to assess accomplishments.

Well-written performance objectives enable continuous evaluation by monitoring progress, resources, and effort and allowing for corrections on the path to accomplishment.

What should I consider when writing performance objectives?

Think about the work you do and ask the following questions:

1. Is the objective mission-focused and results-oriented?
2. Is the objective specific?
3. Is there a cost consideration that needs to be included?
4. Is a quantity identified?
5. Is quality a consideration?
6. Is the objective realistic?
7. Can the objective be accomplished within the period of performance?
8. What behaviors are important while accomplishing objectives?

S.M.A.R.T.

A simple way to develop and assess performance objectives

- Specific** Objectives should describe expected results
- Measurable** Objectives should be written in a way that results can be quantified and/or qualified
- Achievable** Objectives should be something achievable within available resources
- Relevant** Objectives should directly tie to organizational goals
- Time-bound** Objectives should identify realistic timeframes



Cascading Objectives

Rating Performance: The WHAT & HOW

Performance Objectives – Performance objectives measure ‘**what**’ the employee is expected to accomplish. Typically, employees will have between three and six performance objectives.

Performance Elements – Performance elements measure ‘**how**’ the employee accomplishes those objectives. There are six global attributes/behaviors:

<u>Employees</u>	<u>Managers/Supervisors</u>
➤ Accountability for Results	➤ Accountability for Results
➤ Communication	➤ Communication
➤ Critical Thinking	➤ Critical Thinking
➤ Engagement and Collaboration	➤ Engagement and Collaboration
➤ Personal Leadership and Integrity	➤ Leadership and Integrity
➤ Technical Expertise	➤ Managerial Proficiency

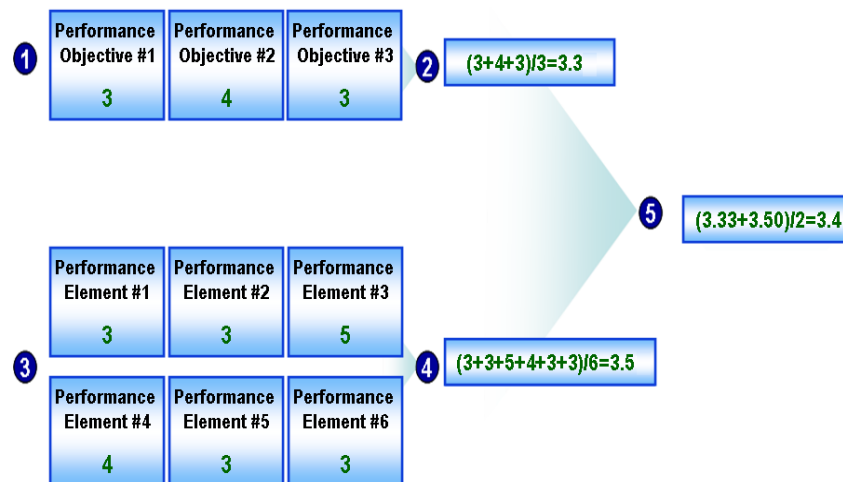
Everyone will be measured on the same four (4) performance elements. The last two (2) vary depending on whether the employee is a supervisor or not. These performance elements are standardized and operationally defined under DCIPS throughout the Intelligence Community.

Rating Performance: Scoring & Overall Rating

In rating performance, both performance objectives and performance elements are taken into consideration for the overall rating.

Rating Performance involves 5 basic steps:

1. Determine the rating for each performance objective
2. Calculate the average rating for all performance objectives
3. Determine the rating for each performance element
4. Calculate the average rating for all performance elements
5. Average the two averages together to determine the overall rating



Determining Final Evaluation of Record

Since overall ratings may not be even integers, the following standard illustrates how to convert overall ratings to final evaluations of record.

Overall Rating Range	Evaluation of Record Descriptor	General Standard
4.6-5.0	OUTSTANDING "5"	The employee's overall contribution, both in terms of results achieved and the manner in which those results were achieved, has extraordinary effects or impacts on mission objectives that would not otherwise have been achieved.
3.6-4.5	EXCELLENT "4"	The employee's overall contribution, both in terms of results achieved and the manner in which those results were achieved, has significant impact on mission objectives.
2.6-3.5	SUCCESSFUL "3"	The employee's overall contribution, both in terms of results achieved and the manner in which those results were achieved, has made a positive impact on mission objectives. It is expected that the majority of employees will achieve this level of performance.
2.0-2.5	MINIMALLY SUCCESSFUL "2"	The employee's overall contribution to mission, although positive, has been less than that expected.
<2 total, or 1 on any performance objective	UNACCEPTABLE "1"	The employee received an unacceptable rating on one or more performance objectives.

NOTE: A rating of 1 on any performance objective automatically results in a rating of 1 for the evaluation of record.

Pay-Out Eligibility

Overall Performance Rating	Local Market Supplement* <small>(*Based upon locality pay regions)</small>	General Pay Increase Floor* <small>(*Paid through Pay Pool Process)</small>	Performance Payout <small>(Base Pay Increases and Bonus)</small>
5 Outstanding	Yes	Yes	Yes
4 Excellent	Yes	Yes	Yes
3 Successful	Yes	Yes	Yes
2 Minimally Successful	Yes	Range % based upon USD(I) guidance	No
1 Unacceptable	No	No	No

Eligibility for Performance Based Pay and Local Market Supplements

Pay Bands

at a Glance

The following table reflects the DCIPS pay bands organized by work categories and work levels, as defined by USD(I).

Pay Bands and Salary Ranges	Work Categories		
	Technician/ Administrative Support	Professional	Supervision/ Management
Pay Band 1 \$17,540 - \$45,753	Entry/ Developmental		
Pay Band 2 \$33,477 - \$61,628	Full Performance	Entry/ Developmental	
Pay Band 3 \$49,544 - \$96,509	Senior	Full Performance	Supervisor/ Manager
Pay Band 4 \$70,615 - \$114,047		Senior	Supervisor/ Manager
Pay Band 5 \$98,156 - \$134,148		Expert	Supervisor/ Manager

*Note: Salary ranges reflect 2009 Base Pay rate and do not include a Local Market Supplement (LMS) (aka Locality Pay).

Closing Out Current Performance Cycle & Starting DCIPS Cycle

All current performance appraisal cycles end on 30 June 2009:

- Whether the current performance appraisal cycle has been shortened or extended, all performance appraisals must be complete by **30 June 2009**
- All performance-related decisions based on the current Total Army Performance Evaluation System (TAPES) performance appraisal cycle will take place between July and September 2009

Timeframe	Action
1 July	DCIPS performance management cycle for 14 month rating period-1 July 2009-30 Sep 2010
31 July	All employees must have performance objectives approved by Reviewing Officials

Conversion to Pay Bands

Dates of Conversion:

All Army Intelligence civilian employees, excluding DISES/DISLs and Federal Wage System, will be converted to pay bands on **19 July 2009**.

Conversion Process:

The conversion to pay bands is a two-part process. Employees will receive a one-time pro-rated Within-Grade Increase (WGI) buy-in. In addition, they will be converted to a pay band based on the work category, work level, and supervisory status based on their official position of record. The position description will also be updated to reflect work as it relates to the band.

Within-Grade Increase (WGI) Buy-in:

Under the existing GG grade-step system, eligible employees receive automatic step or Within-Grade Increases (WGIs) based on successful performance and time in grade. Upon conversion to DCIPS, eligible employees receive a salary increase based on the length of time accumulated toward their *next* WGI. This is an *auto-calculated, pro-rated amount* known as the “WGI buy-in” that is added to the base salary. At conversion, employees who are at Step 10 of their current grade are not eligible for the one-time pro-rated WGI buy-in.

WGI Buy-in Example:

John Williams is a non-supervisory Intelligence Specialist, GG-11 Step 2, scheduled to convert to pay banding on 19 July 2009. His last WGI, or step increase, occurred December 14, 2008. His next WGI is due on December 14, 2009. John has earned 66% (8 of 12 months) toward his next WGI. The one-time pro-rated dollar amount (66% of his WGI) becomes part of his new salary.

Conversion Table

On 9 April 2008, USD(I) made the final decision on converting GG employees to pay bands. The following table reflects the conversion.

NOTE: There is no decrease in pay upon conversion.

Work Category: Technician/Administrative Support	
<i>In this category, if you are:</i>	<i>You convert to:</i>
GG 01/01 – GG 07/12	Pay Band 1
GG 08/01 – GG 10/12	Pay Band 2
GG 11/01 – GG 13/12	Pay Band 3
Work Category: Professional	
<i>In this category, if you are:</i>	<i>You convert to:</i>
GG 07/01 – GG 10/12	Pay Band 2
GG 11/01 – GG 13/02	Pay Band 3
GG 13/03 – GG 14/12	Pay Band 4
GG 15/01 – GG 15/12	Pay Band 5
Work Category: Supervision/Management	
<i>In this category, if you are:</i>	<i>You convert to:</i>
GG 11/01 – GG 13/02	Pay Band 3
GG 13/03 – GG 14/12	Pay Band 4
GG 15/01 – GG 15/12	Pay Band 5

On the Army DCIPS website, the DCIPS Documents section includes the USD(I) memorandums and Approved Pay Band Structure memos.

DCIPS Impact on Components of Pay

What will not change under DCIPS?	
<ul style="list-style-type: none"> • Benefits (life insurance, health insurance, TSP, retirement, etc.) • Leave and work schedules • Training • Allowances and travel/subsistence expenses 	<ul style="list-style-type: none"> • Merit system principles • Rules against prohibited personnel practices • Whistleblower protections • Veterans' preference principles • Anti-discrimination laws • Fundamental due process

What will change under DCIPS?	
<ul style="list-style-type: none"> • Grade Structure • Salary Pay Scales • Locality Pay • Special Rates • General Pay Increases • Within Grade Increases • Quality Step Increases 	<ul style="list-style-type: none"> • Bonuses • Grade Eligibility for Allowances • Promotions • Career Management • Position Descriptions

FAQs: Pay

The following are some frequently asked questions and answers with respect to pay and converting to DCIPS.

How will my pay be impacted through January 2011?

In July, eligible employees will receive the one-time WGI buy-in. In January 2010, you will receive the annual general pay increase. In January 2011, performance-based pay goes into effect. Pay raises and performance bonuses become annual decisions determined by your annual performance appraisal.

What happens to within grade increases? Do we still get them?

Under DCIPS and the pay banding system, there are no “step increases” as they currently exist in the graded pay system. Instead, pay increases and/or performance bonuses will become an annual decision process based on your performance.

Will employees’ pay go down with the conversion to DCIPS?

No. DCIPS converts employees to a system of five pay bands and does not decrease salary. In fact, some employees may experience a salary increase if they are eligible for a one-time, within grade increase buy-in. In order to be eligible, employees must be at an acceptable performance level and be below step 10 of their current pay grade.

Is there room to grow?

Yes. The broad banding system provides opportunity for growth. Each of the five (5) pay bands has been broadened to the equivalent of a Step 12. This means employees who are currently at the top of their grade (Step 10) as they enter the band will be able to receive future performance pay increases without exceeding the pay band limit.

Army DCIPS Implementation Timeline

This timeline lays out key events in the transition to DCIPS.

July 2009 – Implementation Date

01 July 2009 through 30 September 2010 - Initial rating period for all Army DCIPS employees

19 July 2009 - Conversion to Pay Bands

01 July 2009 through 30 September 2009 - Performance Period for Mock used in Mock Pay Pool

October/November 2009 - Conduct Mock Pay Pool

November 2009 through August 2010 - Performance Review Authorities review results of mock evaluations and pay pool analysis and modify, implement internal guidance that aligns with Army and USDI implementing policy

October 2010 - DCIPS employees receive first formal rating for period 01 July 2009 through 30 September 2010 (approximately 14 month rating cycle)

November 2010 - Formal pay pool

January 2011 - First performance based pay out

Elevator Speech

DCIPS is the new human capital management system for the DoD Intelligence Community that provides the necessary flexibility needed to manage the Army Intelligence workforce.

DCIPS emphasizes:

- Recognizing employees
- Developing individuals
- Rewarding performance

Under DCIPS:

- I know what's expected of me to perform my job
- The mission drives my objectives
- I own my success and career
- My performance is rewarded

Contact DCIPS Team

For more information or if you have any questions about DCIPS, please refer to the DCIPS website or contact the DCIPS Team.

DCIPS website

- **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>

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