

There are policy requirements in DCIPS and in Title 5 that direct agencies and services to have supervisory or managerial competencies and/or leadership programs. The DCIPS PEO does not dictate or prescribe any course, curriculum, program or experiences, specifically required for these competencies or programs. Each agency/service is required to be in accordance with the policy outlined below by implementing and documenting their supervisory/managerial competencies and/or programs through their own DCIPS Component-specific guidance. The DCIPS PEO does, however, have several courses that may assist in achieving the policy requirements and have been outlined below. There are many other courses available on the DCIPS PEO website <http://dcips.dtic.mil/training.html>. The courses listed below are the most relevant to the policy requirements.

Policy Reference	Requirement explained	DCIPS Training
DCIPS V2011	For Reviewing Officials: Subordinate rating officials and supervisors are trained in their roles	<p>DCIPS training courses:</p> <p><u>DCIPS 101</u> (WBT)—Highlights the key elements of DCIPS; A complete overview.</p> <p><u>Introduction to DCIPS for Military Supervisors</u> (WBT)— Targets military personnel serving as raters, reviewers, or supervisors of DCIPS employees. Highlights major differences between military evaluation systems and DCIPS, their roles and responsibilities throughout the evaluation period, and explains how employees are evaluated.</p> <p><u>Setting Performance Expectations</u> (WBT)—Explains how to translate standards into meaningful expectations.</p> <p><u>Rater Consistency Handbook</u> (Guide)— A guided discussion all DCIPS management teams should participate in. This guide assists management teams in understanding and implementing rater consistency.</p> <p><u>SMART Performance Objectives</u> (ILT) — Provides an overview for writing performance objectives.</p> <p><u>Evaluating Performance and Preparing Performance Narratives</u> (WBT) – Describes how to rate objectives and elements consistently and prepare a narrative.</p> <p><u>DCIPS Pay Pools, Performance, and You</u> (WBT) –Explains how performance management and the pay pool process are designed to ensure that employees are appropriately recognized and rewarded.</p> <p><u>How to Hold a Formal Feedback Review</u> (WBT) –Outlines the steps to take when preparing for and conducting a feedback session.</p> <p>Softskills training or helpful guidebooks:</p> <p><u>Putting Yourself in the Other Person’s Shoes</u> (WBT)—Provides strategies to improve communication.</p> <p><u>COACH for Success</u> (WBT)—Provides a model and process for effective coaching.</p> <p><u>How Do I...A Guide to Completing Key Actions in the DCIPS PAA</u> (Guide) – Based on your role, the PAA tool guide provides step-by-step instructions for planning, managing, and rating performance (Services and DSS).</p>

Policy Reference	Requirement explained	DCIPS Training
DCIPS V2011	For Rating Officials: Ensure employees are trained in the performance management system	<p>DCIPS Performance Management training courses:</p> <p><u>DCIPS 101</u> (WBT)—Highlights the key elements of DCIPS; A complete overview.</p> <p><u>SMART Performance Objectives</u> (ILT) —Provides an overview for writing performance objectives. Or, <u>iSuccess: Writing SMART Performance Objectives and a Self Report of Accomplishments</u> (WBT)--Overview and practical exercises for writing performance objectives at the beginning of the performance period and a self report of accomplishments for the end of the performance period.</p> <p><u>DCIPS Pay Pools, Performance, and You</u> (WBT) –Explains how performance management and the pay pool process are designed to ensure that employees are appropriately recognized and rewarded.</p> <p>Softskills training or helpful guidebooks:</p> <p><u>Putting Yourself in the Other Person’s Shoes</u> (WBT)—Provides strategies to improve communication.</p> <p><u>Managing Your Manager</u> (WBT)—Provides employees tips on how to improve communication with their managers.</p> <p><u>How Do I...A Guide to Completing Key Actions in the DCIPS PAA</u> (Guide) – Based on your role, the PAA tool guide provides step-by-step instructions for planning, managing, and rating performance (Services and DSS).</p>
DCIPS V2005	Ensure employees newly selected to DCIPS supervisory or managerial positions possess the required supervisory or managerial competencies for the position. Development of those competencies may be achieved through training, successful accomplishment of specific supervisory or managerial work objectives, individual coaching, and /or other development activities.	<p>The specific requirements of new supervisor training is not dictated in DCIPS policy, only a general requirement. The competencies and identification of avenues to achieve those competencies are the sole responsibility of the individual component and should be identified in Component Specific Guidance to their workforce. It may be entirely appropriate to include above-mentioned DCIPS training for rating officials and supervisors in your Components supervisory competency requirements.</p>

Policy Reference	Requirement explained	DCIPS Training
5CFR412.202	All agencies must provide for the development of individuals in supervisory, managerial and executive positions, as well as individuals whom the agency identifies as potential candidates for those positions, based on the agencies' succession plans. Agencies also must issue written policies to ensure they:	The development of individuals in supervisory positions is not dictated in DCIPS policy, only a general requirement. The identification of development requirements for supervisory, managerial and executive positions is the sole responsibility of the individual component and should be identified in Component Specific Guidance to their workforce. It may be entirely appropriate to include DCIPS PEO training requirements in the Component Specific development plan for supervisors, managers, or executives.
5CFR412.202	(a) Design and implement leadership development programs...that foster a broad agency and Governmentwide perspective;	The development of individuals in leadership positions is not dictated in DCIPS policy. This is the sole responsibility of the individual Component. <u>The Key to Leading Your Mission (WBT)</u> — Reviews critical roles for leaders in establishing, communicating, and implementing a strategy to guide performance ratings.
5CFR412.202	(b) Provide training within one year of an employee's initial appointment to a supervisory position and follow up periodically, but at least once every three years, by providing each supervisor and manager additional training on the use of appropriate actions, options, and strategies to:	DCIPS policy does not specifically state a timetable for initial appointment training or follow-up training, but does state in V2005 "Ensure employees newly selected to DCIPS supervisory or managerial positions possess the required supervisory or managerial competencies for the position." The individual Component should ensure their Component Specific training is in compliance with both V2005 and 5CRF412.202.
5CFR412.202	(1) Mentor employees;	<u>COACH for Success (WBT)</u> —Provides a model and process for effective coaching. <u>Putting Yourself in the Other Person's Shoes (WBT)</u> —Provides strategies to improve communication.

Policy Reference	Requirement explained	DCIPS Training
5CFR412.202	(2) Improve employee performance and productivity;	<p><u>COACH for Success (WBT)</u>—Provides a model and process for effective coaching.</p> <p><u>Setting Performance Expectations (WBT)</u>—Explains how to translate standards into meaningful expectations.</p>
5CFR412.202	(3) Conduct employee performance appraisals in accordance with agency appraisal systems; and	<p><u>DCIPS 101 (WBT)</u>—Highlights the key elements of DCIPS; A complete overview.</p> <p><u>Introduction to DCIPS for Military Supervisors (WBT)</u>— Targets military personnel serving as raters, reviewers, or supervisors of DCIPS employees. Highlights major differences between military evaluation systems and DCIPS, their roles and responsibilities throughout the evaluation period, and explains how employees are evaluated.</p> <p><u>Setting Performance Expectations (WBT)</u>—Explains how to translate standards into meaningful expectations.</p> <p><u>Rater Consistency Handbook (Guide)</u>— A guided discussion all DCIPS management teams should participate in. This guide assists management teams in understanding and implementing rater consistency.</p> <p><u>SMART Performance Objectives (ILT)</u> —Provides an overview for writing performance objectives.</p> <p><u>Evaluating Performance and Preparing Performance Narratives (WBT)</u> – Describes how to rate objectives and elements consistently and prepare a narrative.</p> <p><u>How to Hold a Formal Feedback Review (WBT)</u> –Outlines the steps to take when preparing for and conducting a feedback session.</p> <p>Following DCIPS policy V2011, pages 10-26, Performance Management Process.</p>
5CFR412.202	(4) Identify and assist employees with unacceptable performance.	<p><u>COACH for Success (WBT)</u>—Provides a model and process for effective coaching.</p> <p><u>Putting Yourself in the Other Person’s Shoes (WBT)</u>—Provides strategies to improve communication.</p> <p>Following DCIPS policy V2011, page 19, Addressing Needs for Performance Improvement.</p>
5CFR412.202	(c) Provide training when individuals make critical career transitions, for instance from non-supervisory to manager or from manager to executive. This training should be consistent with assessments of the agency's and the individual's needs.	<p>DCIPS policy V2005 states Components with DCIPS positions shall "Develop, publish, and maintain current qualifications criteria for all DCIPS job titles within their Component..." Furthermore, DCIPS policy states an individual needs to be qualified for the position for which they are being considered/placed. That qualification, as long as it is not in violation of DCIPS policy V2005, is at the Component's discretion. Qualifications to be met for career transitions, and its associated training/experiences as stated as a requirement in the 5CFR412.202 policy, should simply be stated as a part of the employee's IDP, if an upward career transition is within their career roadmap's scope.</p>

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Policy Reference	Requirement explained	DCIPS Training
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DCIPS V2011	For Rating Officials: Ensure employees are trained in the performance management system	<p>DCIPS Performance Management training courses: DCIPS 101 SMART Performance Objectives iSuccess: Writing SMART Performance Objectives and a Self Report of Accomplishments DCIPS Pay Pools, Performance, and You</p> <p>Softskills training or helpful guidebooks: Putting Yourself in the Other Person’s Shoes Managing Your Manager How Do I...A Guide to Completing Key Actions in the DCIPS PAA</p>

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DCIPS V2005	Ensure employees newly selected to DCIPS supervisory or managerial positions possess the required supervisory or managerial competencies for the position. Development of those competencies may be achieved through training, successful accomplishment of specific supervisory or managerial work objectives, individual coaching, and /or other development activities.	Component-specific guidance. The competencies and identification of avenues to achieve those competencies are the sole responsibility of the individual component and should be identified in Component Specific Guidance to their workforce.
5CFR412.202	All agencies must provide for the development of individuals in supervisory, managerial and executive positions, as well as individuals whom the agency identifies as potential candidates for those positions, based on the agencies' succession plans. Agencies also must issue written policies to ensure they:	Component-specific guidance. The identification of development requirements for supervisory, managerial and executive positions is the sole responsibility of the individual component and should be identified in Component Specific Guidance to their workforce.
5CFR412.202	(a) Design and implement leadership development programs...that foster a broad agency and Governmentwide perspective;	Component-specific guidance. The development of individuals in leadership positions is not dictated in DCIPS policy. This is the sole responsibility of the individual Component. A DCIPS-specific leader development course is: The Key to Leading Your Mission
5CFR412.202	(b) Provide training within one year of an employee's initial appointment to a supervisory position and follow up periodically, but at least once every three years, by providing each supervisor and manager additional training on the use of appropriate actions, options, and strategies to:	Similar to DCIPS policy V2005 requirements; ensure compliance with both. DCIPS V2005 states "Ensure employees newly selected to DCIPS supervisory or managerial positions possess the required supervisory or managerial competencies for the position." The individual Component should ensure their Component Specific training is in compliance with both V2005 and 5CRF412.202.
5CFR412.202	(1) Mentor employees;	COACH for Success Putting Yourself in the Other Person's Shoes
5CFR412.202	(2) Improve employee performance and productivity;	COACH for Success Setting Performance Expectations



Policy Reference	Requirement explained	DCIPS Training
5CFR412.202	(3) Conduct employee performance appraisals in accordance with agency appraisal systems; and	<p>Following DCIPS policy V2011, pages 10-26, Performance Management Process.</p> <p>DCIPS 101 Introduction to DCIPS for Military Supervisors Setting Performance Expectations Rater Consistency Handbook SMART Performance Objectives Evaluating Performance and Preparing Performance Narratives How to Hold a Formal Feedback Review</p>
5CFR412.202	(4) Identify and assist employees with unacceptable performance.	<p>Following DCIPS policy V2011, page 19, Addressing Needs for Performance Improvement.</p> <p>COACH for Success Putting Yourself in the Other Person's Shoes</p>
5CFR412.202	(c) Provide training when individuals make critical career transitions, for instance from non-supervisory to manager or from manager to executive. This training should be consistent with assessments of the agency's and the individual's needs.	<p>Component discretion, in compliance with V2005. Qualifications to be met for career transitions should be stated as a part of the employee's IDP. DCIPS policy V2005 states an individual needs to be qualified for the position for which they are being considered/placed. That qualification, as long as it is not in violation of DCIPS policy V2005, is at the Component's discretion.</p>