



DCIPS 101

Performance Management



What if you had worked days, weeks, or months creating a product only to later discover that the product you worked on was something that your organization didn't need, value, nor recognize? You might feel that you wasted your time and wonder, "What was I supposed to be doing?"

A screenshot of a presentation slide within a software interface. The slide has a light blue background. At the top left is the DCIPS logo. At the top right is a small icon of a gauge with the text "Performance Management" below it. In the center is a photograph of a man in a white shirt and tie sitting at a desk with a blue mug, and a woman in a dark suit leaning over his shoulder, looking at a document. Below the photo is the text: "Effective performance management occurs when expectations are clear and there is regular and timely communication about progress towards desired results". At the bottom of the slide is a navigation bar with icons for home, folder, CC, list, a compass, left arrow, pause, and right arrow. A status bar in the center of the navigation bar reads "App 3: 1 of 55".

Effective performance management occurs when everyone in an organization is on the same page regarding performance expectations and is communicating in a regular and timely manner about progress towards the desired results.

This regular communication provides a forum for making corrections, adjusting performance strategies, or seeking developmental opportunities as needed. And it helps to ensure individuals are working on the tasks that matter most to the success of the organization, and not just working hard.

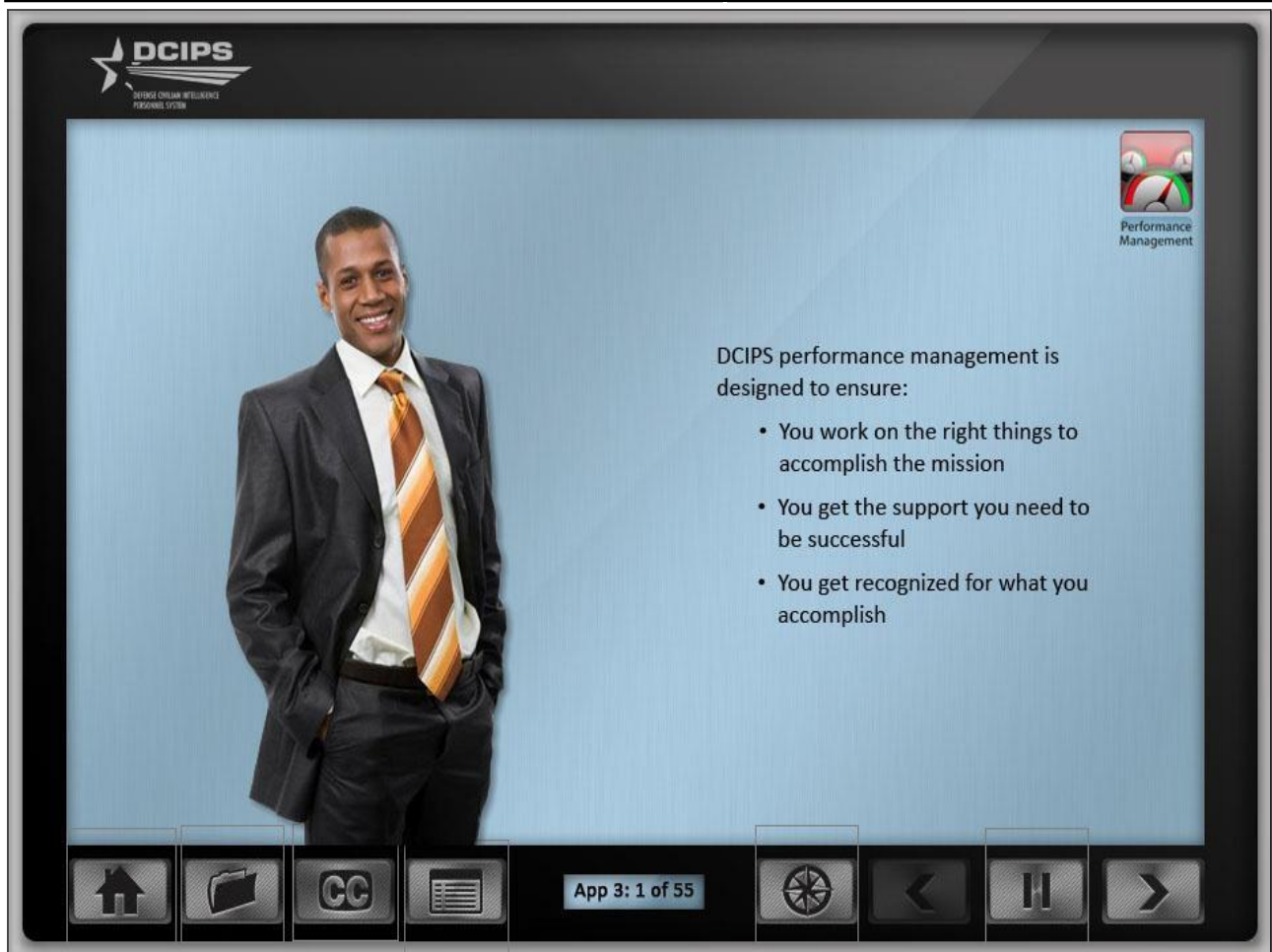
DCIPS 101 – Performance Management

The image shows a tablet displaying the DCIPS Performance Management application. At the top left is the DCIPS logo. The main content area features a circular diagram on the left with four segments: Plan (orange), Develop and Monitor (green), Rate (blue), and Reward (yellow). To the right of this diagram are three photographs: a woman presenting to a group, a man smiling in conversation, and hands clapping. A small "Performance Management" icon is in the top right. At the bottom, a navigation bar includes icons for home, folders, CC, a list, a compass, and navigation arrows. A status bar at the bottom center shows "App 3: 1 of 55".

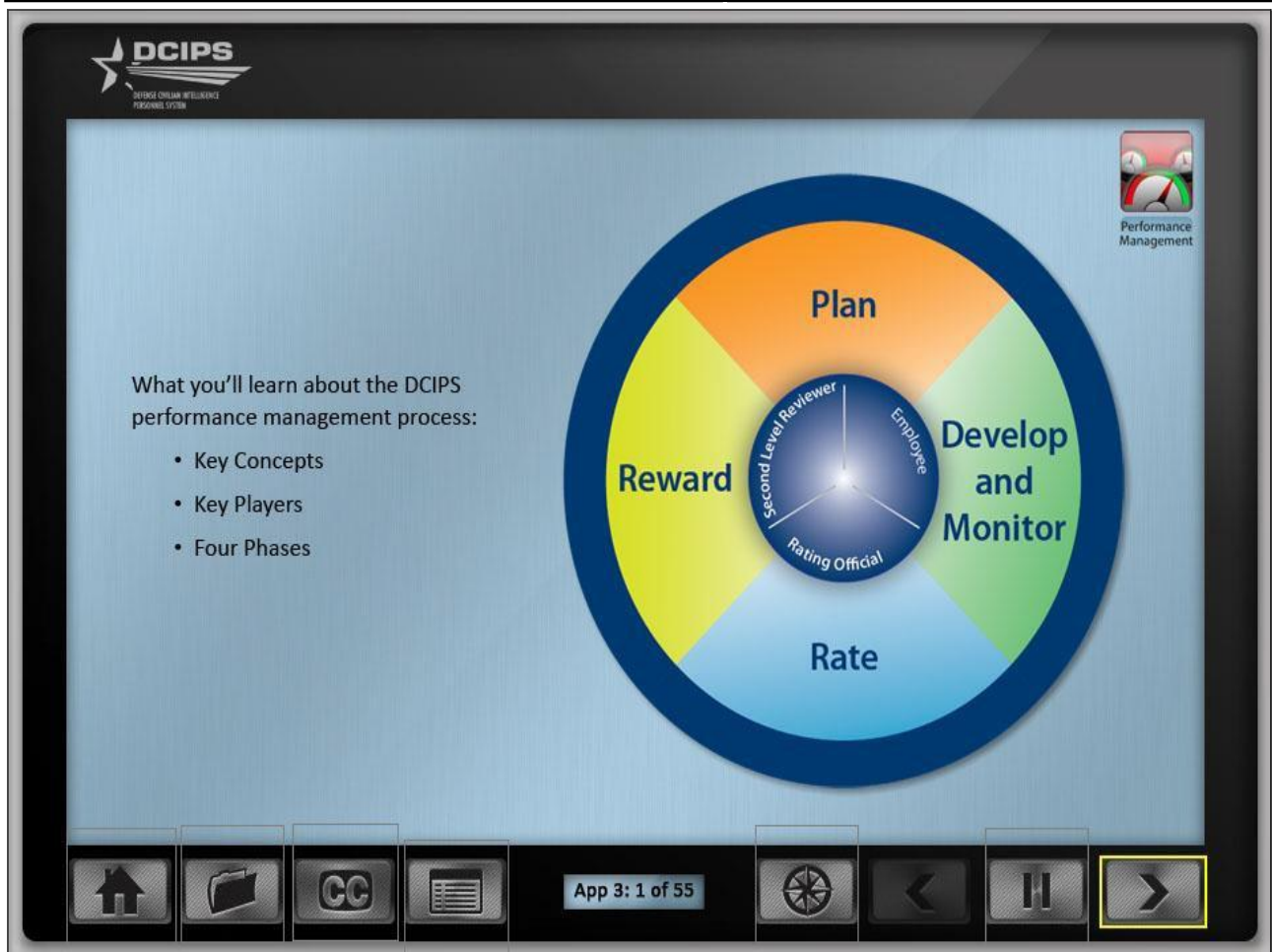
DCIPS promotes effective performance management activities and responsibilities

To enjoy the benefits of effective performance management within the Enterprise, DCIPS promotes key performance management activities and responsibilities such as regular communication between employees and supervisors, performance objectives that are tied to important mission results, and recognition and rewards for performance.

DCIPS 101 – Performance Management

A screenshot of a mobile application interface. The top left corner features the DCIPS logo. The main content area has a light blue background with a photograph of a smiling man in a dark suit and a striped tie. To the right of the photo, the text reads "DCIPS performance management is designed to ensure:" followed by a bulleted list: "• You work on the right things to accomplish the mission", "• You get the support you need to be successful", and "• You get recognized for what you accomplish". A small "Performance Management" icon is in the top right. The bottom of the screen has a dark navigation bar with icons for home, folder, CC, list, a compass, back, pause, and forward. A central status bar shows "App 3: 1 of 55".

What this means for you is that there is a process in place to ensure that you're working on the right things to accomplish the mission, that you're getting the support you need to be successful, and that you're getting recognized for what you accomplish.

The diagram is a circular graphic representing the performance management process. It is divided into four quadrants: "Plan" (top, orange), "Develop and Monitor" (right, green), "Rate" (bottom, blue), and "Reward" (left, yellow). In the center of the circle is a smaller blue circle with three lines radiating from its center to the outer circle's edge. These lines are labeled "Second Level Reviewer" (top-left), "Employee" (top-right), and "Rating Official" (bottom). The entire diagram is set within a presentation slide that includes a DCIPS logo in the top-left corner, a "Performance Management" icon in the top-right corner, and a list of topics on the left: "What you'll learn about the DCIPS performance management process:" followed by "Key Concepts", "Key Players", and "Four Phases". At the bottom of the slide is a navigation bar with icons for home, folder, CC, list, a status indicator "App 3: 1 of 55", a compass, back, pause, and forward buttons.

This briefing will focus on the DCIPS performance management process in detail. Specifically: the key concepts, the key players, and the four phases of the performance management process that DCIPS has in place to drive effective performance and produce mission-related results.

Throughout the presentation use of the performance management process graphic should help you know which phase of the process is being discussed.

DCIPS 101 – Performance Management

The slide is titled "DCIPS Performance Management Key Concepts" and features a list of six key concepts, each with a radio button. A central photograph shows a woman in a professional setting. The slide is part of an interactive application with a navigation bar at the bottom.

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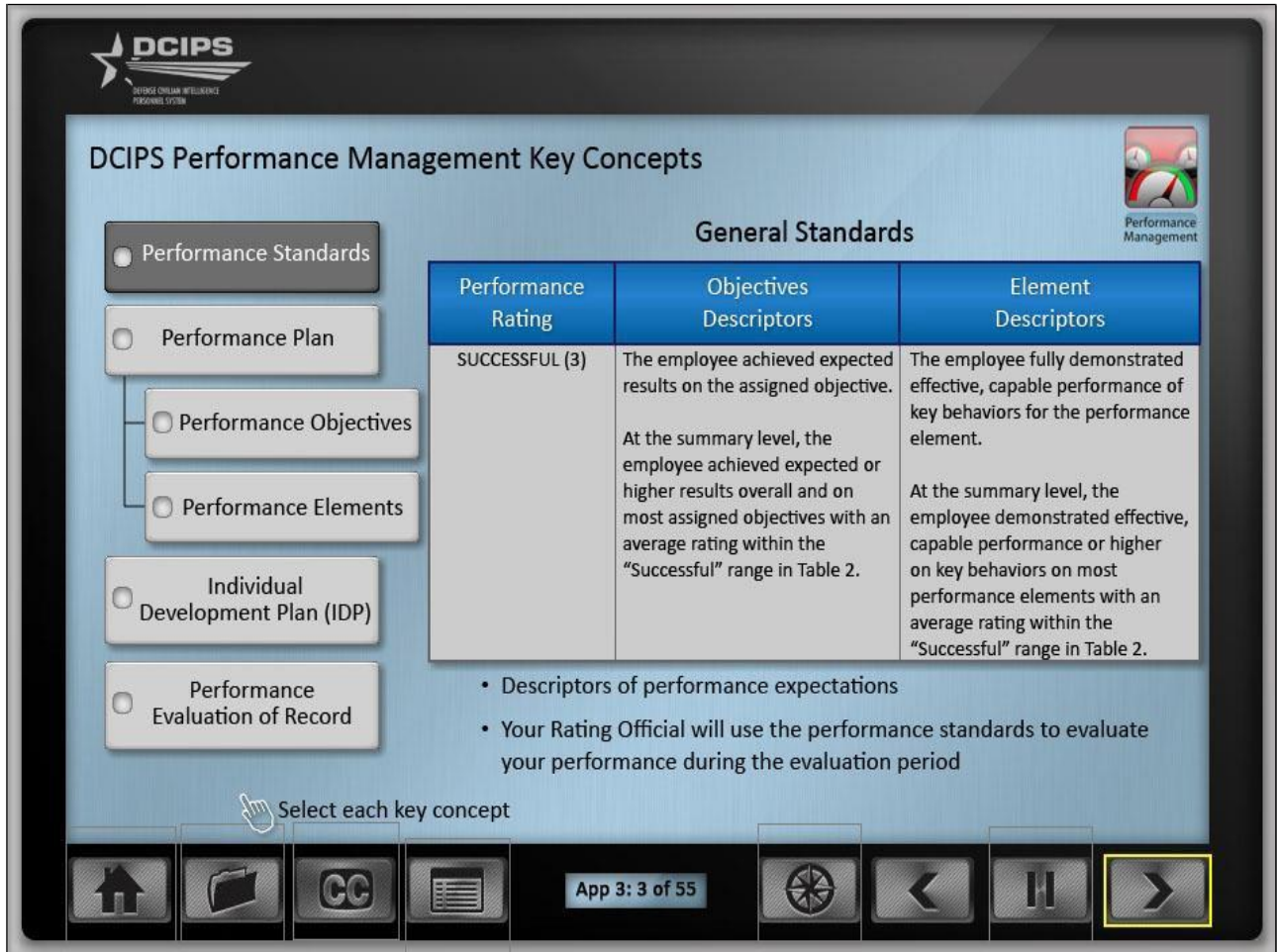
DCIPS Performance Management Key Concepts

- Performance Standards
- Performance Plan
 - Performance Objectives
 - Performance Elements
- Individual Development Plan (IDP)
- Performance Evaluation of Record

Select each DCIPS performance management key concept

App 3: 2 of 55

We will review each key concept listed on this slide.



The screenshot shows a software interface titled "DCIPS Performance Management Key Concepts". On the left, there is a navigation menu with several options, each with a radio button: "Performance Standards" (selected), "Performance Plan", "Performance Objectives", "Performance Elements", "Individual Development Plan (IDP)", and "Performance Evaluation of Record".

The main content area is titled "General Standards" and features a table with three columns: "Performance Rating", "Objectives Descriptors", and "Element Descriptors".

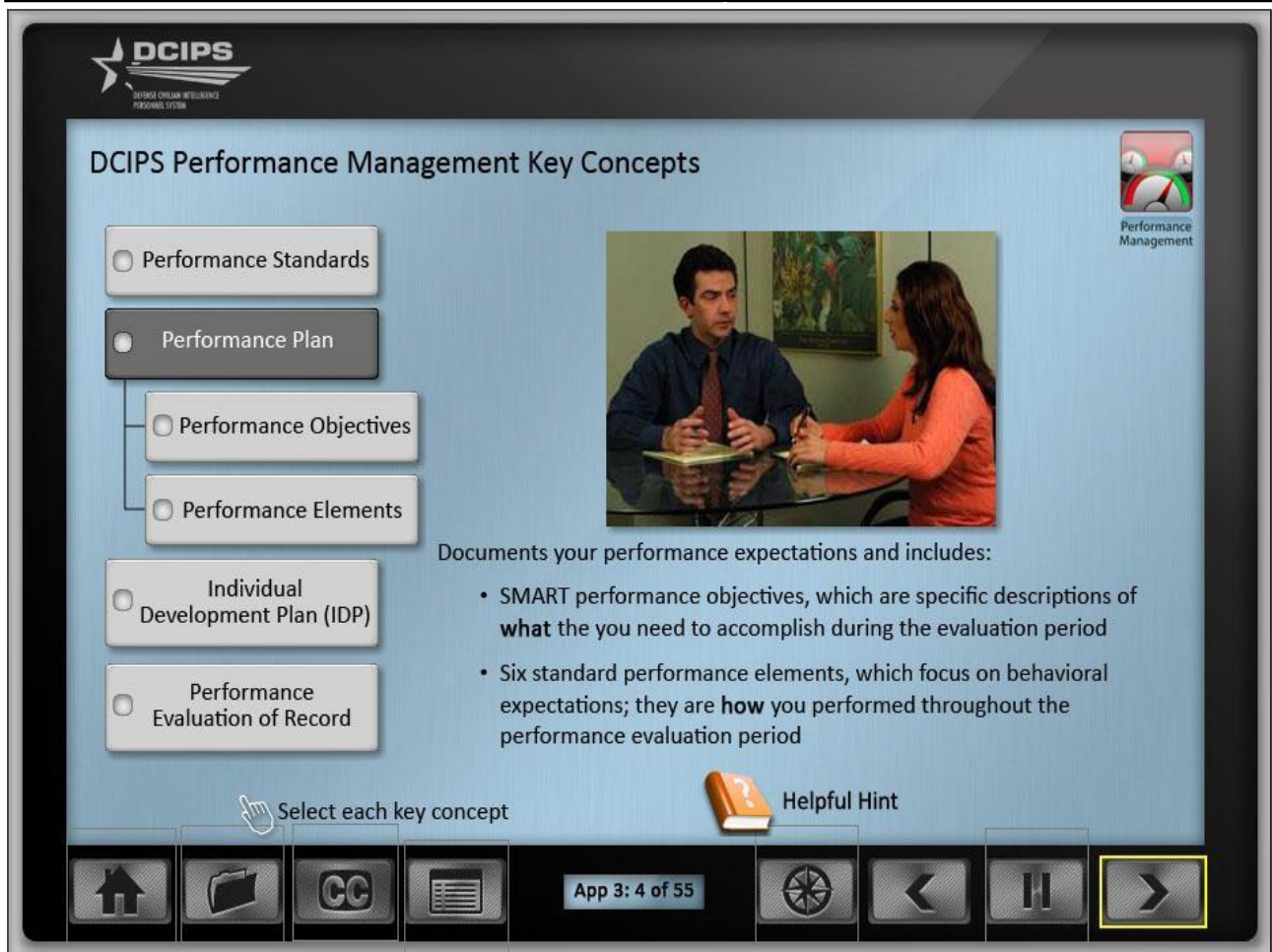
Performance Rating	Objectives Descriptors	Element Descriptors
SUCCESSFUL (3)	<p>The employee achieved expected results on the assigned objective.</p> <p>At the summary level, the employee achieved expected or higher results overall and on most assigned objectives with an average rating within the "Successful" range in Table 2.</p>	<p>The employee fully demonstrated effective, capable performance of key behaviors for the performance element.</p> <p>At the summary level, the employee demonstrated effective, capable performance or higher on key behaviors on most performance elements with an average rating within the "Successful" range in Table 2.</p>

Below the table, there are two bullet points:

- Descriptors of performance expectations
- Your Rating Official will use the performance standards to evaluate your performance during the evaluation period

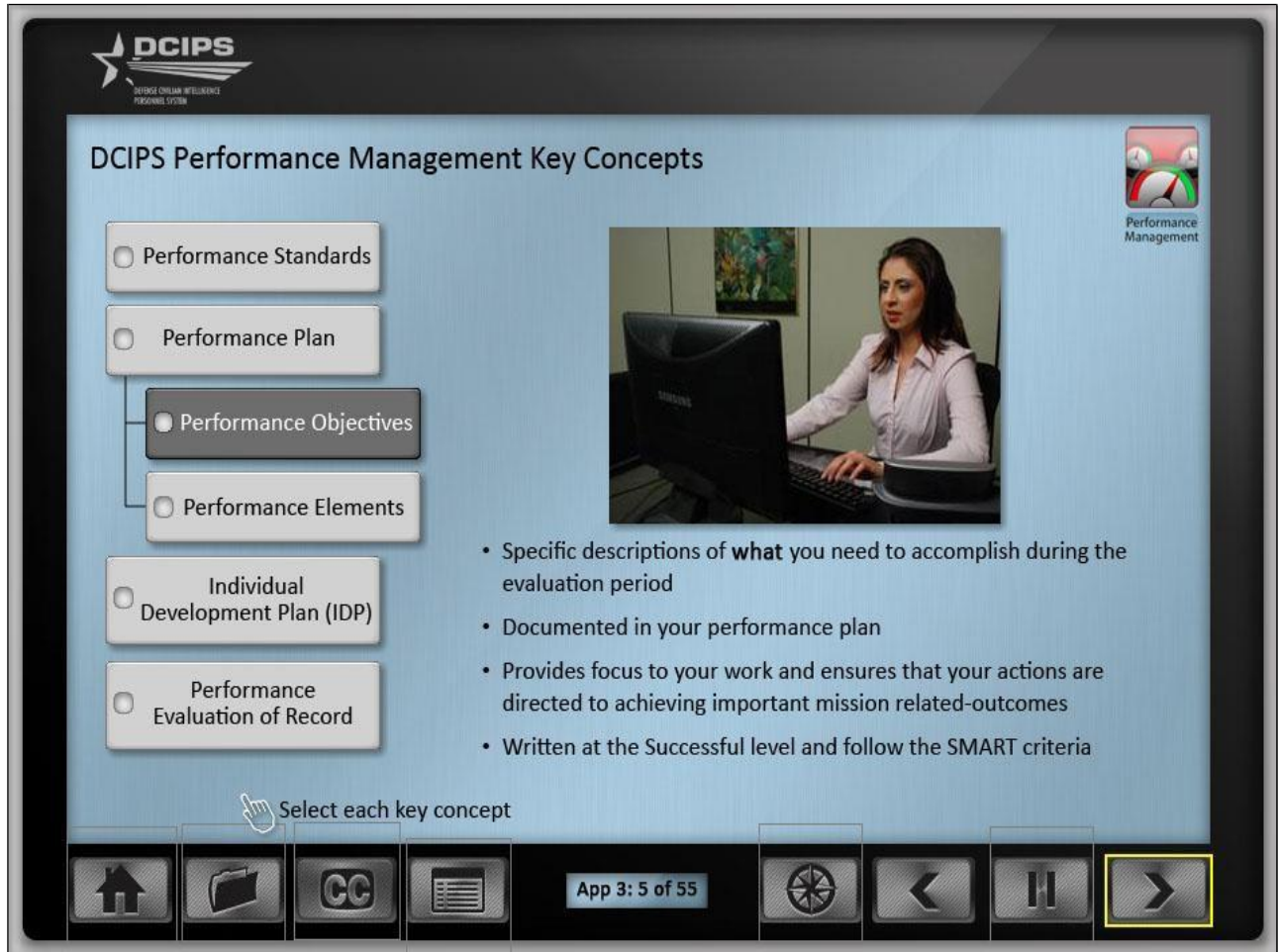
At the bottom of the interface, there is a navigation bar with icons for home, folder, CC, list, a status indicator "App 3: 3 of 55", a compass, and navigation arrows. A hand cursor is positioned over the "Select each key concept" text.

Performance standards are descriptors of performance expectations. Your Rating Official will use the performance standards to evaluate your performance during the evaluation period.

A screenshot of a mobile application interface titled "DCIPS Performance Management Key Concepts". The screen has a light blue background. At the top left is the DCIPS logo. In the top right corner, there is a small icon of a speedometer with the text "Performance Management" below it. On the left side, there is a vertical list of six key concepts, each in a grey box with a radio button: "Performance Standards", "Performance Plan", "Performance Objectives", "Performance Elements", "Individual Development Plan (IDP)", and "Performance Evaluation of Record". The "Performance Plan" option is selected, indicated by a dark grey background. To the right of this list is a photograph of a man in a dark shirt and tie sitting at a table with a woman in an orange top, who appears to be a manager or rating official. Below the photo, the text reads "Documents your performance expectations and includes:" followed by a bulleted list: "• SMART performance objectives, which are specific descriptions of what the you need to accomplish during the evaluation period" and "• Six standard performance elements, which focus on behavioral expectations; they are how you performed throughout the performance evaluation period". At the bottom of the screen, there is a navigation bar with several icons: a home icon, a folder icon, a Creative Commons icon, a list icon, a page indicator "App 3: 4 of 55", a compass icon, a back arrow, a pause icon, and a forward arrow. A "Helpful Hint" icon (a book with a question mark) is also present. A hand cursor is shown over the "Performance Plan" option, and the forward arrow icon is highlighted with a yellow border.

At the beginning of the performance evaluation period, you'll meet with your Rating Official to create your performance plan. The performance plan documents your performance expectations for the evaluation period. It contains SMART performance objectives, which are specific descriptions of what you need to accomplish during the evaluation period. And, it contains six standard performance elements, which focus on behavioral expectations; they are how you performed throughout the performance evaluation period.

Helpful Hint: Not all performance elements tie directly to a performance objective.

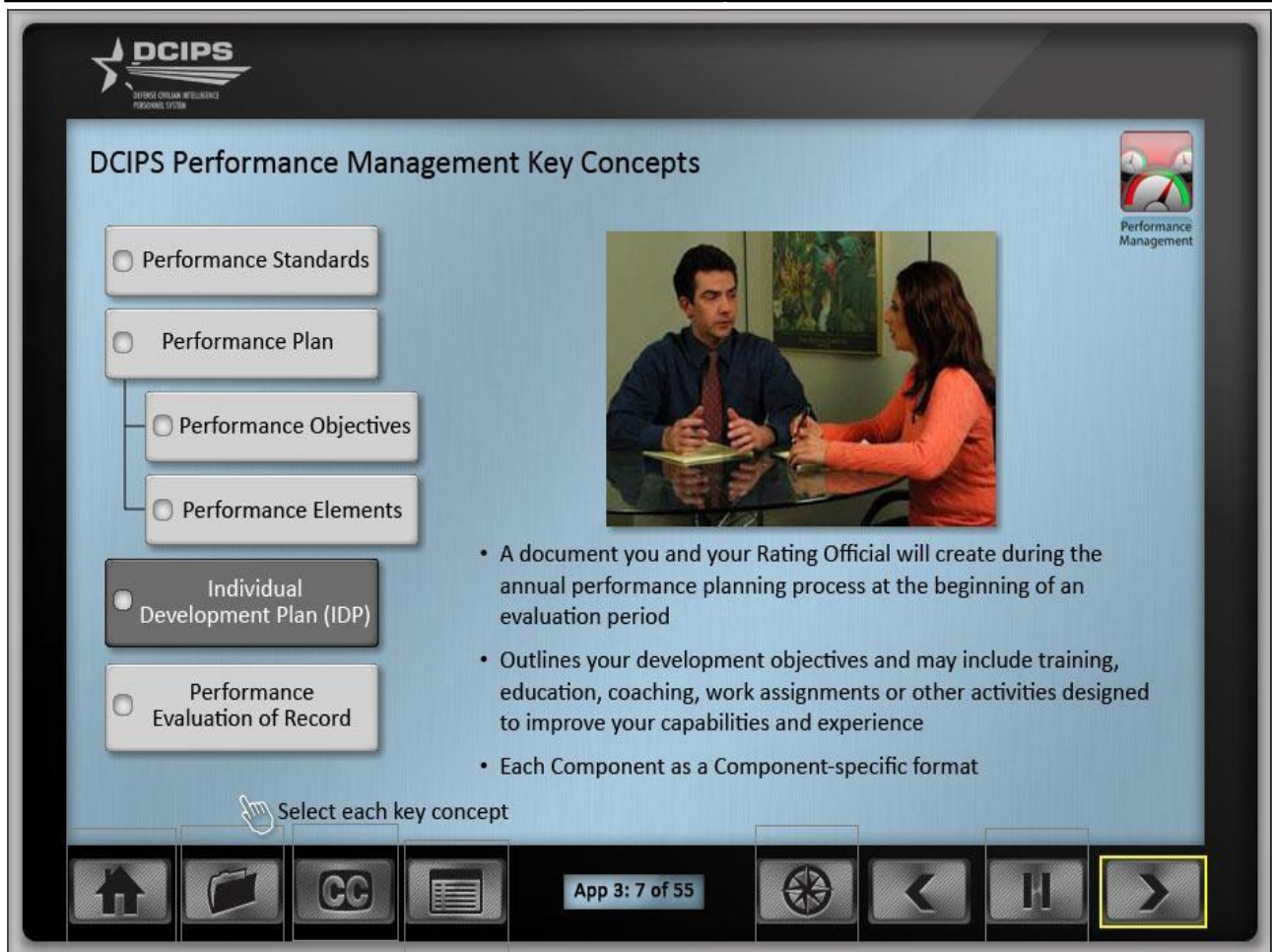
The image shows a presentation slide titled "DCIPS Performance Management Key Concepts". On the left side, there is a vertical list of key concepts, each in a light grey box with a radio button: "Performance Standards", "Performance Plan", "Performance Objectives" (which is currently selected and highlighted in a darker grey), "Performance Elements", "Individual Development Plan (IDP)", and "Performance Evaluation of Record". To the right of this list is a photograph of a woman in a white shirt sitting at a desk and working on a computer. Below the photo is a bulleted list of points: "Specific descriptions of what you need to accomplish during the evaluation period", "Documented in your performance plan", "Provides focus to your work and ensures that your actions are directed to achieving important mission related-outcomes", and "Written at the Successful level and follow the SMART criteria". At the bottom of the slide, there is a navigation bar with icons for home, folder, CC, list, a status indicator "App 3: 5 of 55", and navigation arrows. A hand cursor is positioned over the "Select each key concept" text, and the right arrow in the navigation bar is highlighted with a yellow border.

Performance objectives are specific descriptions of what you need to accomplish during the evaluation period. They are documented in your performance plan. They provide focus to your work and ensure that your actions are directed to achieving important mission related-outcomes. In DCIPS, performance objectives are written at the Successful level and follow the SMART criteria. (Learn more about the Successful level and SMART criteria later in this presentation.)

A screenshot of a presentation slide titled "DCIPS Performance Management Key Concepts". The slide has a light blue background. On the left side, there is a vertical list of six key concepts, each in a grey box with a radio button to its left. The concepts are: Performance Standards, Performance Plan, Performance Objectives, Performance Elements (which is highlighted with a dark grey background), Individual Development Plan (IDP), and Performance Evaluation of Record. To the right of this list is a photograph of a woman and a man sitting at a table, looking at documents. Below the photo is a bulleted list of five points: "Identify how you are to achieve your performance objectives", "Documented in your performance plan", "You will be evaluated on six standard performance elements", "Standard across the Enterprise and Intelligence Community", and "Standard set of behaviors necessary for successfully accomplishing your work". In the top right corner of the slide area, there is a small icon of a speedometer and the text "Performance Management". At the bottom of the slide area, there is a navigation bar with several icons: a home icon, a folder icon, a Creative Commons icon, a list icon, a text box containing "App 3: 6 of 55", a compass icon, a back arrow icon, a pause icon, and a forward arrow icon (which is highlighted with a yellow border). A hand cursor is positioned over the "Select each key concept" text above the navigation bar.

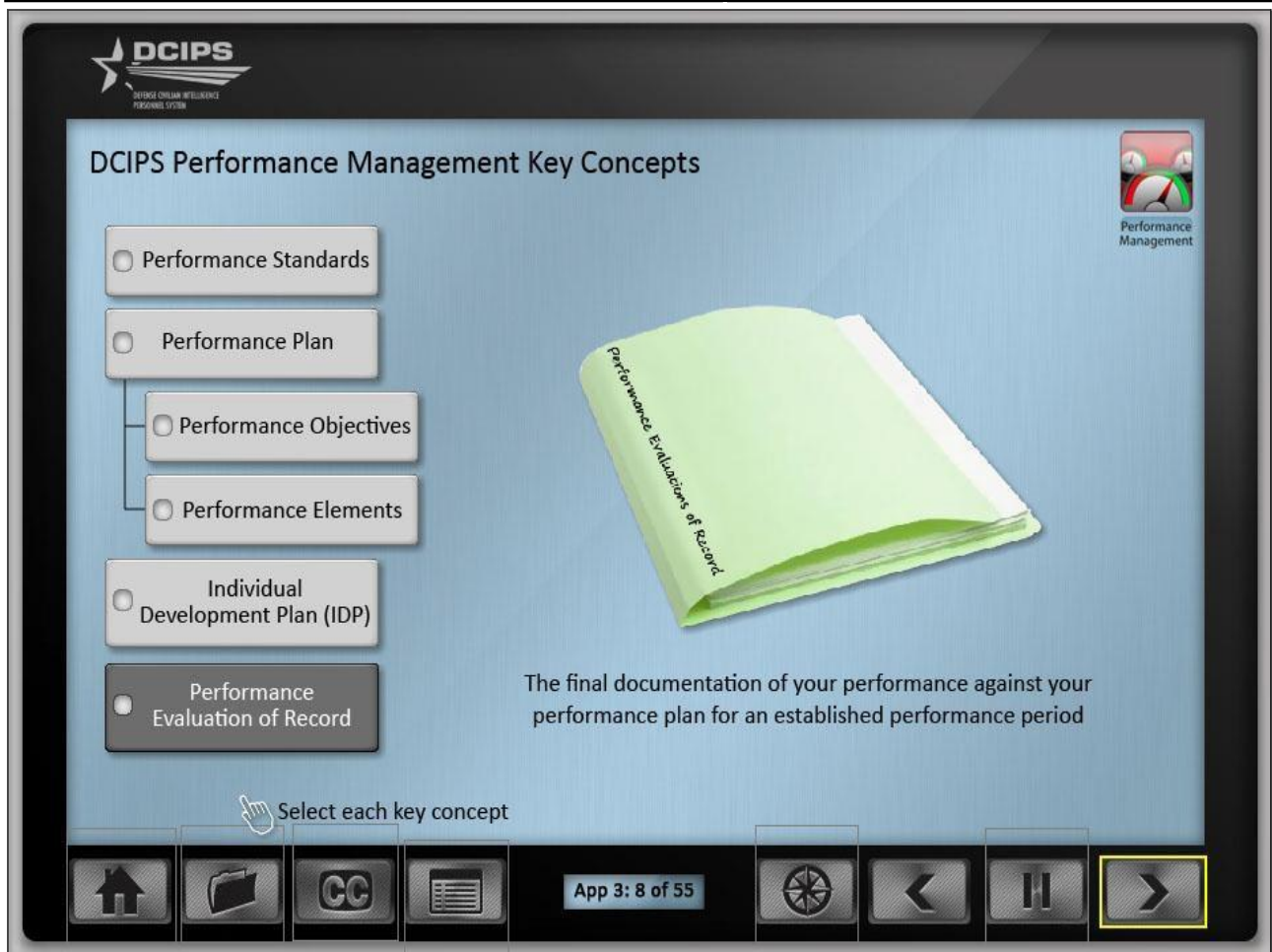
Performance elements identify your behavioral expectations and how you are to perform throughout the performance evaluation period. They are documented in your performance plan. You will be evaluated on six performance elements that are standard across the Enterprise and Intelligence Community.

Performance elements are a standard set of behaviors necessary for successfully accomplishing your work.

This is a screenshot of a presentation slide titled "DCIPS Performance Management Key Concepts". The slide has a light blue background. On the left side, there is a vertical list of seven key concepts, each in a grey box with a radio button to its left. From top to bottom, they are: "Performance Standards", "Performance Plan", "Performance Objectives", "Performance Elements", "Individual Development Plan (IDP)", and "Performance Evaluation of Record". The "Individual Development Plan (IDP)" box is highlighted with a darker grey background. To the right of this list is a photograph of a man in a dark shirt and tie sitting at a table, talking to a woman in an orange top. Below the photo is a bulleted list of three points: "A document you and your Rating Official will create during the annual performance planning process at the beginning of an evaluation period", "Outlines your development objectives and may include training, education, coaching, work assignments or other activities designed to improve your capabilities and experience", and "Each Component as a Component-specific format". At the bottom of the slide, there is a navigation bar with several icons: a home icon, a folder icon, a Creative Commons icon, a list icon, a text box containing "App 3: 7 of 55", a compass icon, a left arrow icon, a pause icon, and a right arrow icon which is highlighted with a yellow border. A hand cursor icon is positioned over the text "Select each key concept" just above the navigation bar.

The Individual Development Plan (IDP) is a document you and your Rating Official will create at the beginning of an evaluation period. The IDP outlines your development objectives and may include training, education, coaching, work assignments, or other activities designed to improve your capabilities and experience.

Each Component has a component-specific format.

This is a screenshot of a presentation slide titled "DCIPS Performance Management Key Concepts". The slide has a light blue background. In the top left corner is the DCIPS logo. In the top right corner is a small icon of a performance gauge with the text "Performance Management" below it. On the left side, there is a vertical list of six key concepts, each in a grey box with a radio button: "Performance Standards", "Performance Plan", "Performance Objectives", "Performance Elements", "Individual Development Plan (IDP)", and "Performance Evaluation of Record". The "Performance Evaluation of Record" box is highlighted with a darker grey background. To the right of this list is a 3D rendering of a green folder with the text "Performance Evaluations of Record" written on its spine. Below the folder, there is a text box that reads: "The final documentation of your performance against your performance plan for an established performance period". At the bottom of the slide, there is a navigation bar with several icons: a home icon, a folder icon, a Creative Commons icon, a list icon, a compass icon, a back arrow icon, a pause icon, and a forward arrow icon. The forward arrow icon is highlighted with a yellow border. Above the navigation bar, there is a hand cursor icon and the text "Select each key concept". In the center of the navigation bar, there is a small blue box with the text "App 3: 8 of 55".

The Performance Evaluation of Record is the final documentation of your performance against your performance plan for an established performance period. Performance Evaluation of Record will be covered later in the presentation.

DCIPS 101 – Performance Management



Next, we will cover the key players and the individual roles in the DCIPS performance management process..

This is a screenshot of a presentation slide titled "DCIPS Performance Management Key Players". The slide has a light blue background. On the left side, there is a photograph of a man in a grey suit and tie. To the right of the photo, the word "Employee" is written, followed by a bulleted list of five responsibilities. At the bottom of the slide, there is a blue button with the text "Return to Key Players" highlighted by a yellow border. The slide also features the DCIPS logo in the top left corner and a "Performance Management" icon in the top right corner. A navigation bar at the bottom of the slide contains icons for home, folder, CC, list, a status indicator "App 3: 10 of 55", a compass, and navigation arrows.

A DCIPS employee is a person within the Defense Intelligence Enterprise who develops, or provides input to, his or her performance plan and Individual Development Plan (IDP), self-monitors his or her progress against his or her performance plan throughout the year, takes advantage of formal and informal communication opportunities throughout the performance period, provides input to the Midpoint Review, per his or her Component's direction, and writes a self-report of accomplishments for his or her annual Performance Evaluation of Record.

A screenshot of a presentation slide titled "DCIPS Performance Management Key Players". The slide features a woman in a green shirt on the left and a bulleted list on the right. A "Return to Key Players" button is highlighted with a yellow box. The bottom of the slide shows a navigation bar with icons for home, folder, CC, list, and a status indicator "App 3: 11 of 55".

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DCIPS Performance Management Key Players

Performance Management

Rating Official

- An individual in an employee's chain of supervision, generally the supervisor
- Responsible for conducting performance planning
- Manages performance throughout the evaluation period
- Rates performance against the standards
- Prepares the end-of-year Performance Evaluation of Record for each of his/her employees

Return to Key Players

App 3: 11 of 55

The Rating Official is an individual in an employee's chain of supervision, generally the supervisor, who is responsible for conducting performance planning, managing performance throughout the evaluation period, rating performance against the standards, and preparing the end-of-year Performance Evaluation of Record for each of his/her employees.

A screenshot of a presentation slide titled "DCIPS Performance Management Key Players". The slide features a photograph of a man in a dark suit and red tie on the left. To his right, the text "Reviewing Official" is followed by a bulleted list of three points. A blue button with the text "Return to Key Players" is highlighted with a yellow border. The slide is framed by a black border with a navigation bar at the bottom containing icons for home, folder, CC, list, a compass, and navigation arrows. The text "App 3: 12 of 55" is displayed in the center of the navigation bar. The DCIPS logo is in the top left corner, and a "Performance Management" icon is in the top right corner.

DCIPS Performance Management Key Players

Reviewing Official

- Generally an individual in the Rating Official's chain of supervision
- Responsible for reviewing and approving Performance Evaluations of Record
- Reviews Performance Evaluations of Record for accuracy and equity across employees and compliance with DCIPS policy

Return to Key Players

App 3: 12 of 55

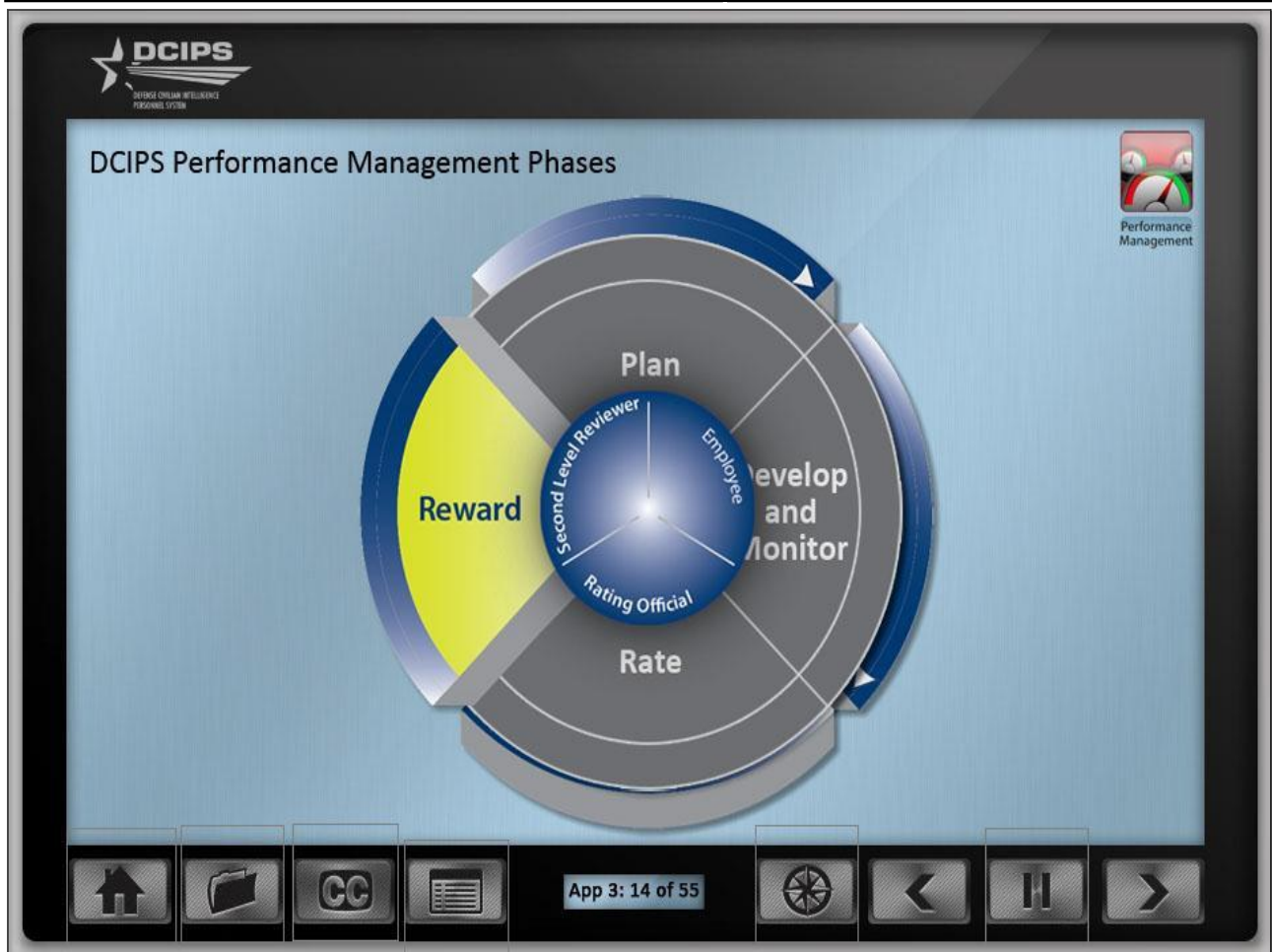
The Reviewing Official is an individual, generally, in the Rating Official's chain of supervision who is responsible for reviewing and approving Performance Evaluations of Record. The Reviewing Official reviews them for accuracy and equity across employees and compliance with DCIPS policy.

The screenshot shows a presentation slide with a light blue background. In the top left corner is the DCIPS logo. The title "DCIPS Performance Management Key Players" is centered at the top. On the left side, there is a photograph of a woman with short, wavy white hair, wearing a grey patterned blazer over a dark top, with her arms crossed. To the right of the photo, the text "Performance Management Performance Review Authority (PM PRA)" is displayed. Below this text is a bulleted list of five points. At the bottom right of the slide content, there is a blue button with white text that says "Return to Key Players". The bottom of the slide features a navigation bar with icons for home, folder, CC, list, a status indicator "App 3: 13 of 55", a compass, and navigation arrows.

The Performance Management Performance Review Authority (PM PRA) is the Senior employee or board who is responsible for oversight of performance management processes. The PM PRA provides oversight of the evaluation process, verifies compliance with merit system principles, and completes a final review before Performance Evaluations of Record are final.

The PM PRA also resolves requests for formal reconsideration.

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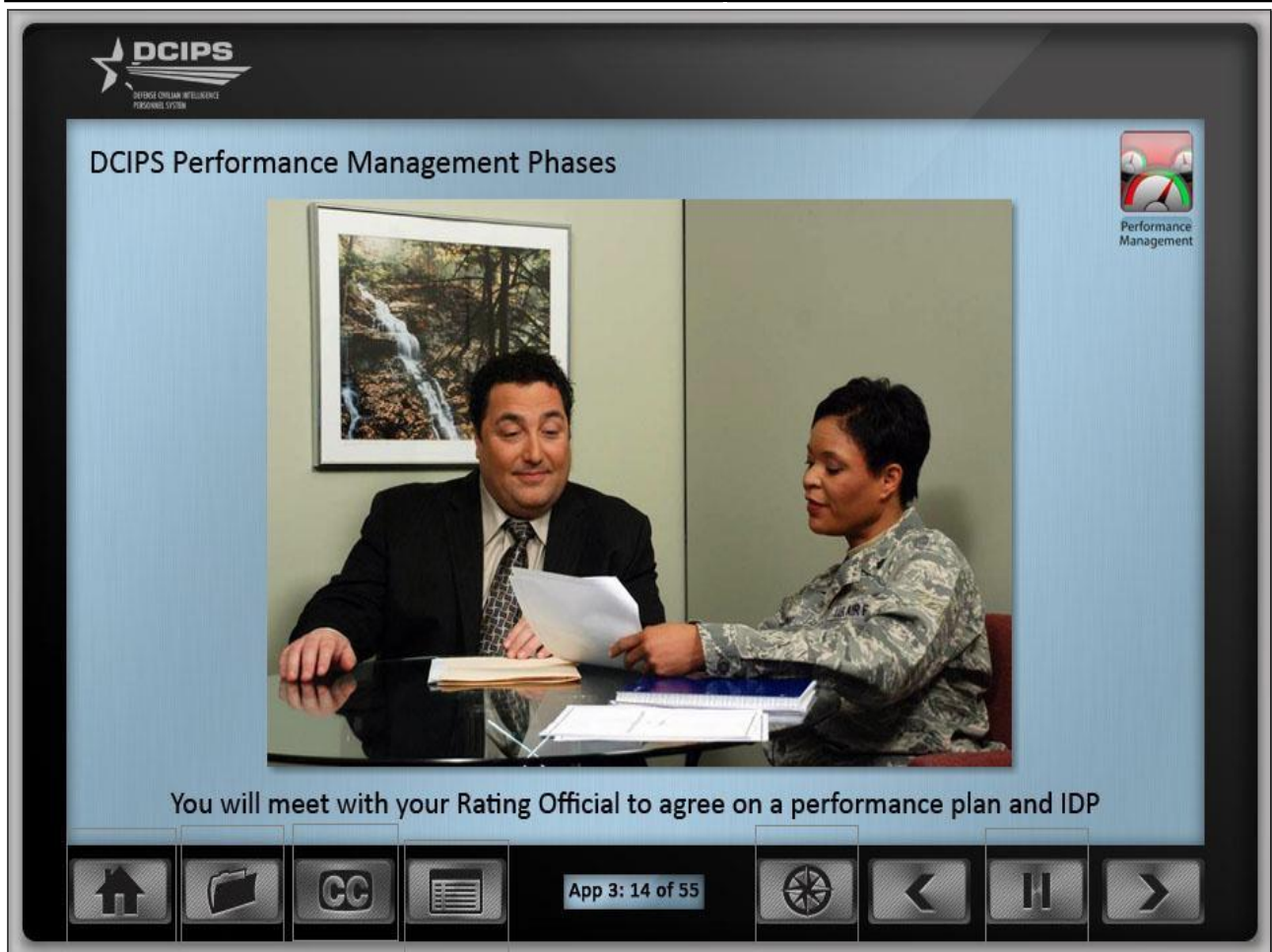
The wheel on the slide above maps the four phases of the performance management cycle. They are one, Plan; two, Develop and Monitor; three, Rate; and four, Reward.

DCIPS 101 – Performance Management

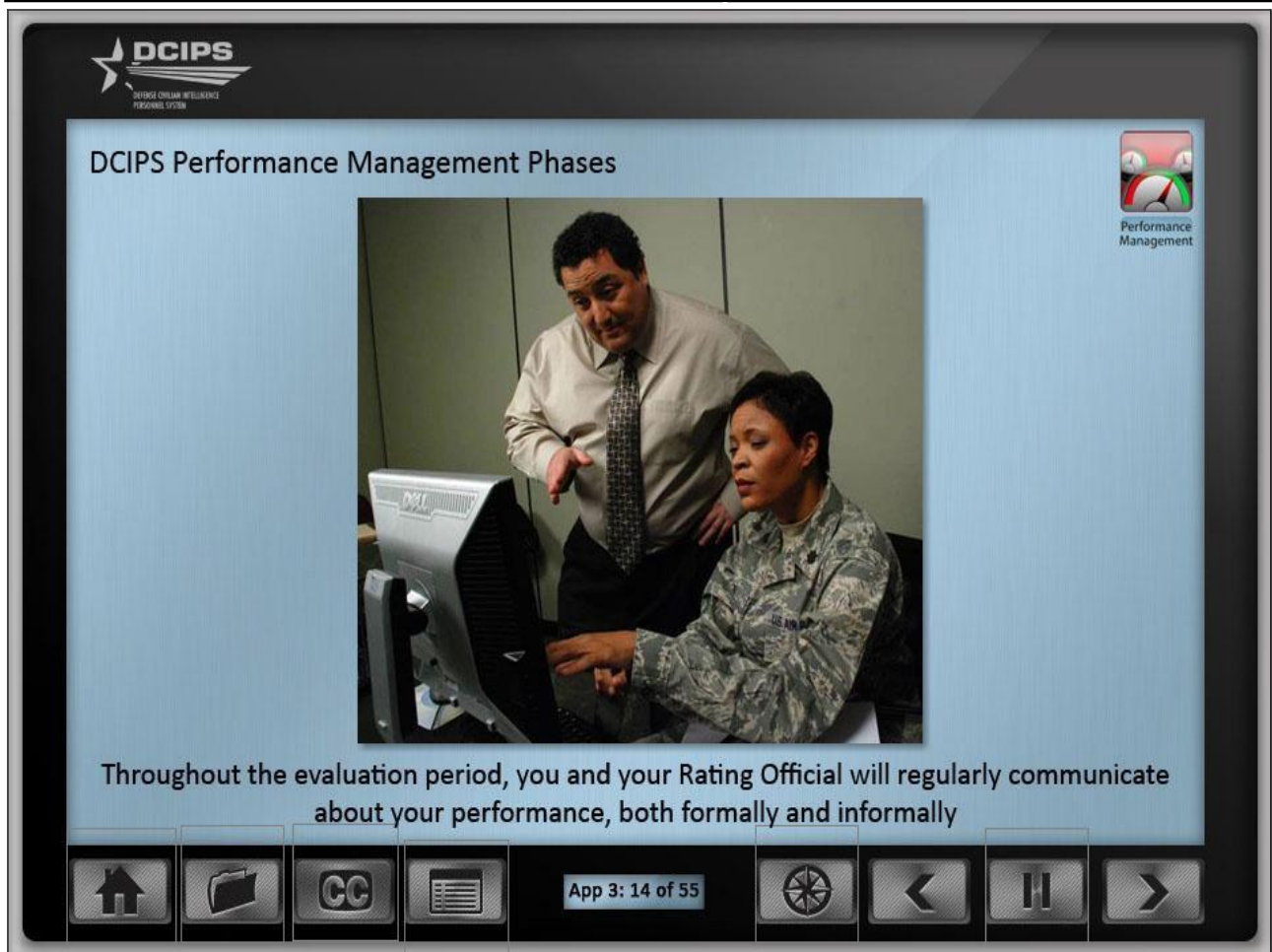


The standard performance evaluation period for DCIPS runs from October 1st through September 30th each year. Some components may have an alternate schedule approved by the USD(I).

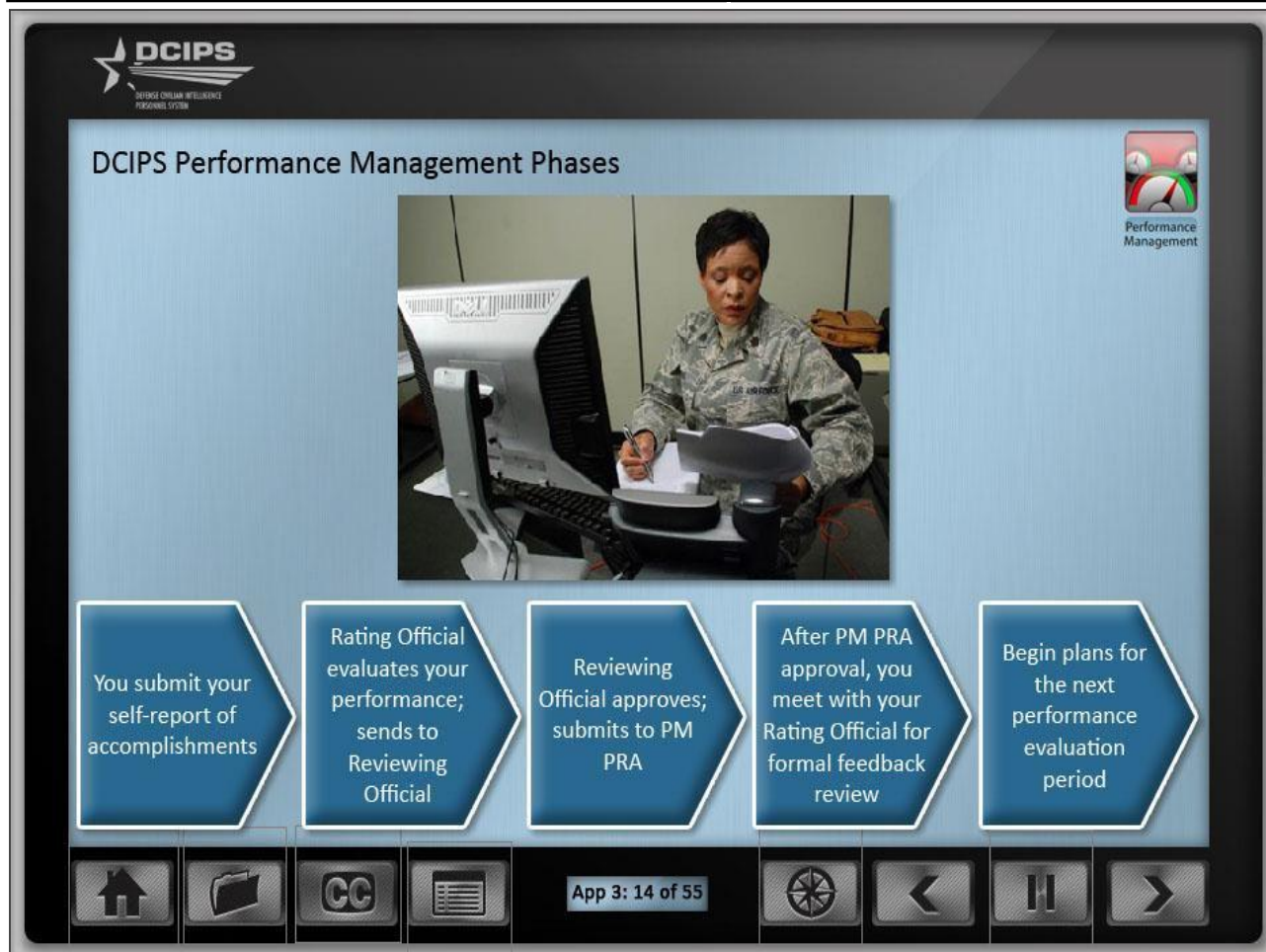
DCIPS 101 – Performance Management

This is a screenshot of a presentation slide titled "DCIPS Performance Management Phases". The slide has a light blue background. In the top left corner is the DCIPS logo. In the top right corner is a small icon of a speedometer with the text "Performance Management" below it. The central part of the slide features a photograph of a man in a dark suit and tie sitting at a table, looking at a document. A woman in a military camouflage uniform is sitting across from him, also looking at the document. Below the photograph, the text reads: "You will meet with your Rating Official to agree on a performance plan and IDP". At the bottom of the slide is a navigation bar with several icons: a home icon, a folder icon, a Creative Commons icon, a list icon, a text box containing "App 3: 14 of 55", a compass icon, a left arrow icon, a pause icon, and a right arrow icon.

At the beginning of this process, you will meet with your Rating Official to agree on a performance plan and IDP.

This is a screenshot of a presentation slide titled "DCIPS Performance Management Phases". The slide has a light blue background. In the top left corner is the DCIPS logo. In the top right corner is a small icon of a performance gauge with the text "Performance Management" below it. The central part of the slide features a photograph of a man in a light-colored shirt and tie standing and pointing at a computer monitor, while a woman in a military camouflage uniform sits at the desk looking at the screen. Below the photograph, the text reads: "Throughout the evaluation period, you and your Rating Official will regularly communicate about your performance, both formally and informally". At the bottom of the slide is a navigation bar with several icons: a home icon, a folder icon, a Creative Commons icon, a list icon, a status indicator that says "App 3: 14 of 55", a compass icon, and navigation arrows for back, pause, and forward.

Throughout the evaluation period, you and your Rating Official will regularly communicate about your performance, both formally and informally. Approximately half way through the evaluation period, you will meet with your Rating Official for a mandatory Midpoint Review session.

A screenshot of a presentation slide titled "DCIPS Performance Management Phases". The slide features a central photograph of a woman in a military uniform sitting at a desk, writing in a notebook. Below the photo is a horizontal flowchart with five blue chevron-shaped boxes connected by arrows. The boxes contain the following text: 1. "You submit your self-report of accomplishments", 2. "Rating Official evaluates your performance; sends to Reviewing Official", 3. "Reviewing Official approves; submits to PM PRA", 4. "After PM PRA approval, you meet with your Rating Official for formal feedback review", and 5. "Begin plans for the next performance evaluation period". The slide also includes the DCIPS logo in the top left, a "Performance Management" icon in the top right, and a navigation bar at the bottom with icons for home, folder, CC, list, "App 3: 14 of 55", compass, back, pause, and forward.

Towards the end of the evaluation period, you will be asked to submit your self-report of accomplishments according to Component and/or your Rating Official's guidance. This is your opportunity to document your performance throughout the evaluation period.

Your Rating Official will evaluate your performance while considering your self-report as well as his or her observations as measured against your plan. He or she will then submit your evaluation for review to the Reviewing Official.

Once the Reviewing Official has approved it, it will be submitted to the PM PRA. Once the PM PRA approves it, your Rating Official will discuss your Performance Evaluation of Record with you in a formal feedback review session.

During this session, you will also begin your plans for next year as the performance evaluation cycle will begin again.

A screenshot of a presentation slide titled "DCIPS Performance Management Phases". The slide features the DCIPS logo in the top left corner and a "Performance Management" icon in the top right corner. The central image shows several people in business attire gathered around a table, reviewing documents and charts. Below the image, text explains that performance evaluations determine salary increases and bonuses based on the employee's structure (banded or graded). At the bottom of the slide is a navigation bar with icons for home, folder, CC, list, a status indicator "App 3: 14 of 55", a compass, left and right arrows, a pause button, and a highlighted right arrow button.

After completion of the performance management process, the final Performance Evaluations of Record are provided to the pay pools for consideration in pay pool deliberations. Based on your Performance Evaluation of Record, the pay pool will determine your performance-based salary increase and bonus if you are an employee in the banded structure, or your performance-based bonus if you are an employee in the graded structure.

DCIPS 101 – Performance Management

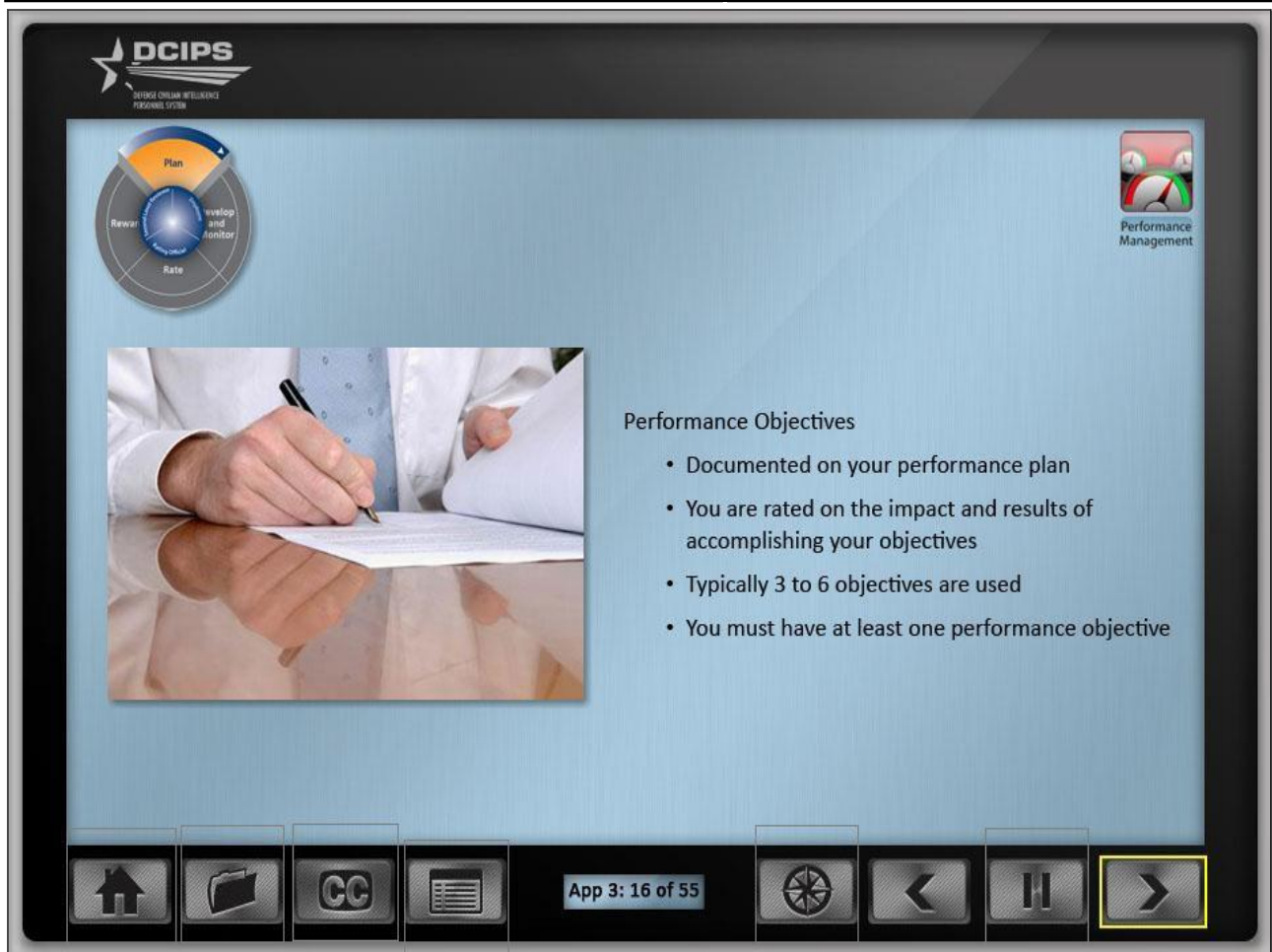


Next, each phase of the overall process will be looked at in more detail.

The screenshot shows a software application interface for performance management. At the top left is the DCIPS logo. In the center is a video player showing a woman in a green top and a man in a grey shirt sitting at a table, engaged in a conversation. To the left of the video is a circular diagram with four segments: "Plan" (orange), "Develop and Monitor" (blue), "Rate" (grey), and "Reward" (white). To the right is a "Performance Management" icon. Below the video, a text box reads: "Within the first 30 days of a new performance evaluation period, you will meet with your Rating Official to create your performance plan and IDP". At the bottom is a navigation bar with icons for home, folder, CC, list, a compass, left arrow, pause, and right arrow. A status bar in the center of the navigation bar shows "App 3: 15 of 55".

The Plan phase begins on October 1st when the performance evaluation period officially begins. Within the first 30 days of a new performance evaluation period, you will meet with your Rating Official to establish clear performance expectations for the evaluation period.

These expectations will be documented in your performance plan through SMART performance objectives that align to the mission. You will also discuss your performance elements and collaborate with your Rating Official to create your Individual Development Plan (IDP).

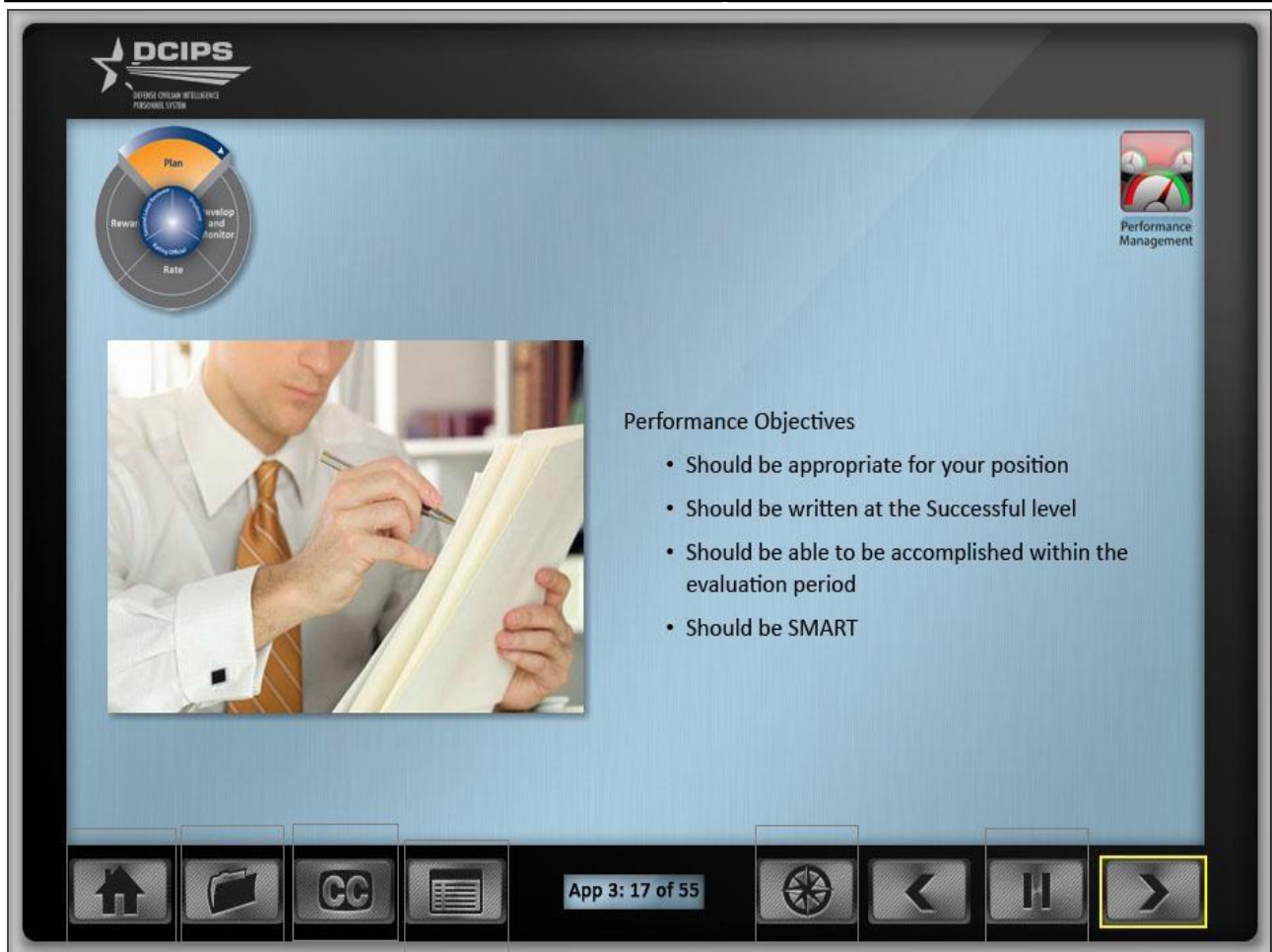
The screenshot shows a presentation slide with a light blue background. In the top left corner is the DCIPS logo. In the top right corner is a small icon of a performance gauge labeled "Performance Management". On the left side, there is a circular diagram with four segments: "Plan" (orange), "Develop and Monitor" (blue), "Rate" (green), and "Reward" (red). Below this diagram is a photograph of a person in a white shirt and tie writing on a document. To the right of the photo, the text "Performance Objectives" is followed by a bulleted list. At the bottom of the slide is a navigation bar with icons for home, folder, CC, list, a compass, left arrow, pause, and right arrow. The right arrow icon is highlighted with a yellow border. The text "App 3: 16 of 55" is displayed in the center of the navigation bar.

Performance objectives identify what you are to accomplish during the evaluation period and are documented in your performance plan. You will be rated on the impact and results of accomplishing your objectives at the end of the evaluation period.

Typically 3 to 6 objectives are used. You must have at least one performance objective.



To ensure your performance objectives are aligned with important mission-related outcomes, they should cascade from Enterprise mission goals. You should be able to clearly see how your efforts and contributions help accomplish the mission.

The screenshot shows a presentation slide with a light blue background. In the top left corner is the DCIPS logo. In the top right corner is a small icon of a performance gauge with the text "Performance Management" below it. On the left side, there is a circular diagram with four segments: "Plan" (orange), "Develop and Monitor" (blue), "Rate" (green), and "Reward" (red). Below the diagram is a photograph of a man in a white shirt and orange tie writing in a notebook. To the right of the photo, the text "Performance Objectives" is followed by a bulleted list: "• Should be appropriate for your position", "• Should be written at the Successful level", "• Should be able to be accomplished within the evaluation period", and "• Should be SMART". At the bottom of the slide is a navigation bar with icons for home, folder, CC, list, a compass, left arrow, pause, and right arrow. The right arrow icon is highlighted with a yellow border. The text "App 3: 17 of 55" is displayed in the center of the navigation bar.

Additionally, your objectives should be appropriate for your position, should be written at the Successful level, should be able to be accomplished within the evaluation period, and should be SMART.



SMART is an acronym that stands for Specific, Measurable, Achievable, Relevant, and Time-bound. The SMART criteria are designed to help you and your Rating Official write effective and clear performance objectives.

A screenshot of a tablet application interface for DCIPS Performance Management. The interface has a light blue background. In the top left corner is the DCIPS logo. In the top right corner is a "Performance Management" icon. On the left side, there is a circular diagram with four segments: "Plan" (orange), "Develop and monitor" (blue), "Rate" (grey), and "Reward" (white). Below this diagram, the text "Specific Criteria" is followed by a bulleted list: "• More specific than a general duty statement", "• Focus on a specific accomplishment that you will achieve or the specific impact that will result from your efforts", and "• Include all relevant and clarifying details". To the right of the text is a photograph of a hand holding a magnifying glass over a white surface. At the bottom of the screen is a navigation bar with icons for home, folder, CC, list, a status indicator "App 3: 19 of 55", a compass, and navigation arrows. A blue button with the text "Return to the SMART acronym" is highlighted with a yellow border.

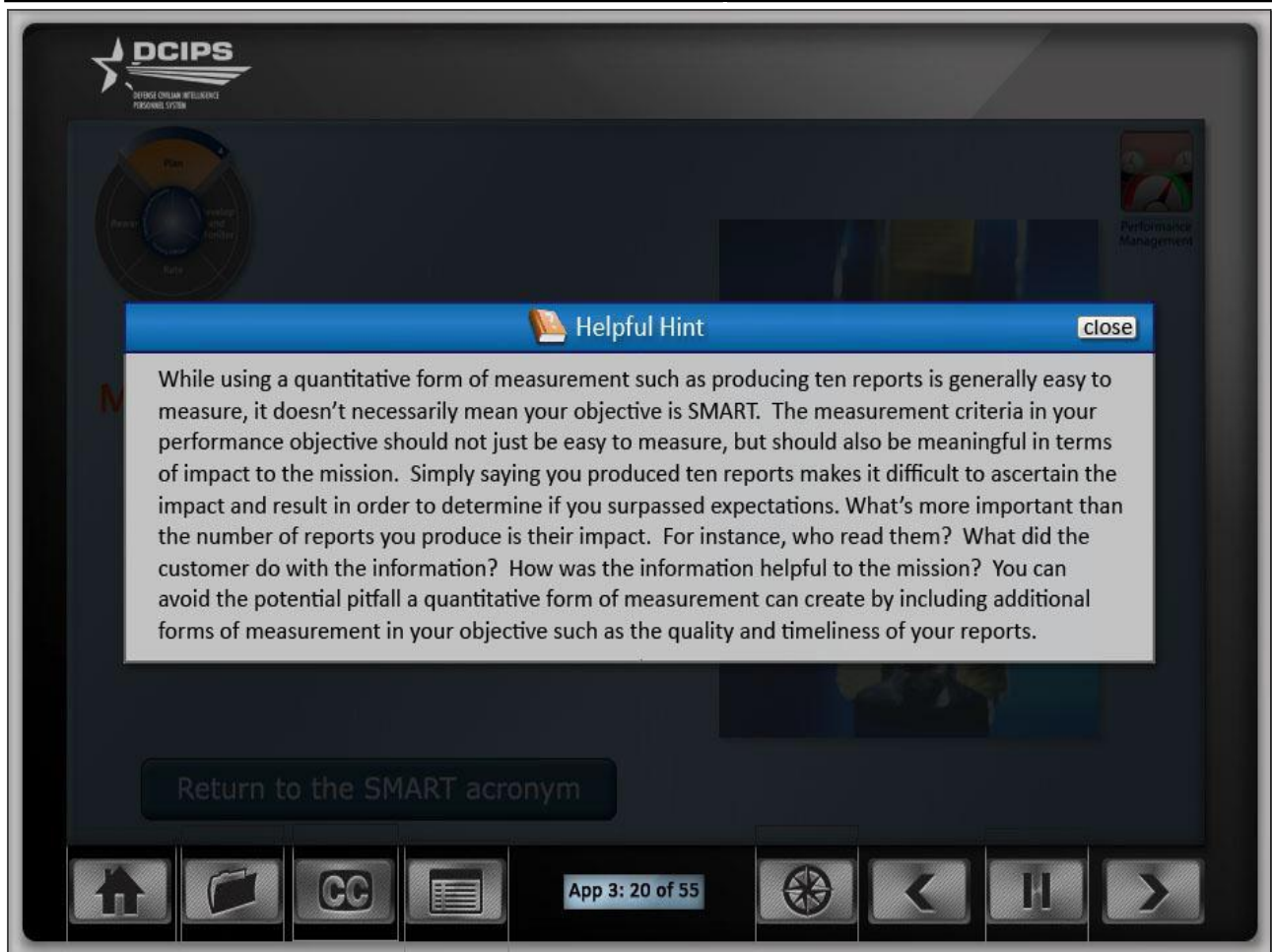
You performance objectives should be more specific than general duty statements and remember, they are not task lists. They should focus on a specific accomplishment that you will achieve, or the specific impact that will result from your efforts. For example, it is not enough to say that the result is to have an updated policy manual. Specificity involves including details in your objective such as which manual, what “update” means, and how much of the manual will be updated.

The screenshot shows a mobile application interface for "Performance Management". At the top left is the DCIPS logo. Below it is a circular diagram with four segments: "Plan" (orange), "Develop and Monitor" (blue), "Rate" (green), and "Reward" (red). To the right of this diagram is a "Performance Management" icon. The main content area has a light blue background. On the left, the heading "Measurable Criteria" is followed by a bulleted list: "Method or procedure to assess and verify the behavior or action identified in the objective and the quality of the outcome", "Possible ways to measure include quality, quantity, timelines, creativity, innovation, leadership, impact, and cost-effectiveness", and "Addresses the 'so what' factor". To the right of the text is a photograph of a yellow measuring tape against a blue background. Below the text is a blue button with white text that says "Return to the SMART acronym". To the right of the button is a "Helpful Hint" icon. At the bottom of the screen is a navigation bar with icons for home, folder, CC, list, a compass, and navigation arrows. A status bar at the bottom center shows "App 3: 20 of 55".

The measurable criterion is the method or procedure used to assess and verify the behavior or action identified in your performance objectives and the quality of the outcome you achieved. There are a number of ways to measure performance such as quality, quantity, timeliness, creativity, innovation, leadership, impact, and cost-effectiveness.

Regardless of the measurement type, it needs to address the “so what” factor, meaning what impact does accomplishment of your objective have on the mission?

DCIPS 101 – Performance Management

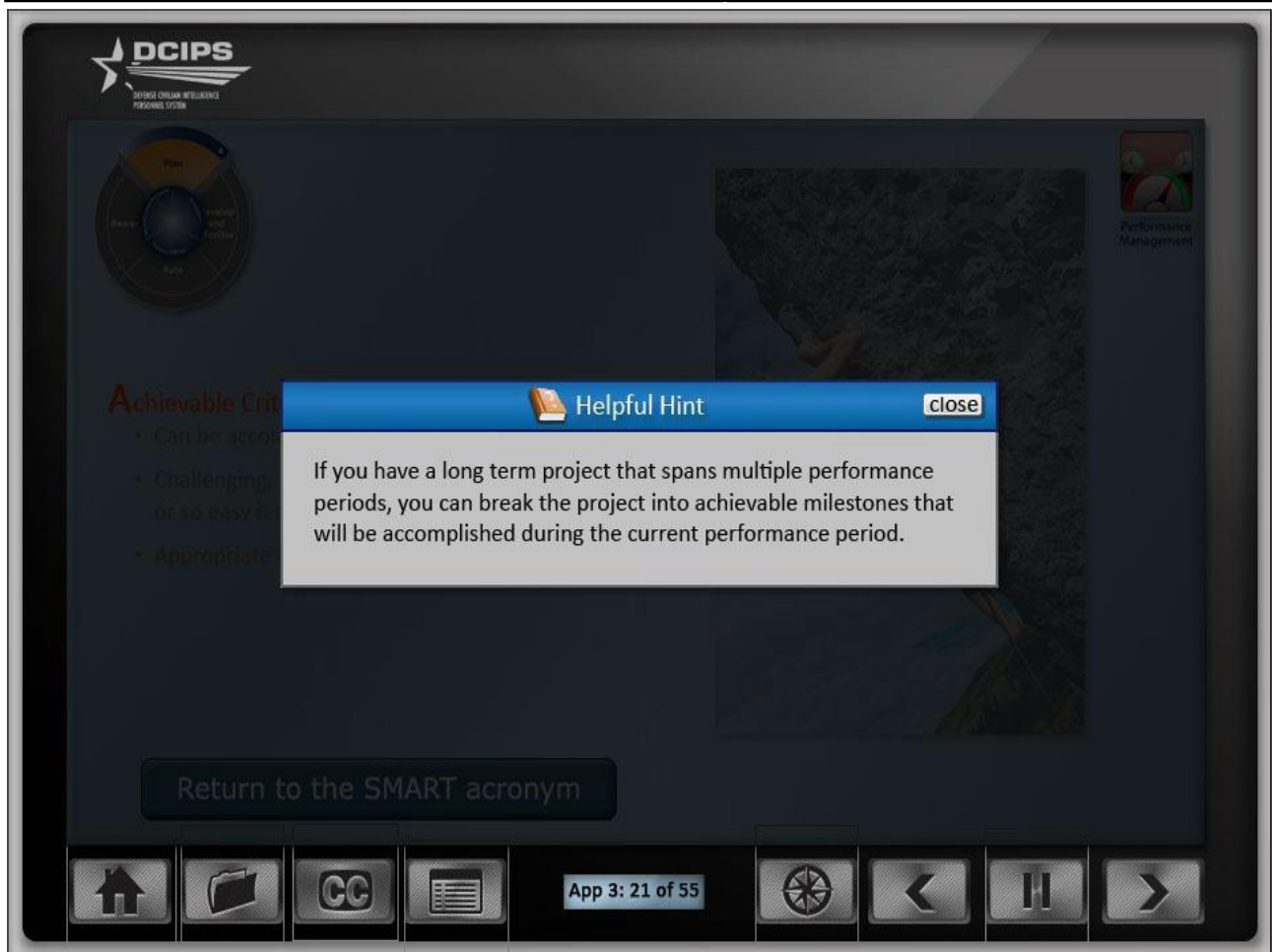
The image shows a screenshot of a presentation application. At the top left is the DCIPS logo. The main content area is dark with a faint background image. A blue-bordered pop-up window titled "Helpful Hint" is centered on the screen. The pop-up contains a paragraph of text. Below the text is a button labeled "Return to the SMART acronym". At the bottom of the application window is a navigation bar with several icons: a home icon, a folder icon, a Creative Commons icon, a list icon, a page indicator "App 3: 20 of 55", a compass icon, and navigation arrows (back, stop, forward).

(Read Helpful Hint on slide.)

The screenshot shows a tablet-style application interface. At the top left is the DCIPS logo. Below it is a circular diagram with four segments: "Plan" (orange), "Develop and Monitor" (blue), "Rate" (green), and "Reward" (red). To the right of this diagram is a photograph of a woman rock climbing. In the top right corner, there is a small icon of a globe with a red and green arrow, labeled "Performance Management". Below the rock climbing photo is a "Helpful Hint" icon (a book with a question mark) and the text "Helpful Hint". A blue button with white text "Return to the SMART acronym" is highlighted with a yellow border. At the bottom of the screen is a navigation bar with icons for home, folder, CC, list, a status indicator "App 3: 21 of 55", a compass, and navigation arrows (back, pause, forward).

To make your performance objectives achievable, ensure that they can be accomplished within the evaluation period, that they are challenging and will cause you to stretch, but not so challenging that you are unable to achieve them, or so easy they don't add value to the mission, and, finally, that they are appropriate for your position, including your experience, skill, work level, and band or grade.

DCIPS 101 – Performance Management

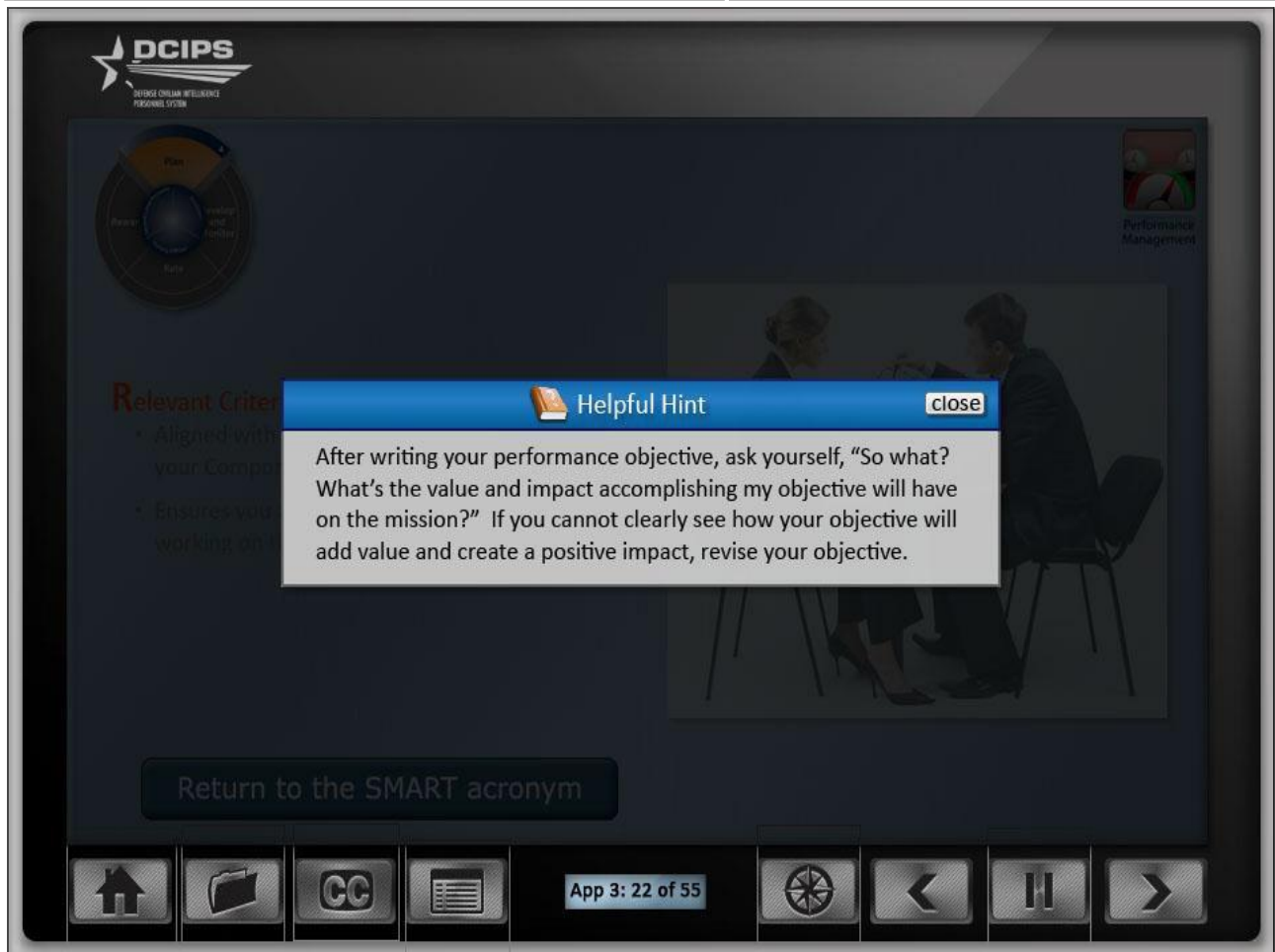
A screenshot of the DCIPS Performance Management software interface. The interface is dark-themed and includes a top navigation bar with the DCIPS logo and a "Performance Management" icon. A central "Helpful Hint" dialog box is open, displaying text about breaking long-term projects into milestones. Below the dialog is a "Return to the SMART acronym" button. At the bottom, there is a navigation toolbar with icons for home, folder, CC, list, a page indicator showing "App 3: 21 of 55", and navigation arrows (back, stop, forward).

(Read Helpful Hint on slide.)

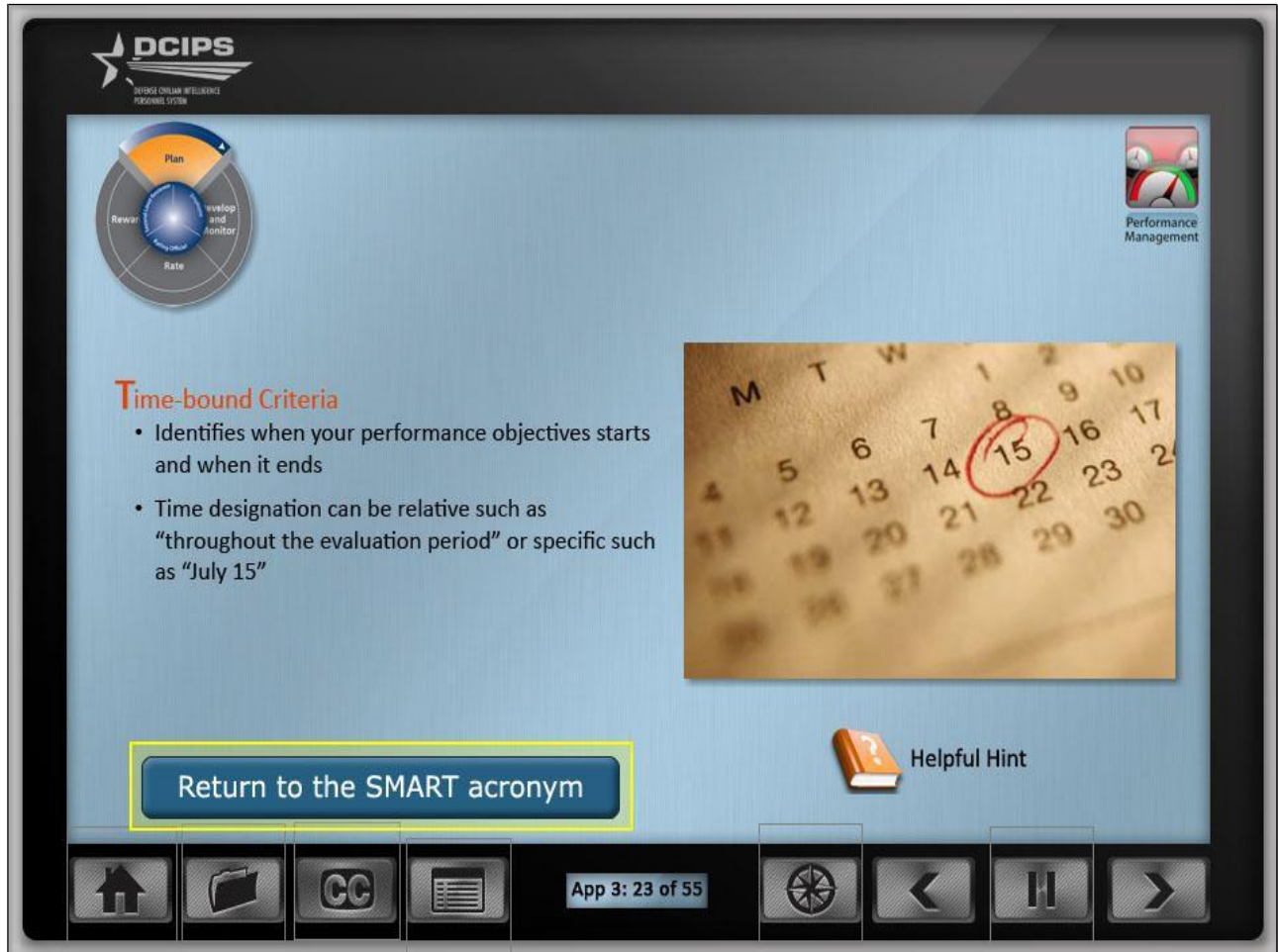
The screenshot shows a software interface for performance management. At the top left is the DCIPS logo. Below it is a circular diagram with four segments: Plan (orange), Develop and Monitor (blue), Rate (green), and Reward (red). In the top right corner is a "Performance Management" icon. The main content area has a light blue background. On the left, under the heading "Relevant Criteria", there are two bullet points. To the right is a photograph of a man and a woman in business attire sitting at a table, looking at a laptop. At the bottom of the main area, there is a blue button with white text that says "Return to the SMART acronym". To the right of this button is a "Helpful Hint" icon. At the very bottom of the screen is a navigation bar with icons for home, folder, CC, list, a page indicator "App 3: 22 of 55", a compass, and navigation arrows.

You can ensure your performance objectives are relevant by aligning them with the Enterprise mission goals and your Component's mission. Doing this will ensure that you are not only working hard, but working on the things that matter most.

DCIPS 101 – Performance Management

A screenshot of a web-based application interface. At the top left is the DCIPS logo. The main content area is dark with a faint background image of two people in a meeting. A blue dialog box titled "Helpful Hint" is overlaid in the center. The dialog box contains the following text: "After writing your performance objective, ask yourself, 'So what? What's the value and impact accomplishing my objective will have on the mission?'" If you cannot clearly see how your objective will add value and create a positive impact, revise your objective." The dialog box has a "close" button in the top right corner. Below the dialog box is a button labeled "Return to the SMART acronym". At the bottom of the application is a navigation bar with icons for home, folder, CC, list, a compass, and navigation arrows. A status bar in the center of the navigation bar shows "App 3: 22 of 55".

(Read Helpful Hint on slide.)

A screenshot of a presentation slide from the DCIPS system. The slide has a light blue background. In the top left corner is the DCIPS logo. In the top right corner is a "Performance Management" icon. On the left side, there is a circular diagram with four segments: "Plan" (orange), "Develop and Monitor" (blue), "Rate" (green), and "Reward" (red). The main content area is titled "Time-bound Criteria" in red. Below the title is a bulleted list. To the right of the text is a photograph of a calendar page with the number "15" circled in red. At the bottom of the slide, there is a blue button with the text "Return to the SMART acronym" and a "Helpful Hint" icon. The bottom of the slide features a navigation bar with icons for home, folder, CC, list, and a status indicator "App 3: 23 of 55", along with navigation arrows and a compass icon.

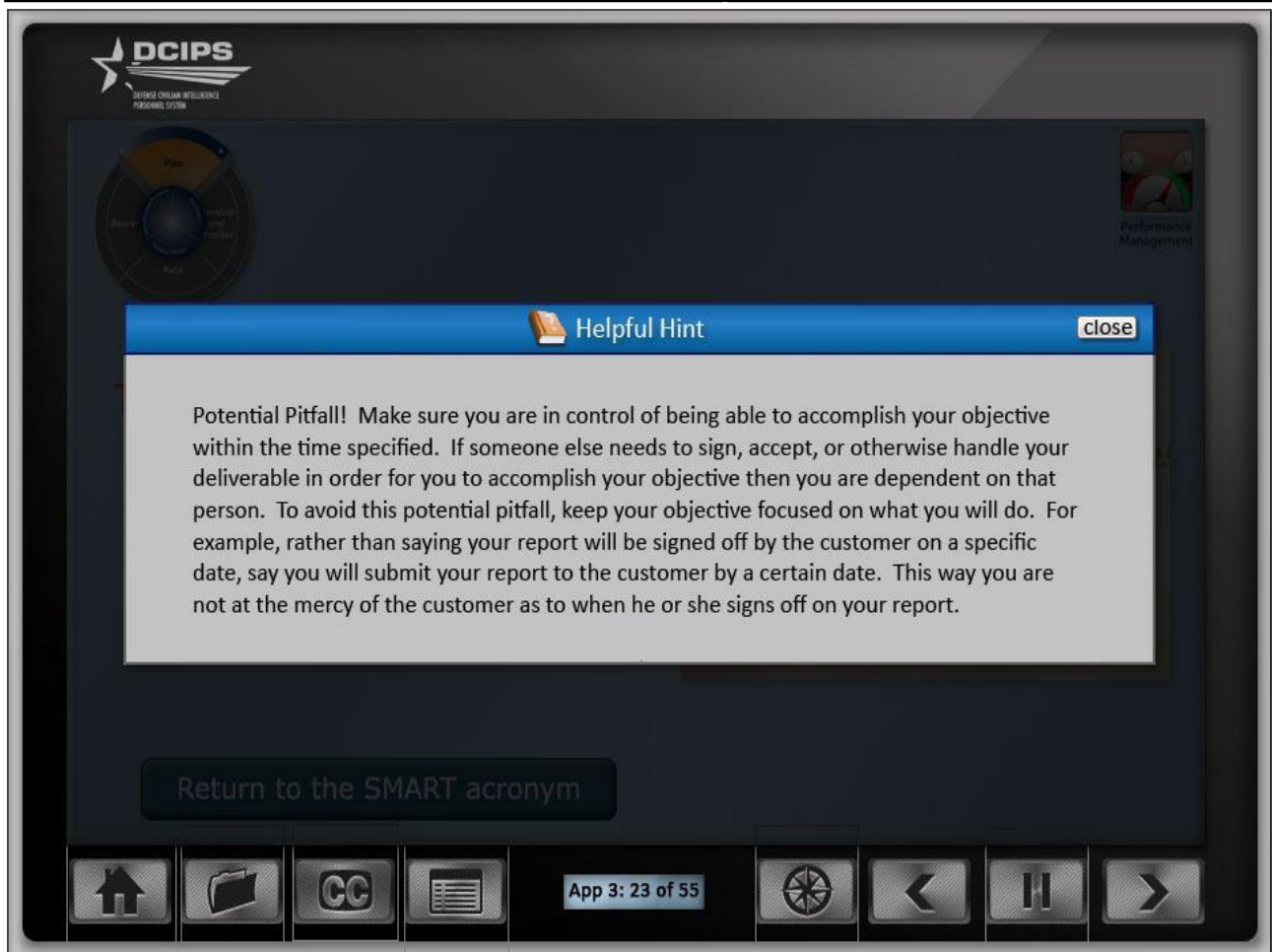
Time-bound Criteria

- Identifies when your performance objectives starts and when it ends
- Time designation can be relative such as “throughout the evaluation period” or specific such as “July 15”

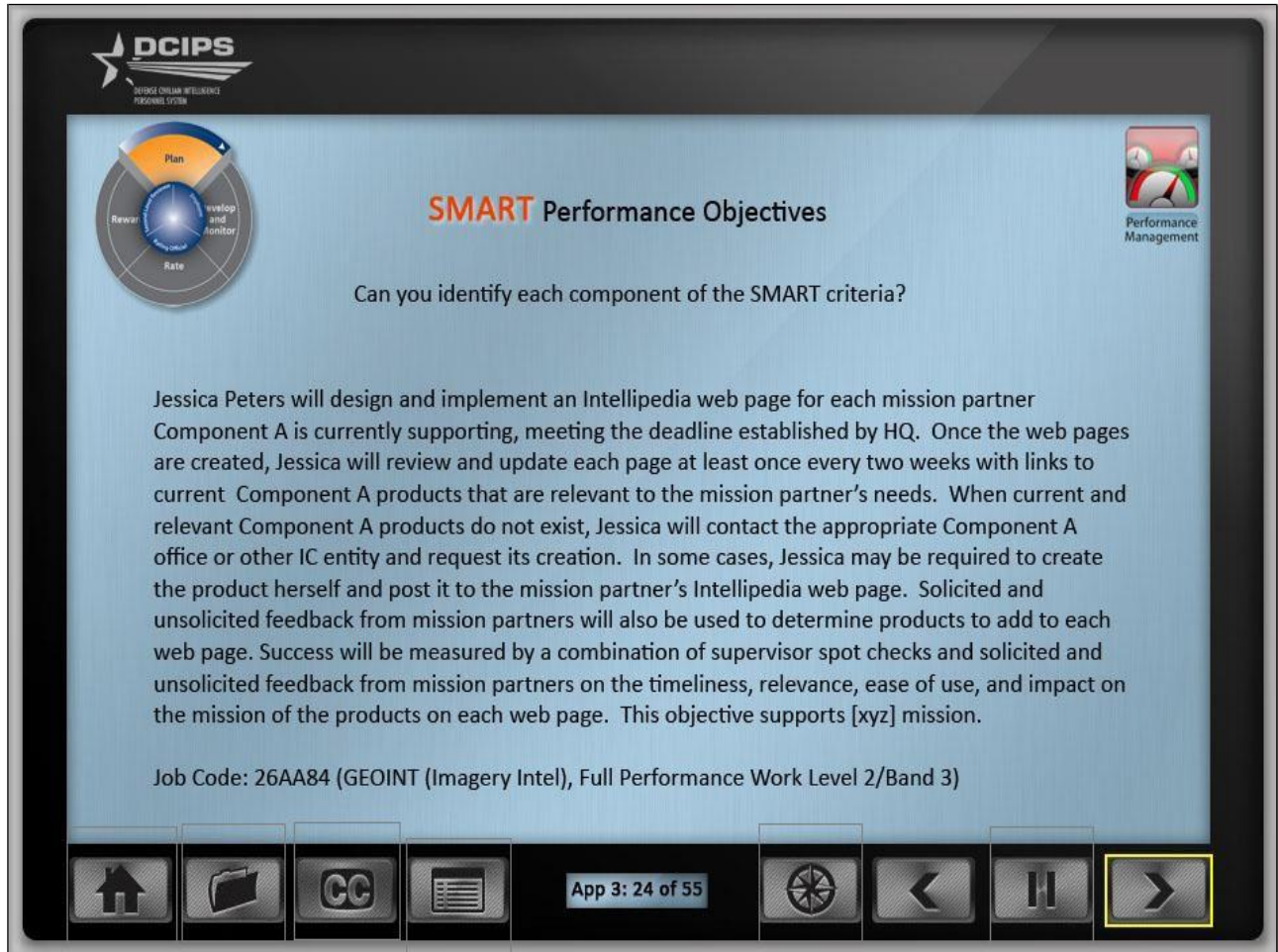


Time-bound means that there is a point in time in which your performance objective starts and when it ends. You can use relative or specific time designations. Examples of relative time designations include “throughout the evaluation period” or “end of the quarter.” A specific time designation is a hard date such as July 15.

DCIPS 101 – Performance Management

A screenshot of the DCIPS Performance Management software interface. The interface has a dark grey background. In the top left corner, there is a DCIPS logo and the text "DEFENSE CYBER INTELLIGENCE PERSONNEL SYSTEM". In the top right corner, there is a small icon labeled "Performance Management". A central blue banner contains the text "Helpful Hint" with a book icon and a "close" button. Below the banner is a white text box with the following text: "Potential Pitfall! Make sure you are in control of being able to accomplish your objective within the time specified. If someone else needs to sign, accept, or otherwise handle your deliverable in order for you to accomplish your objective then you are dependent on that person. To avoid this potential pitfall, keep your objective focused on what you will do. For example, rather than saying your report will be signed off by the customer on a specific date, say you will submit your report to the customer by a certain date. This way you are not at the mercy of the customer as to when he or she signs off on your report." Below the text box is a button labeled "Return to the SMART acronym". At the bottom of the interface is a navigation bar with several icons: a home icon, a folder icon, a CC icon, a list icon, a status indicator showing "App 3: 23 of 55", a compass icon, a left arrow icon, a pause icon, and a right arrow icon.

(Read Helpful Hint on slide.)

The screenshot shows a software interface for performance management. At the top left is the DCIPS logo. In the center, the title "SMART Performance Objectives" is displayed in orange and black text. Below the title is a question: "Can you identify each component of the SMART criteria?". A large text block follows, describing a performance objective for Jessica Peters related to designing web pages for mission partners. At the bottom of the text block is the job code: "Job Code: 26AA84 (GEOINT (Imagery Intel), Full Performance Work Level 2/Band 3)". The interface includes a navigation bar at the bottom with icons for home, folder, CC, list, a compass, left and right arrows, and a play/pause button. A status bar in the center of the navigation bar shows "App 3: 24 of 55".

Now that you are familiar with the SMART criteria, let's apply what you know to a sample performance objective.

Read through the sample objective and see if you can identify each component of the SMART criteria. For the Aligned component, you can assume that this objective is appropriate for the job code listed at the bottom of the objective and is challenging, but achievable within the evaluation period.

DCIPS 101 – Performance Management

The screenshot shows a tablet interface for the DCIPS Performance Management system. At the top left is the DCIPS logo. In the center, a hand icon points to the text "Select each letter of the SMART acronym". Below this, the word "SMART" is displayed in large, orange, outlined letters, with five small circles underneath each letter. To the left of the text is a circular diagram with four segments labeled "Plan", "Develop and Monitor", "Rate", and "Review". To the right is a small icon of a person's face with a red and green status indicator, labeled "Performance Management". The main content area contains a detailed performance objective for Jessica Peters, describing her task of designing and implementing an Intellipedia web page for mission partners, including specific requirements like meeting deadlines and providing feedback. Below the objective is the "Job Code: 26AA84 (GEOINT (Imagery Intel), Full Performance Work Level 2/Band 3)". At the bottom, there is a navigation bar with icons for home, folder, CC, list, a compass, left and right arrows, and a play/pause button. A status bar in the center of the navigation bar shows "App 3: 25 of 55".

Rather than just say Jessica should create a web page for each mission partner, can you see how Jessica's objective includes relevant and clarifying details as to how she is to accomplish her objective?

With this level of specificity, Jessica not only knows what she needs to accomplish, but has also been given guidance on how to do it.

DCIPS 101 – Performance Management

A screenshot of a tablet interface for DCIPS Performance Management. The screen displays the DCIPS logo in the top left, a circular diagram with stages "Plan", "Develop and Monitor", and "Rate", and a "Performance Management" icon in the top right. The main content area features the SMART acronym in large orange letters, with the 'M' underlined. Below this is a detailed performance objective for Jessica Peters, followed by her job code: "Job Code: 26AA84 (GEOINT (Imagery Intel), Full Performance Work Level 2/Band 3)". At the bottom, a navigation bar includes icons for home, folders, CC, a list, a compass, and navigation arrows. A status bar at the very bottom indicates "App 3: 25 of 55".

Jessica’s objective avoids the potential pitfall we talked about earlier by including measurable criteria that shows impact to the mission rather than just the number of web pages she created.

As you write your own objectives, remember to ask yourself the, “So what?” question. “How will accomplishing my objective support the mission?”

DCIPS 101 – Performance Management

The screenshot shows a tablet-style interface for the DCIPS Performance Management system. At the top left is the DCIPS logo. In the center, the SMART acronym is displayed in large, orange, spaced-out letters. Below the letters are five small circles, with the second one from the left being highlighted. A hand icon points to the text "Select each letter of the SMART acronym". On the left side, there is a circular diagram with four segments labeled "Plan", "Develop and Monitor", "Rate", and "Reward". On the right side, there is a small icon of a person's face with a red and green status indicator, labeled "Performance Management". The main content area contains a text block about Jessica Peters' objective, with a blue callout box titled "Achievable Criteria" overlaid on it. The callout box contains the text: "As we talked about earlier, you can assume that this objective is appropriate for Jessica's job code listed at the bottom of the objective and is challenging, but achievable within the evaluation period." Below the text is the job code: "Job Code: 26AA84 (GEOINT (Imagery Intel), Full Performance Work Level 2/Band 3)". At the bottom of the screen is a navigation bar with icons for home, folder, CC, list, a compass, left and right arrows, and a play/pause button. A status bar at the bottom center shows "App 3: 25 of 55".

As we talked about earlier, you can assume that this objective is appropriate for Jessica's job code listed at the bottom of the objective and is challenging, but achievable within the evaluation period.

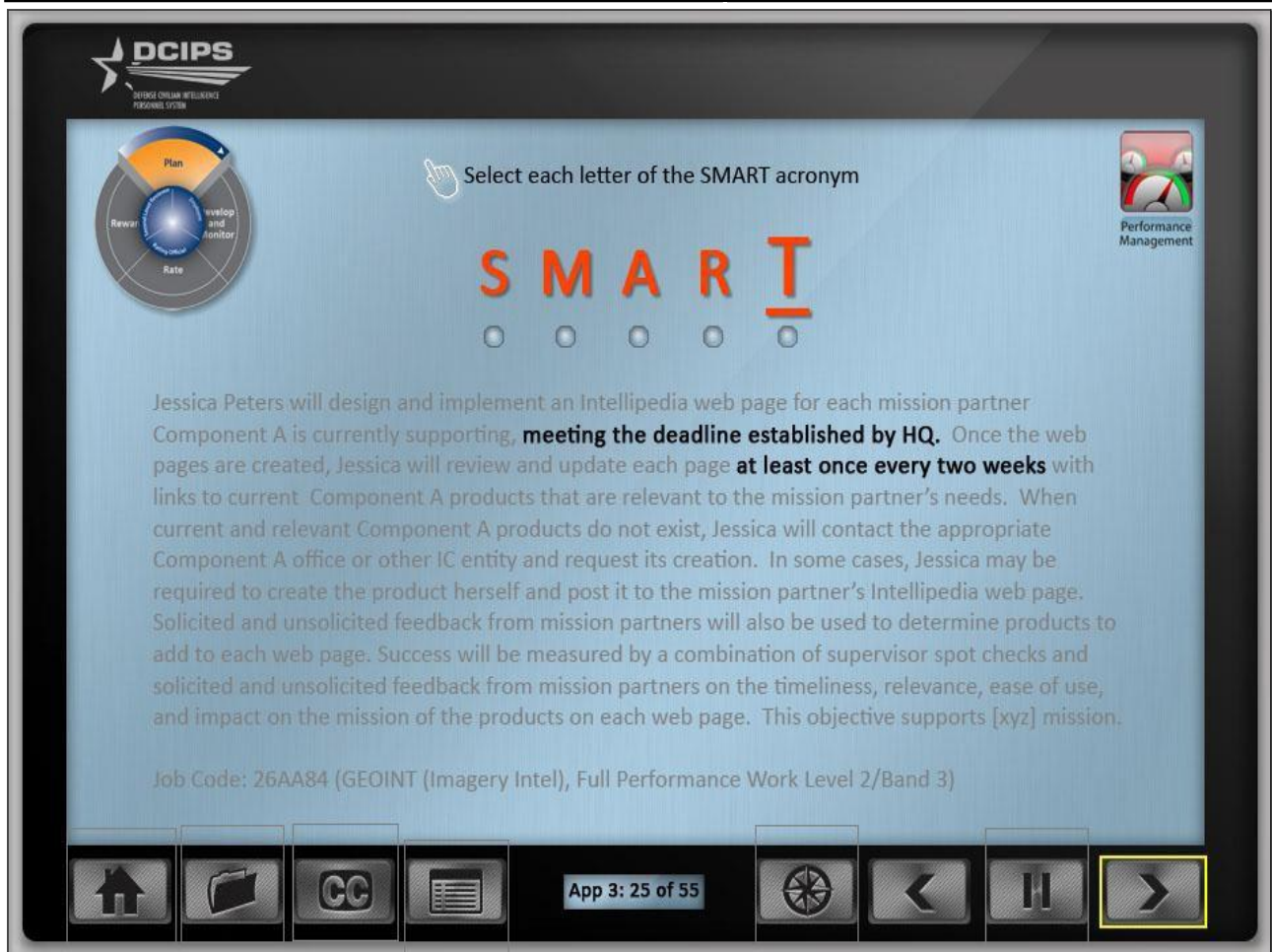
DCIPS 101 – Performance Management

A screenshot of a tablet application interface for DCIPS Performance Management. The screen displays a circular diagram on the left with stages: Plan, Develop and Monitor, Rate, and Review. In the center, the acronym "SMART" is shown in large orange letters, with the letter 'R' underlined and a hand icon pointing to it. Below the acronym, a text block describes a performance objective for Jessica Peters, detailing her role in designing and implementing an Intellipedia web page for mission partners. At the bottom, a navigation bar includes icons for home, folder, CC, list, a status indicator "App 3: 25 of 55", a compass, back, pause, and forward buttons. A "Performance Management" icon is visible in the top right corner of the app area.

Jessica's objective is relevant as it is aligned with an Enterprise mission.

You can make your objectives relevant by ensuring they support an Enterprise or Component mission.

DCIPS 101 – Performance Management

The screenshot shows a tablet-style interface for performance management. At the top left is the DCIPS logo. In the center, a hand icon points to the text "Select each letter of the SMART acronym". Below this, the letters "S M A R T" are displayed in large, orange, sans-serif font, with a vertical line under the letter "T". Underneath each letter is a small, empty circular button. To the left of the SMART acronym is a circular diagram with four segments labeled "Plan", "Develop and Monitor", "Rate", and "Review". To the right is a small icon of a person's head with a gear, labeled "Performance Management". The main body of the screen contains a paragraph of text describing a performance objective for Jessica Peters. At the bottom, there is a navigation bar with icons for home, folder, CC, list, a compass, left and right arrows, and a play/pause button. A status bar at the bottom center shows "App 3: 25 of 55".

DCIPS
DEFENSE CYBER INTELLIGENCE
PERSONNEL SYSTEM

Select each letter of the SMART acronym

S M A R T

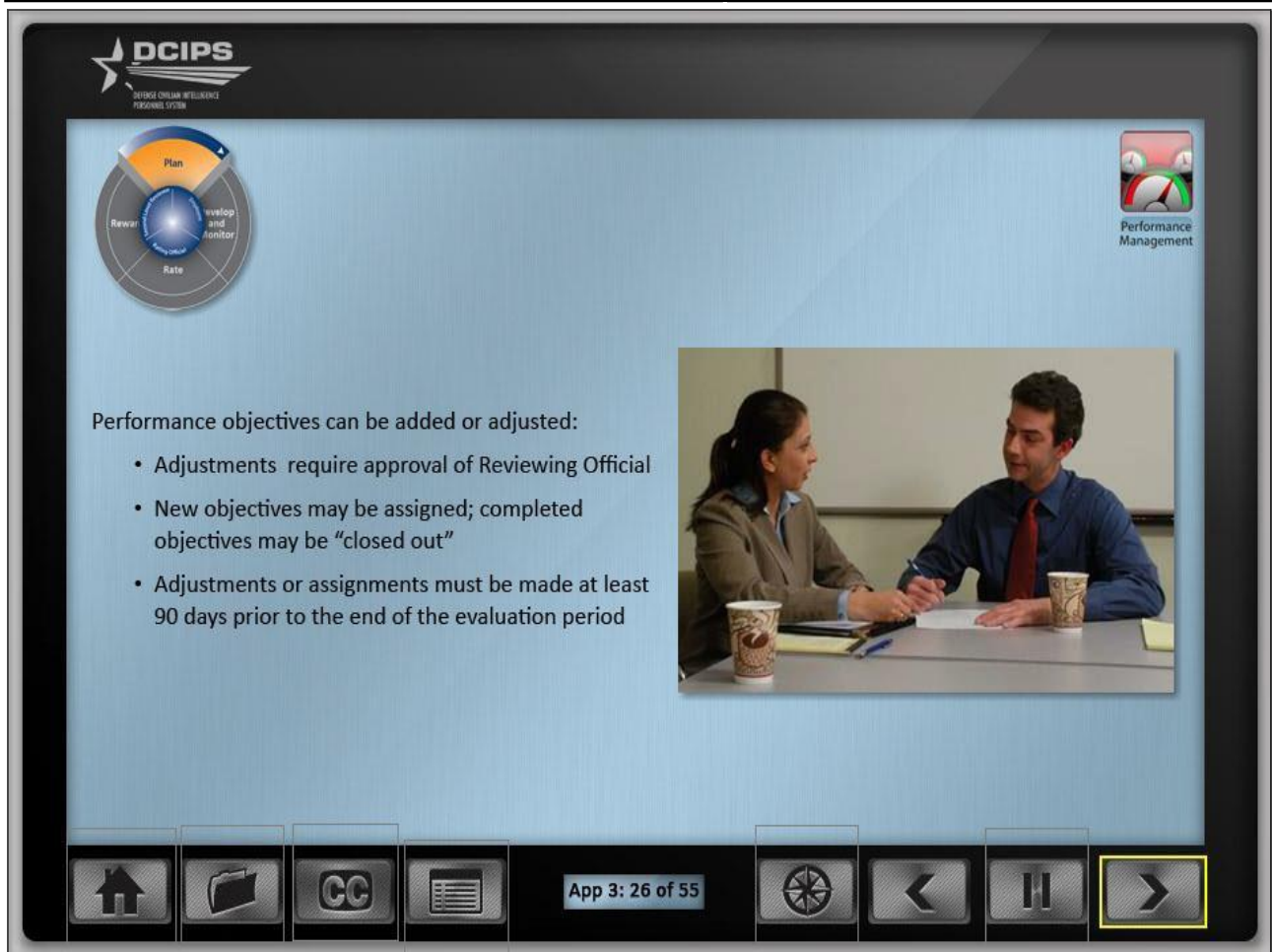
Jessica Peters will design and implement an Intellipedia web page for each mission partner. Component A is currently supporting, **meeting the deadline established by HQ**. Once the web pages are created, Jessica will review and update each page **at least once every two weeks** with links to current Component A products that are relevant to the mission partner's needs. When current and relevant Component A products do not exist, Jessica will contact the appropriate Component A office or other IC entity and request its creation. In some cases, Jessica may be required to create the product herself and post it to the mission partner's Intellipedia web page. Solicited and unsolicited feedback from mission partners will also be used to determine products to add to each web page. Success will be measured by a combination of supervisor spot checks and solicited and unsolicited feedback from mission partners on the timeliness, relevance, ease of use, and impact on the mission of the products on each web page. This objective supports [xyz] mission.

Job Code: 26AA84 (GEOINT (Imagery Intel), Full Performance Work Level 2/Band 3)

App 3: 25 of 55

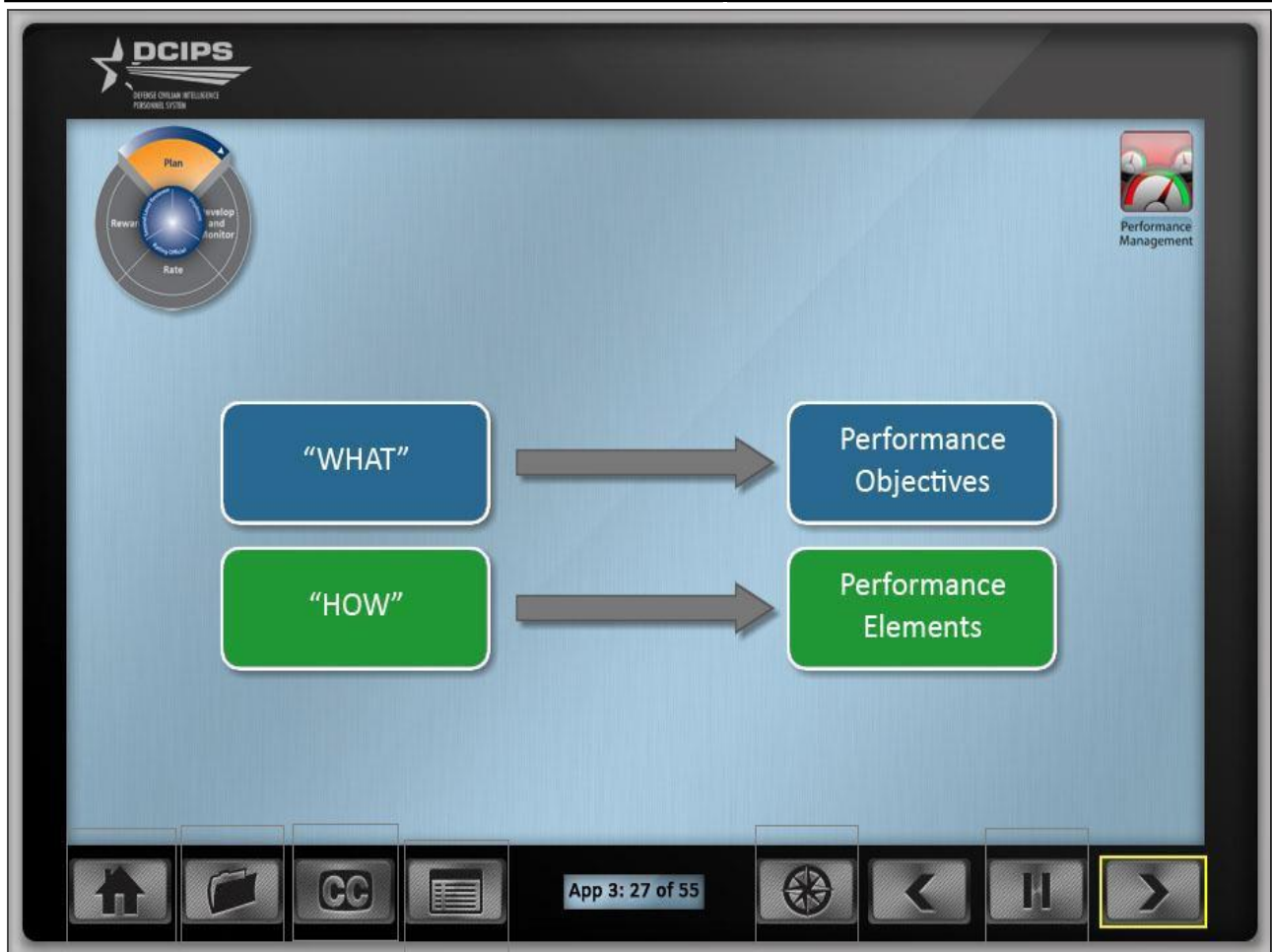
Did you notice that accomplishing the objective within the timeframes specified are not dependent on someone else, but rather are within Jessica's control?

Remember that if accomplishing your objective requires someone else to do something such as sign off on it or handle it in some way, that you are at the mercy of that person and could potentially put accomplishing your objective at risk.

A screenshot of a mobile application interface for DCIPS Performance Management. The interface has a light blue background. In the top left corner, there is a DCIPS logo. In the top right corner, there is a "Performance Management" icon. On the left side, there is a circular diagram with four segments: "Plan" (orange), "Develop and Monitor" (blue), "Rate" (green), and "Reward" (red). The main content area contains the text "Performance objectives can be added or adjusted:" followed by a bulleted list. To the right of the text is a photograph of a man and a woman sitting at a table, talking. At the bottom of the screen, there is a navigation bar with several icons: a home icon, a folder icon, a CC icon, a list icon, a page indicator "App 3: 26 of 55", a compass icon, a back arrow icon, a pause icon, and a forward arrow icon which is highlighted with a yellow border.

There are a few final things to know about performance objectives. First, your performance objectives can be adjusted, if needed, during the evaluation period with the approval of your Reviewing Official. Second, you may be assigned new objectives during the evaluation period, and objectives you complete may be “closed out.” Finally, any adjustments to your objectives or assignment of additional objectives must be made at least 90 days prior to the end of the evaluation period as objectives must be in place for a minimum of 90 days.

DCIPS 101 – Performance Management



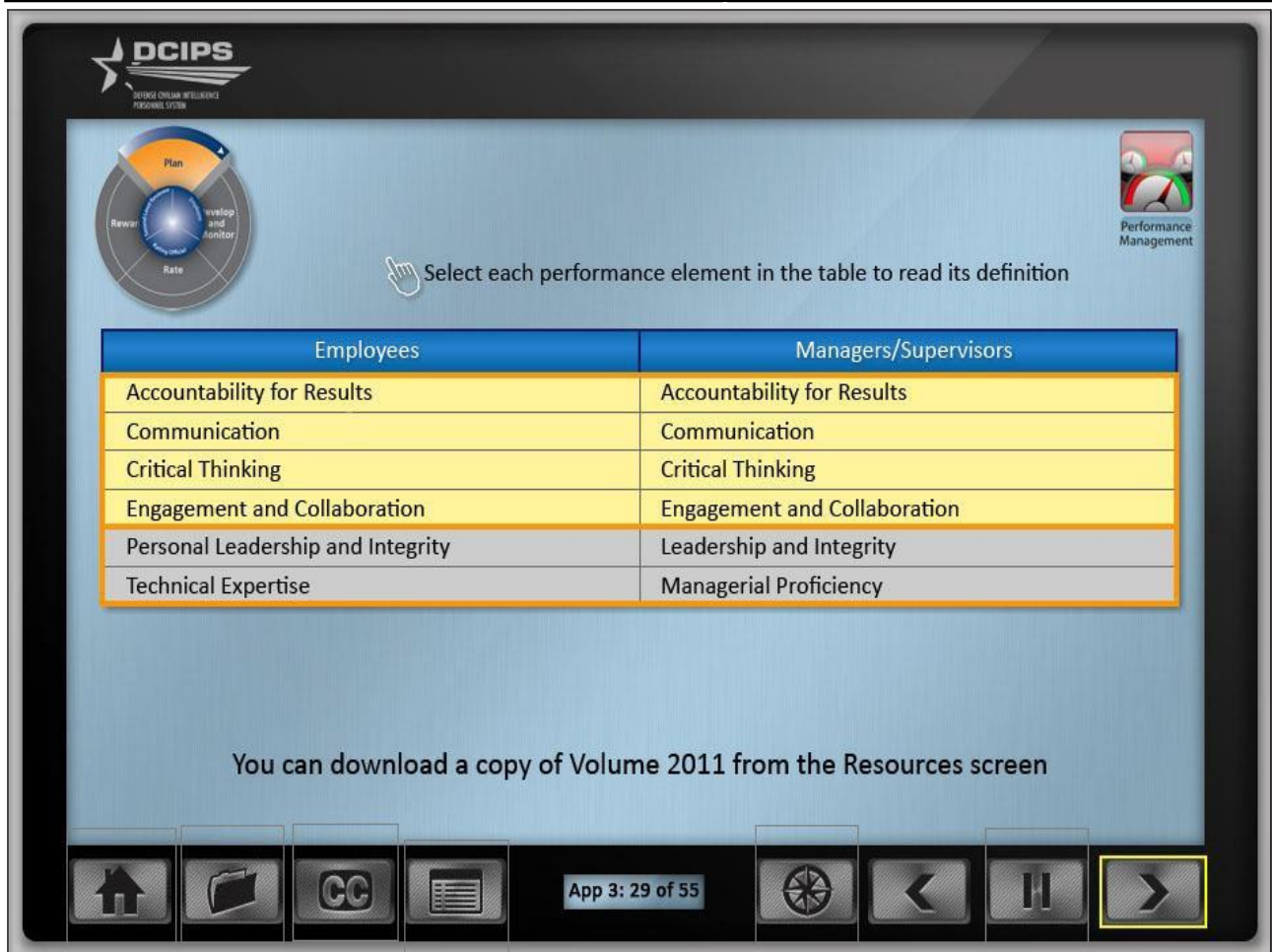
Next, we will cover the “how” to accomplish the objectives and this is where the performance elements come into play.

The screenshot shows a presentation slide with a light blue background. In the top left corner is the DCIPS logo. In the top right corner is a small icon of a speedometer with the text "Performance Management" below it. On the left side, there is a circular diagram with four segments: "Plan" (orange), "Develop and Monitor" (blue), "Rate" (green), and "Reward" (red). In the center, there is a photograph of a woman in a blue shirt and a man in a light purple shirt and tie, both smiling and looking at each other while holding papers. To the right of the photo, the text "Performance elements:" is followed by a bulleted list. At the bottom, there is a navigation bar with icons for home, folder, CC, list, a compass, left arrow, pause, and right arrow. The text "App 3: 28 of 55" is displayed in the center of the navigation bar.

Performance elements identify the set of behaviors necessary for successfully accomplishing your work. For example, an employee might accomplish the objective of writing a report, but does so without communicating appropriately with his or her team members.

Performance elements reinforce the notion that how you accomplish your work matters. Accomplishing your work at any cost is not acceptable. Your accomplishments must be within the framework of acceptable and desired work traits, such as good communication and collaboration, as defined in the performance elements standards (Volume 2011 and the IC Performance Standards guide).

DCIPS 101 – Performance Management

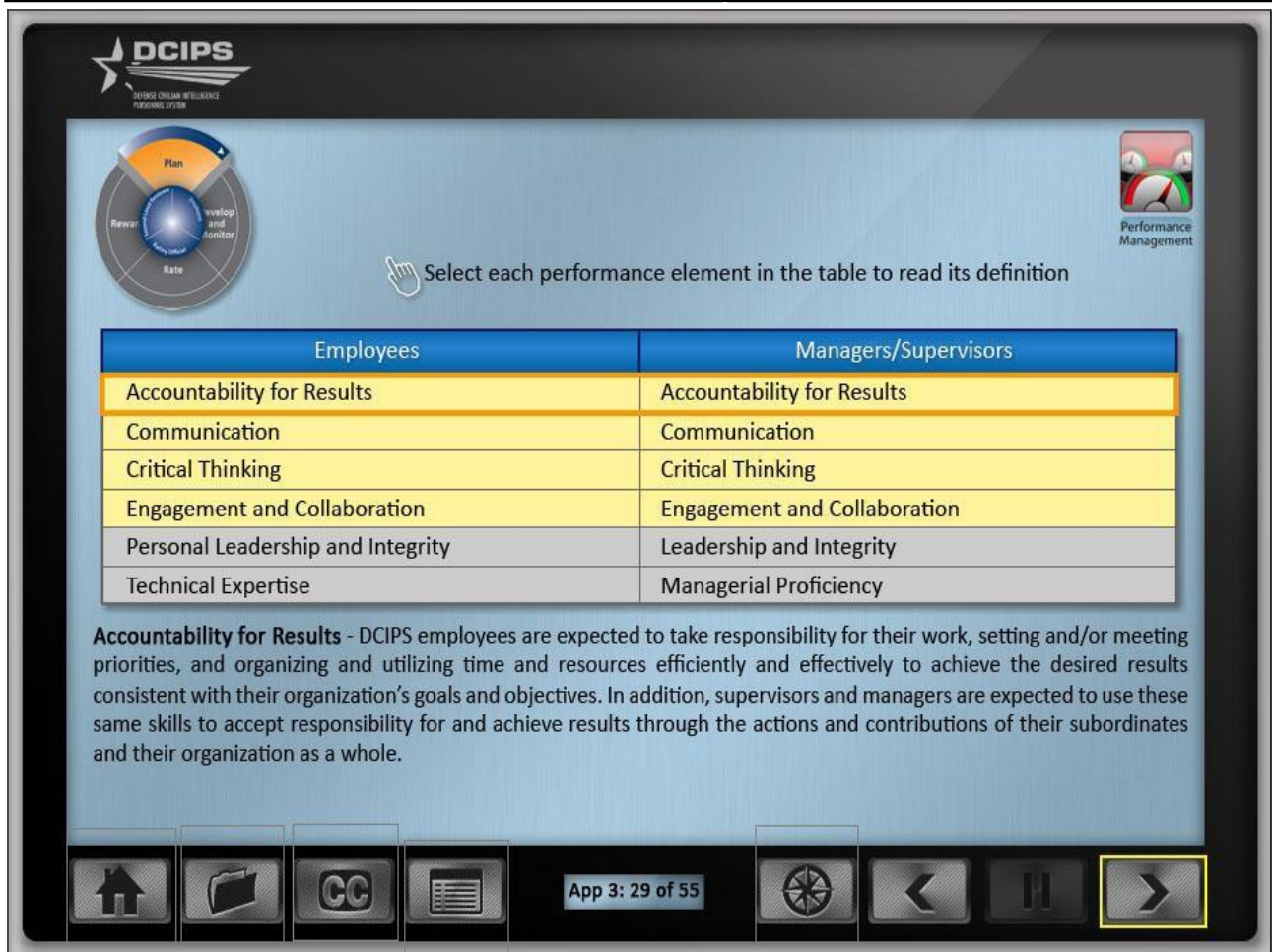


Employees	Managers/Supervisors
Accountability for Results	Accountability for Results
Communication	Communication
Critical Thinking	Critical Thinking
Engagement and Collaboration	Engagement and Collaboration
Personal Leadership and Integrity	Leadership and Integrity
Technical Expertise	Managerial Proficiency

DCIPS uses the performance elements and standards for the elements used by the Intelligence Community as well as the standards outlined in DCIPS policy Volume 2011, Table 1. You can download a copy of the DCIPS policy Volume 2011 for more information.

You will be evaluated on six standard performance elements. The four elements inside the yellow box are the same for employees and Managers/supervisors. The remaining two elements are specific to whether you are an employee or manager/supervisor.

DCIPS 101 – Performance Management



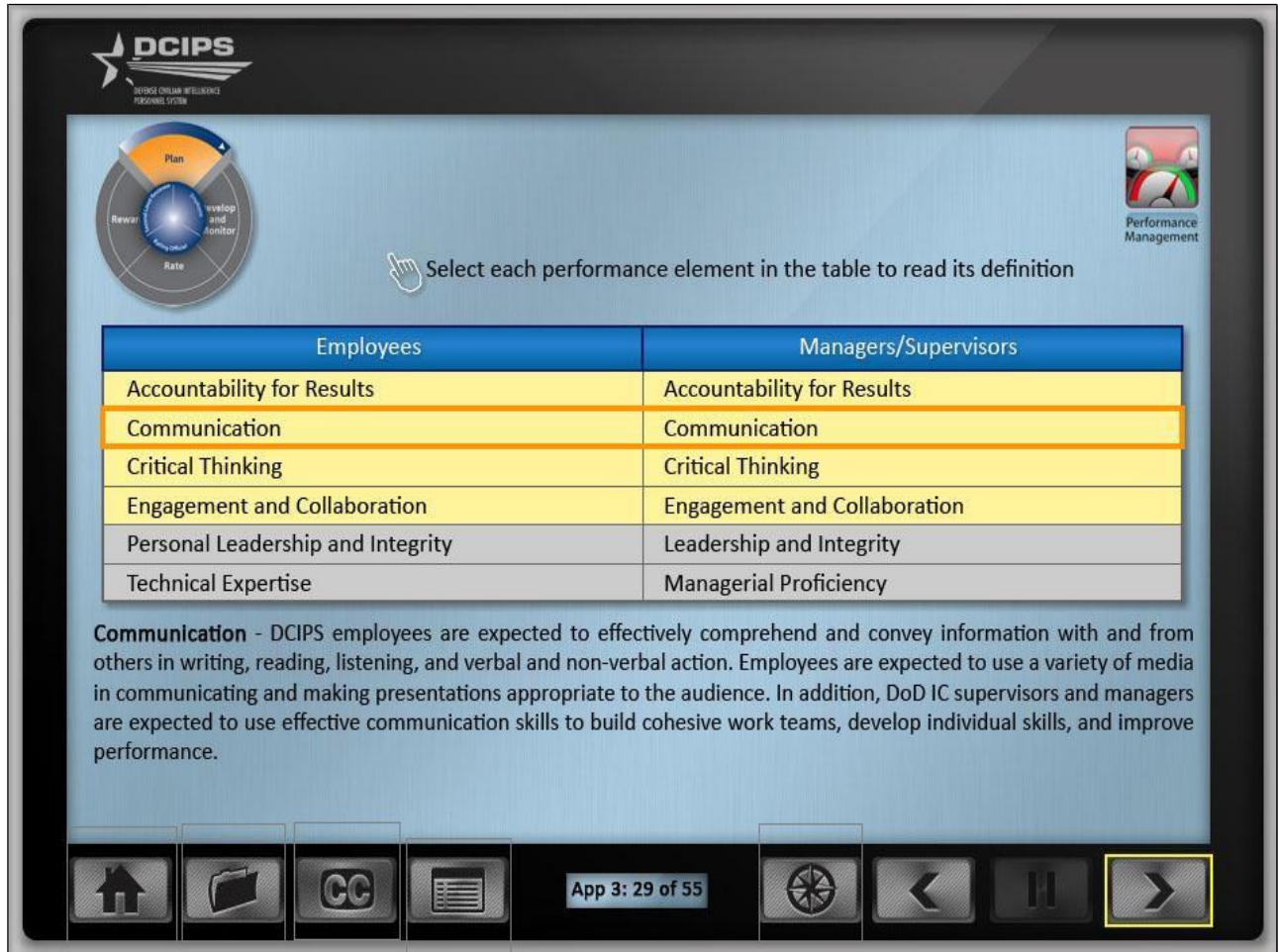
Select each performance element in the table to read its definition

Employees	Managers/Supervisors
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

Accountability for Results - DCIPS employees are expected to take responsibility for their work, setting and/or meeting priorities, and organizing and utilizing time and resources efficiently and effectively to achieve the desired results consistent with their organization's goals and objectives. In addition, supervisors and managers are expected to use these same skills to accept responsibility for and achieve results through the actions and contributions of their subordinates and their organization as a whole.

(Read information on the slide.)

DCIPS 101 – Performance Management



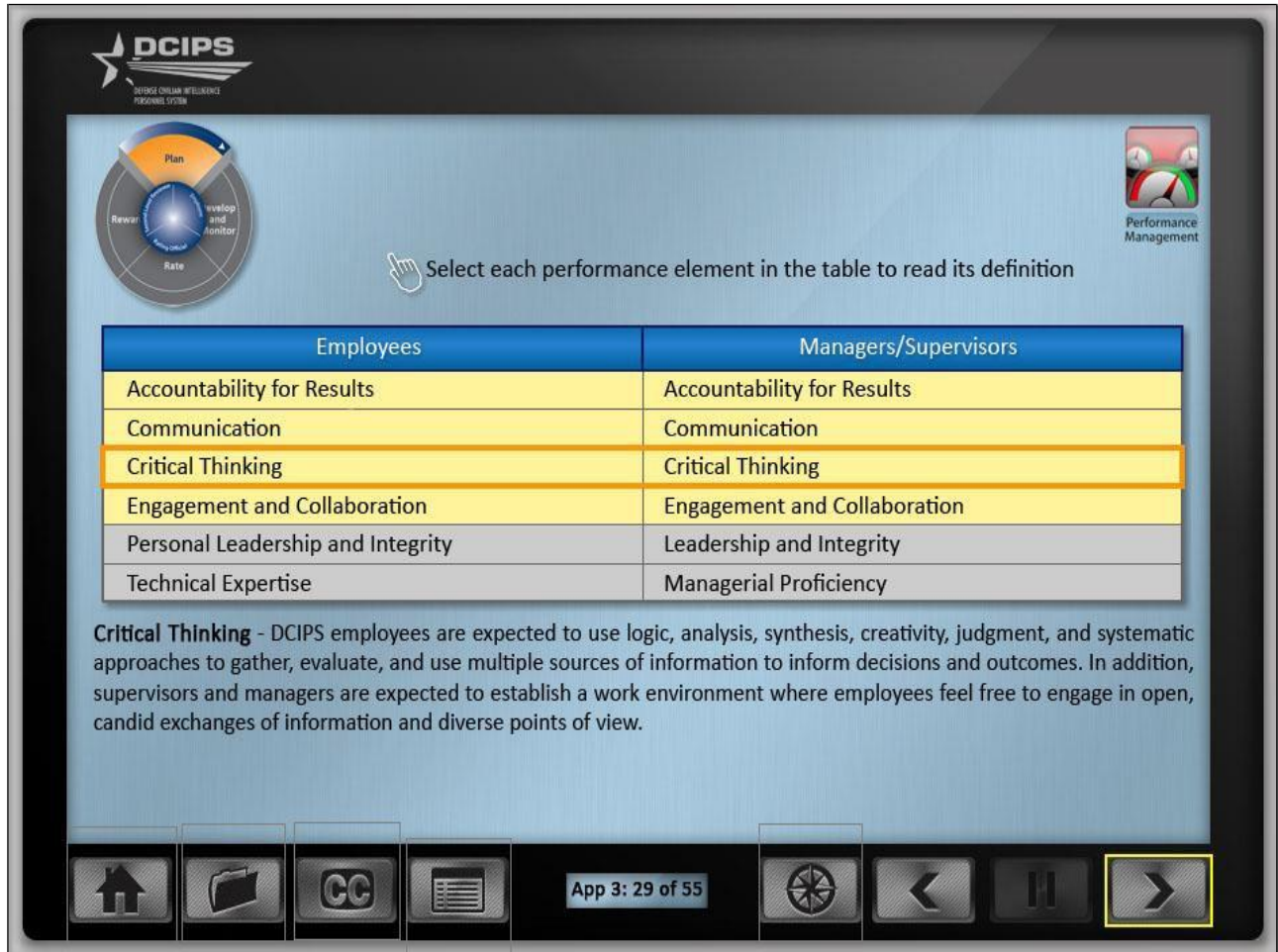
Select each performance element in the table to read its definition

Employees	Managers/Supervisors
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Personal Leadership and Integrity	Leadership and Integrity
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Communication - DCIPS employees are expected to effectively comprehend and convey information with and from others in writing, reading, listening, and verbal and non-verbal action. Employees are expected to use a variety of media in communicating and making presentations appropriate to the audience. In addition, DoD IC supervisors and managers are expected to use effective communication skills to build cohesive work teams, develop individual skills, and improve performance.

(Read information on the slide.)

DCIPS 101 – Performance Management



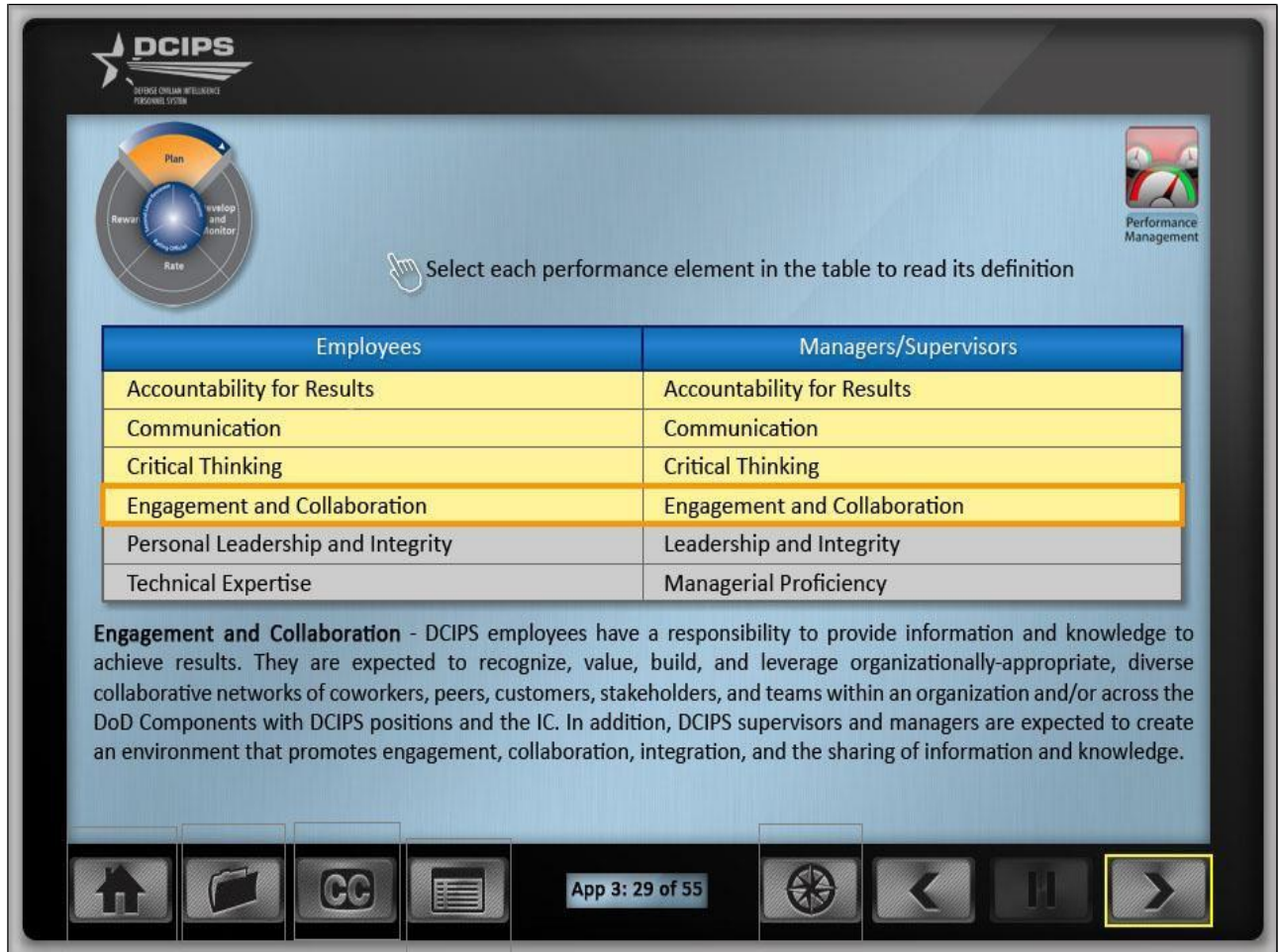
Select each performance element in the table to read its definition

Employees	Managers/Supervisors
Accountability for Results	Accountability for Results
Communication	Communication
Critical Thinking	Critical Thinking
Engagement and Collaboration	Engagement and Collaboration
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Technical Expertise	Managerial Proficiency

Critical Thinking - DCIPS employees are expected to use logic, analysis, synthesis, creativity, judgment, and systematic approaches to gather, evaluate, and use multiple sources of information to inform decisions and outcomes. In addition, supervisors and managers are expected to establish a work environment where employees feel free to engage in open, candid exchanges of information and diverse points of view.

(Read information on the slide.)

DCIPS 101 – Performance Management

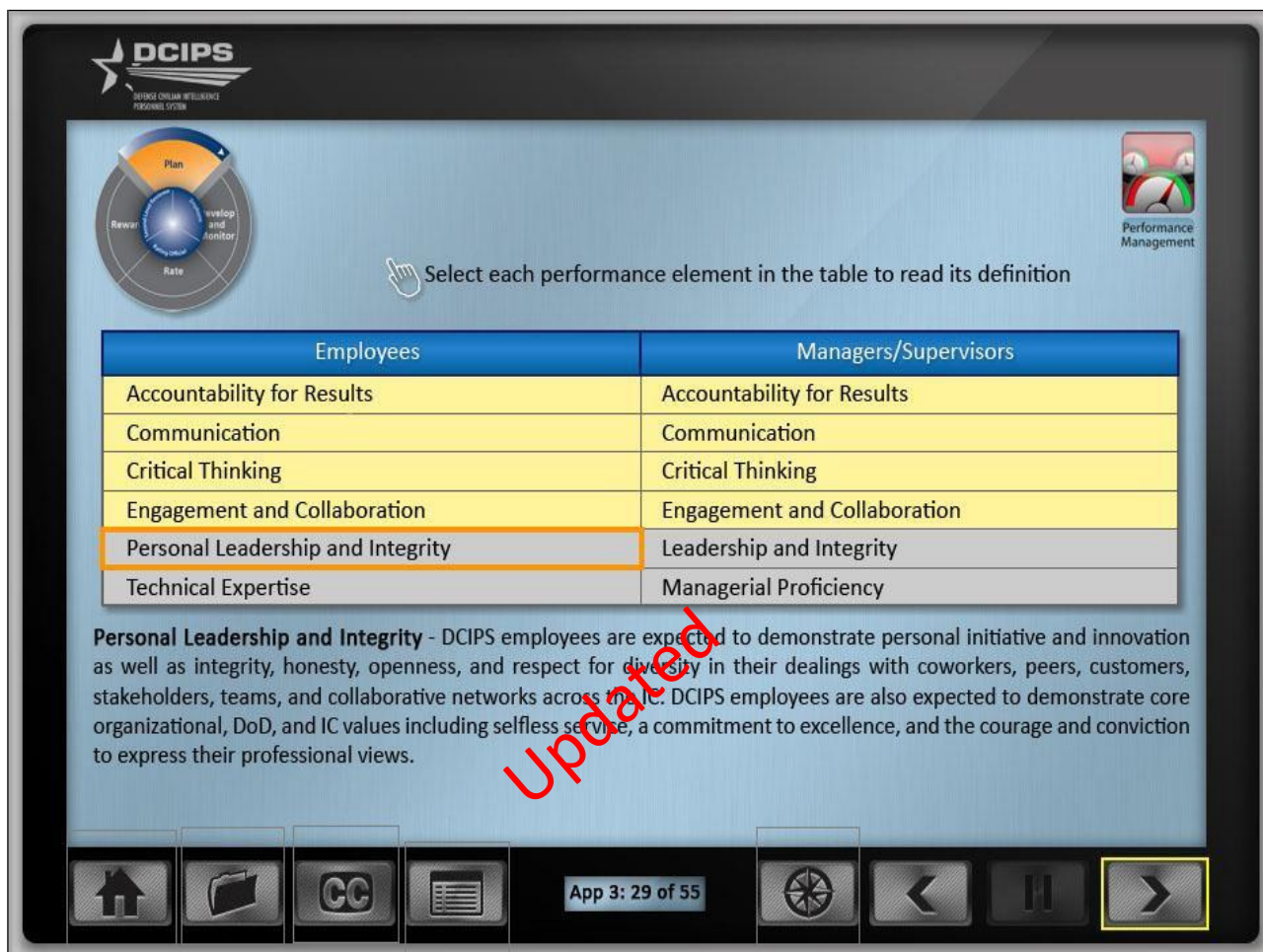


Select each performance element in the table to read its definition

Employees	Managers/Supervisors
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

Engagement and Collaboration - DCIPS employees have a responsibility to provide information and knowledge to achieve results. They are expected to recognize, value, build, and leverage organizationally-appropriate, diverse collaborative networks of coworkers, peers, customers, stakeholders, and teams within an organization and/or across the DoD Components with DCIPS positions and the IC. In addition, DCIPS supervisors and managers are expected to create an environment that promotes engagement, collaboration, integration, and the sharing of information and knowledge.

(Read information on the slide.)

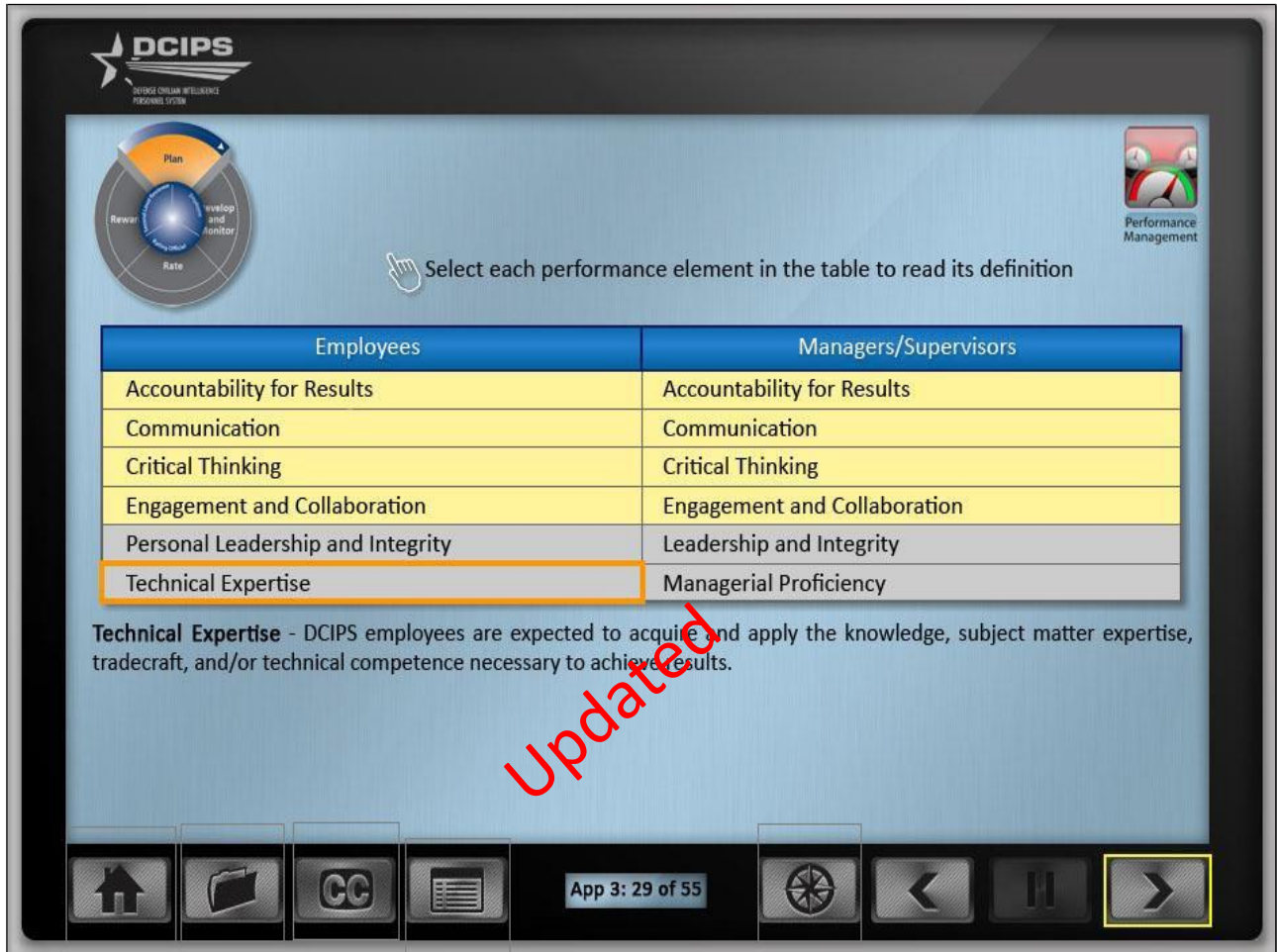


Employees	Managers/Supervisors
Accountability for Results	Accountability for Results
Communication	Communication
Critical Thinking	Critical Thinking
Engagement and Collaboration	Engagement and Collaboration
Personal Leadership and Integrity	Leadership and Integrity
Technical Expertise	Managerial Proficiency

Personal Leadership and Integrity - DCIPS employees are expected to demonstrate personal initiative and innovation as well as integrity, honesty, openness, and respect for diversity in their dealings with coworkers, peers, customers, stakeholders, teams, and collaborative networks across the IC. DCIPS employees are also expected to demonstrate core organizational, DoD, and IC values including selfless service, a commitment to excellence, and the courage and conviction to express their professional views.

This performance element was updated in February 2015. Review the updated definition below.

Personal Leadership and Integrity - Defense Intelligence employees are expected to demonstrate personal initiative and innovation, as well as integrity, honesty, openness, and respect for diversity in their dealings with coworkers, peers, customers, stakeholders, teams, and collaborative networks across the IC. Defense Intelligence employees are also expected to demonstrate core organizational, DoD and IC values, including selfless service, a commitment to excellence, and the courage and conviction to express their professional views and to constructively address or seek assistance to properly address concerns related to the protection of classified information in accordance with EO 13526.



Select each performance element in the table to read its definition

Employees	Managers/Supervisors
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

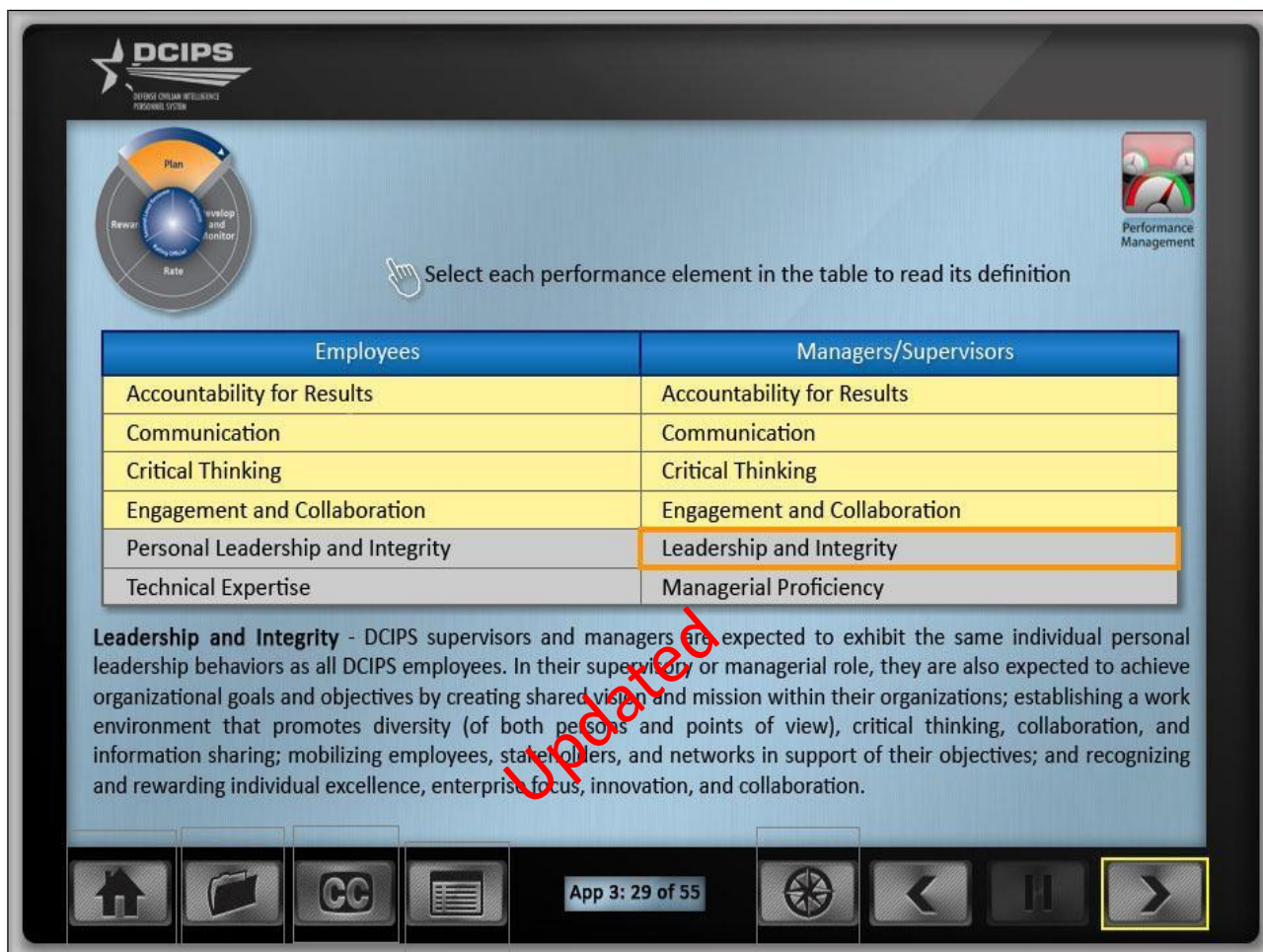
Technical Expertise - DCIPS employees are expected to acquire and apply the knowledge, subject matter expertise, tradecraft, and/or technical competence necessary to achieve results.

Updated

App 3: 29 of 55

This performance element was updated in February 2015. Review the updated definition below.

Technical Expertise - Defense Intelligence employees are expected to acquire and apply knowledge, subject matter expertise, tradecraft, and/or technical competency necessary to achieve results. This includes the proper handling and protection of classified information in accordance with EO 13526.



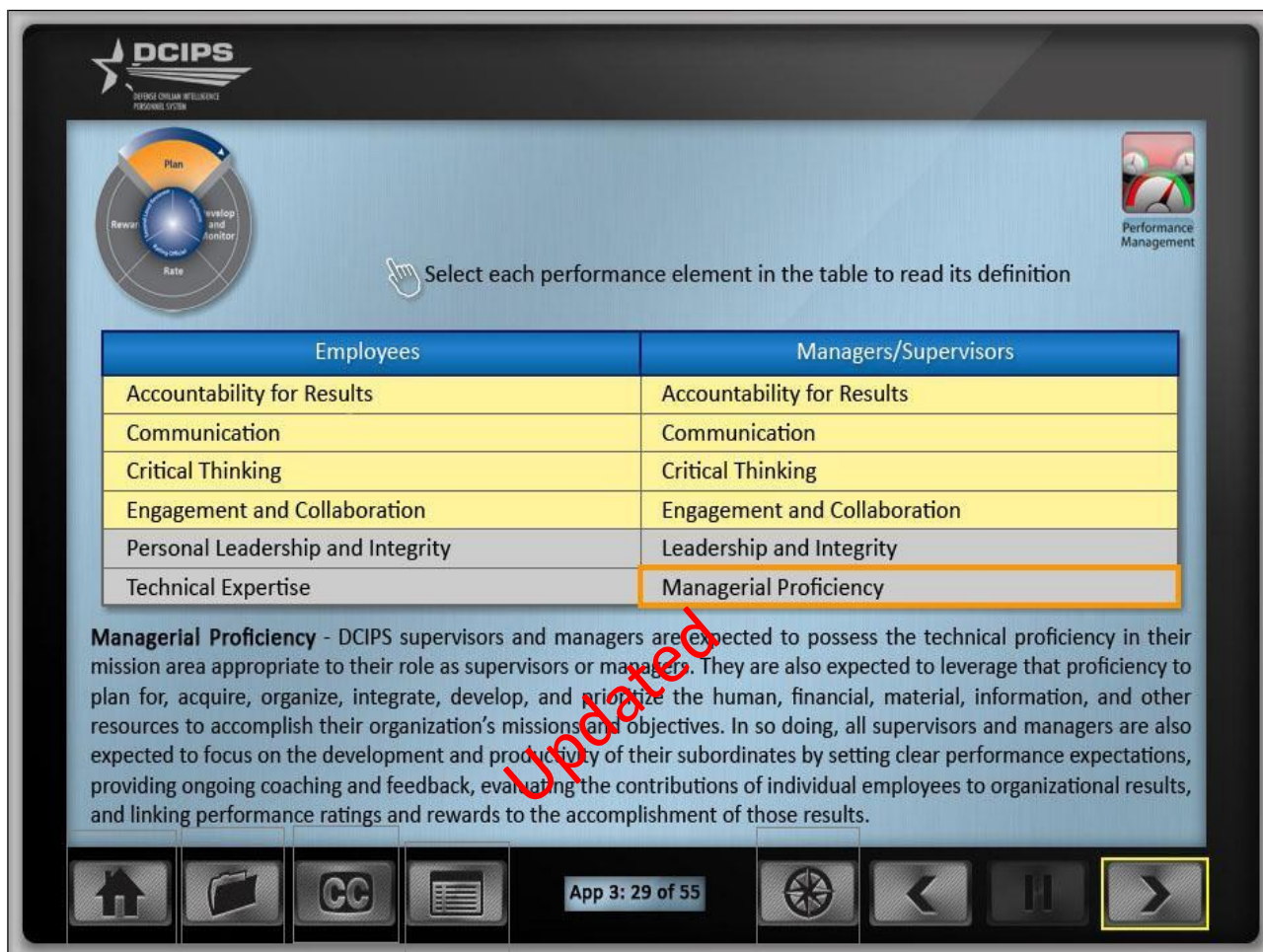
Select each performance element in the table to read its definition

Employees	Managers/Supervisors
Accountability for Results	Accountability for Results
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Personal Leadership and Integrity	Leadership and Integrity
Technical Expertise	Managerial Proficiency

Leadership and Integrity - DCIPS supervisors and managers are expected to exhibit the same individual personal leadership behaviors as all DCIPS employees. In their supervisory or managerial role, they are also expected to achieve organizational goals and objectives by creating shared vision and mission within their organizations; establishing a work environment that promotes diversity (of both persons and points of view), critical thinking, collaboration, and information sharing; mobilizing employees, stakeholders, and networks in support of their objectives; and recognizing and rewarding individual excellence, enterprise focus, innovation, and collaboration.

This performance element was updated in February 2015. Review the updated definition below.

Leadership and Integrity - Defense Intelligence supervisors and managers are expected to exhibit the same individual personal leadership behaviors as all Defense Intelligence employees. In their supervisory or managerial role, they are also expected to achieve organizational goals and objectives by creating shared vision and mission within their organizations; establishing a work environment that promotes equal opportunity, integrity, diversity (of both persons and points of view), critical thinking, collaboration, protection of classified information in accordance with EO 13526, and information sharing; mobilizing employees, stakeholders, and networks in support of their objectives; and recognizing and rewarding individual and team excellence, enterprise focus, innovation, and collaboration.



Select each performance element in the table to read its definition


Employees	Managers/Supervisors
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

Managerial Proficiency - DCIPS supervisors and managers are expected to possess the technical proficiency in their mission area appropriate to their role as supervisors or managers. They are also expected to leverage that proficiency to plan for, acquire, organize, integrate, develop, and prioritize the human, financial, material, information, and other resources to accomplish their organization's missions and objectives. In so doing, all supervisors and managers are also expected to focus on the development and productivity of their subordinates by setting clear performance expectations, providing ongoing coaching and feedback, evaluating the contributions of individual employees to organizational results, and linking performance ratings and rewards to the accomplishment of those results.

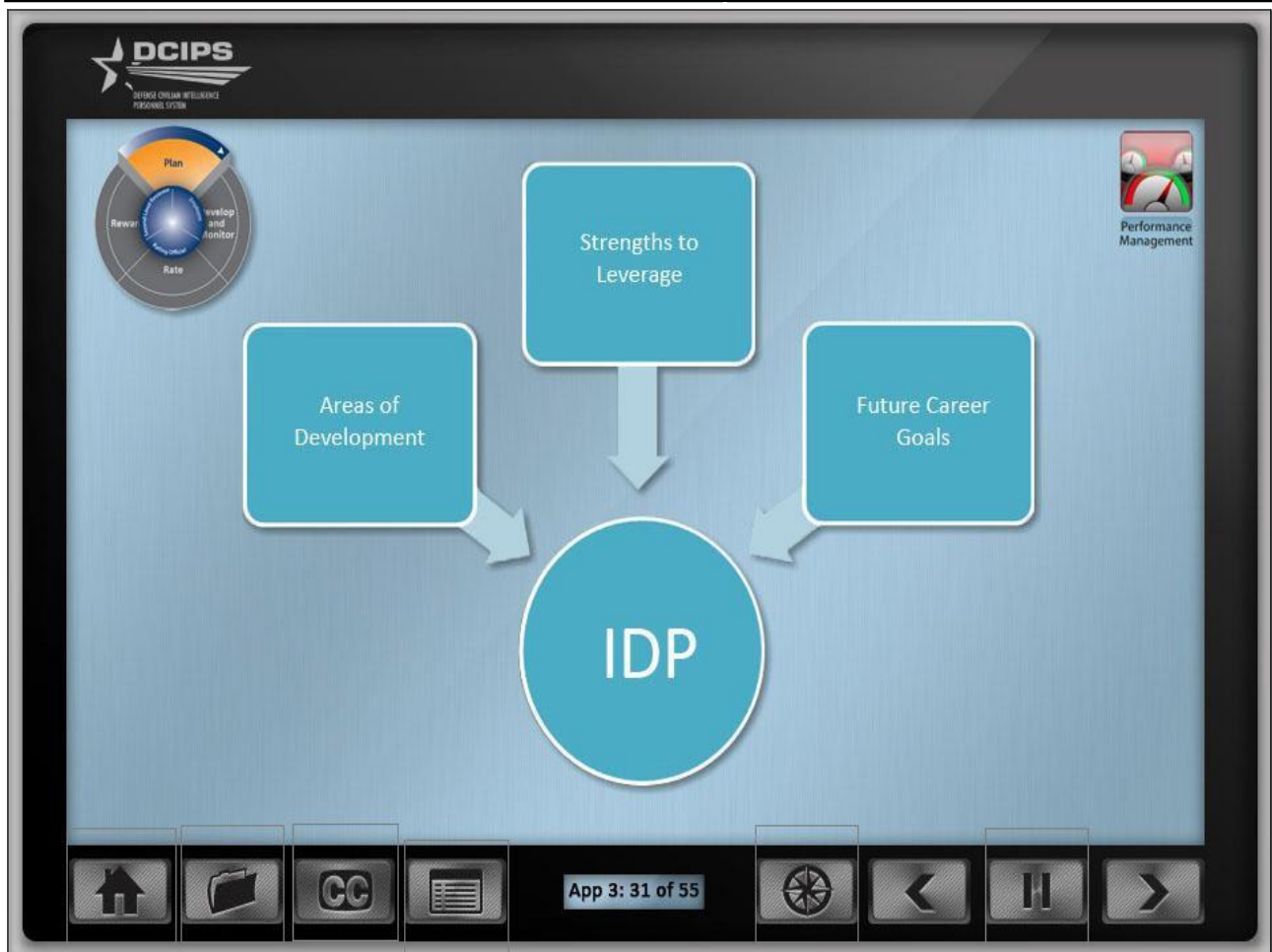
App 3: 29 of 55

This performance element was updated in February 2015. Review the updated definition below.

Managerial Proficiency - Defense Intelligence supervisors and managers are expected to possess the technical proficiency in their mission area appropriate to their role as supervisor or manager. They are also expected to leverage that proficiency to plan for, acquire, organize, integrate, develop, and prioritize human, financial, material, information (including classified), and other resources to accomplish their organization's mission and objectives. In so doing, all supervisors and managers are also expected to focus on the development and productivity of their subordinates by setting clear performance expectations, providing ongoing coaching and feedback, constructively addressing or seeking assistance to properly address concerns related to the protection of classified information in accordance with EO 13526, evaluating the contributions of individual employees to organizational results, and linking performance ratings and rewards to the accomplishment of those results.

The screenshot shows a tablet interface for the DCIPS Performance Management system. At the top left is the DCIPS logo. In the top right corner, there is a "Performance Management" icon. The main area features a circular diagram with four segments: "Plan" (orange), "Develop and Monitor" (blue), "Rate" (green), and "Reward" (red). The central image shows a woman in a grey blazer and a man in a blue shirt and red tie sitting at a desk, reviewing documents. Below the image, text reads: "Within the first 30 days of a new performance evaluation period, you will meet with your Rating Official to create your performance plan and IDP". At the bottom, there is a navigation bar with icons for home, folder, CC, list, a status indicator "App 3: 30 of 55", a compass, and navigation arrows (back, pause, forward). The forward arrow is highlighted with a yellow border.

As we discussed earlier, in addition to creating your performance plan, you will also work with your Rating Official to document your developmental goals for the current evaluation period in the form of an IDP.



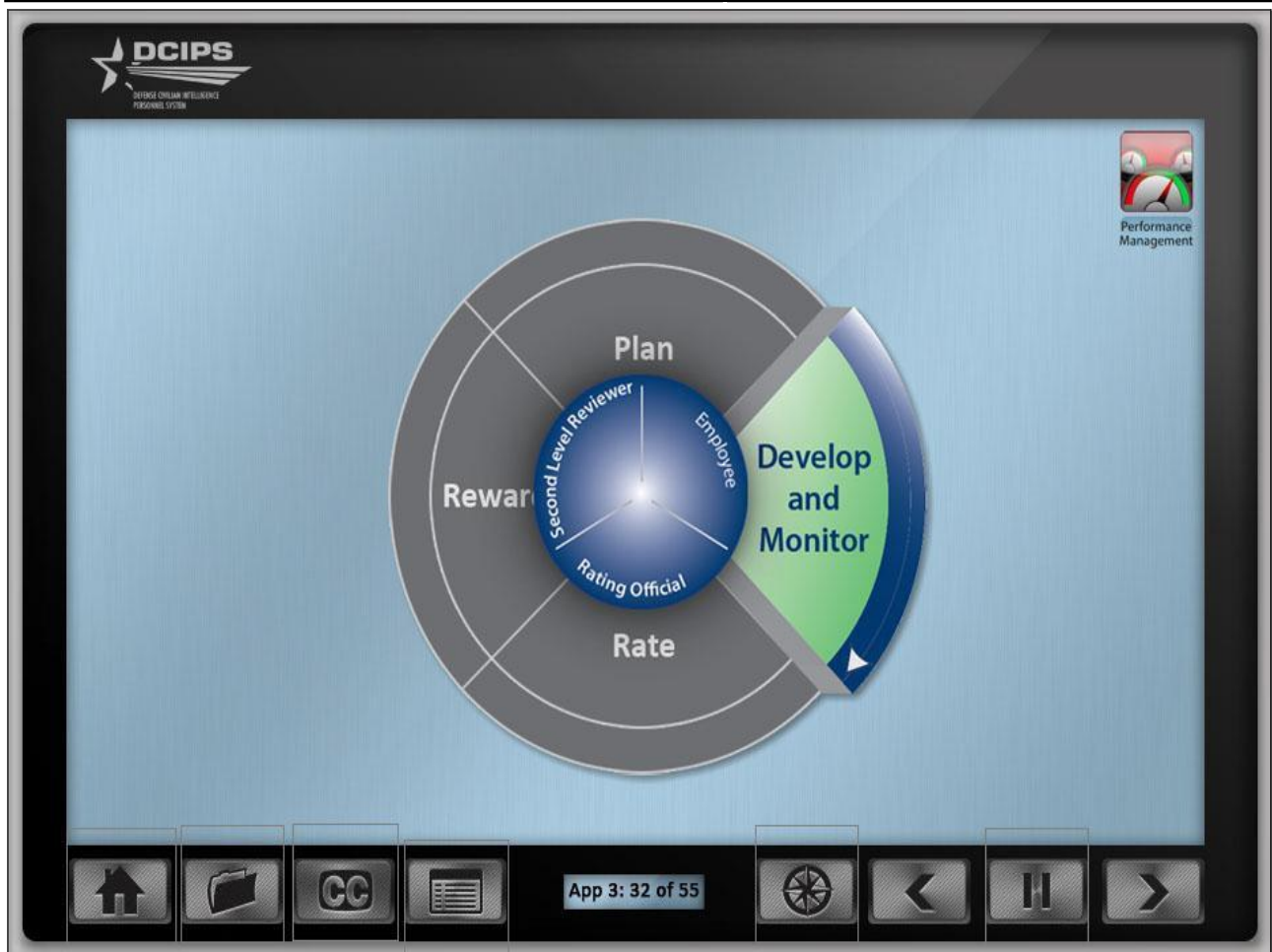
Your IDP may encompass three focus areas: Areas of development, strengths to leverage, and future career goals.

DCIPS 101 – Performance Management

The screenshot shows a software application interface for DCIPS. At the top left is the DCIPS logo. In the center is a video player showing a man in a purple shirt working at a computer in an office. To the left of the video is a circular diagram with four segments: "Plan" (orange), "Develop and Monitor" (blue), "Rate" (green), and "Reward" (red). To the right is a "Performance Management" icon. Below the video, text reads: "Your IDP outlines the activities designed to improve your capabilities and experience and help you reach your career goals". At the bottom is a navigation bar with icons for home, folder, CC, list, a progress indicator "App 3: 31 of 55", a compass, back, pause, and forward buttons.

In summary, your IDP outlines the activities designed to improve your capabilities and experience and help you reach your career goals. The format for your IDP will be determined by your Component.

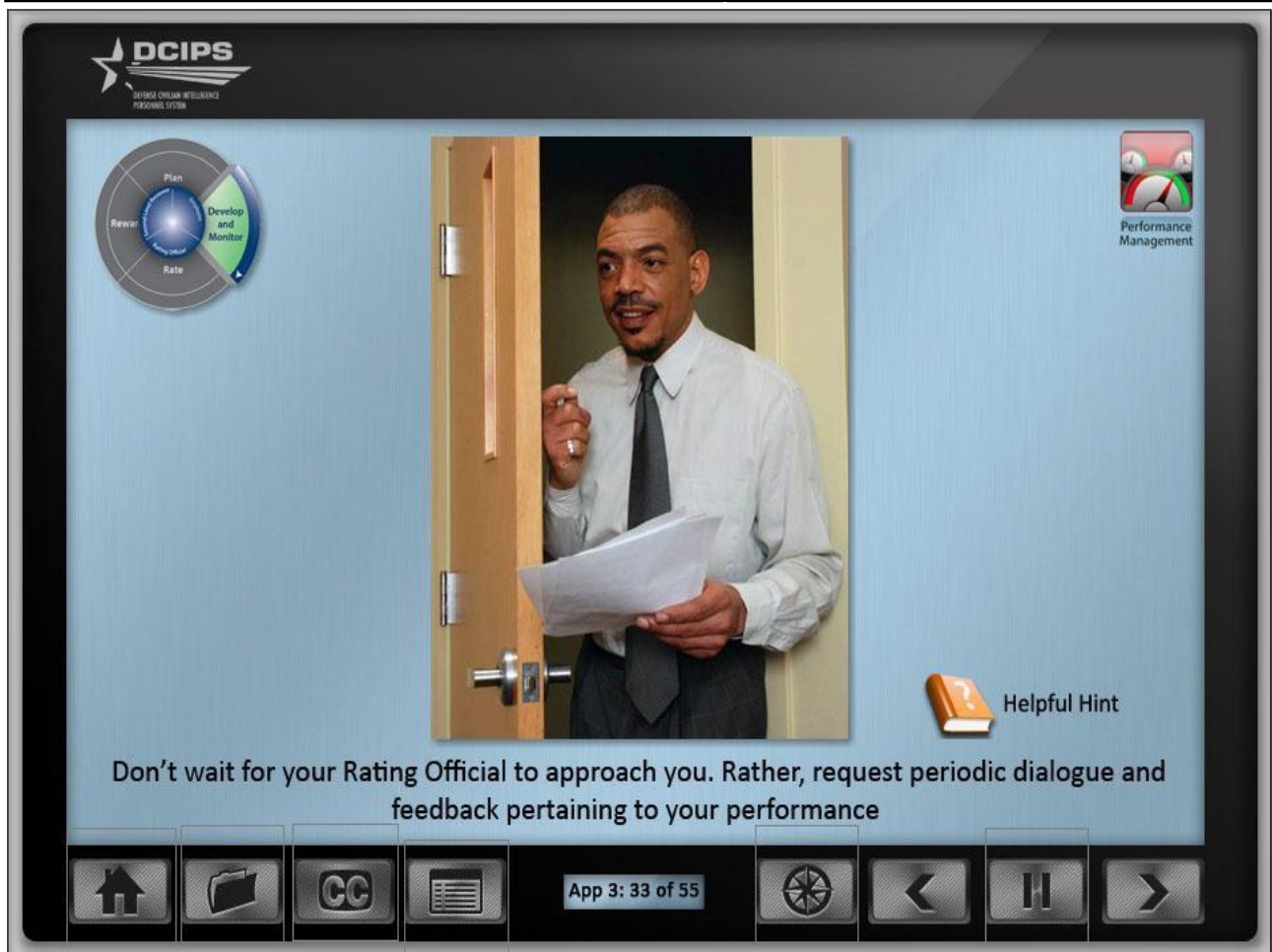
DCIPS 101 – Performance Management



Next, the Develop and Monitor phase will be covered.

The screenshot shows a tablet interface for the DCIPS Performance Management system. At the top left is the DCIPS logo. In the top right corner, there is a "Performance Management" icon featuring a red, white, and green circular graphic. On the left side, a circular diagram illustrates the performance cycle with four quadrants: "Plan" (top), "Develop and Monitor" (right), "Rate" (bottom), and "Reward" (left). The "Develop and Monitor" quadrant is highlighted in green. The main content area contains three photographs: the top one shows an older woman and a younger woman in conversation; the bottom-left one shows two men in business attire sitting at a table; the bottom-right one shows a woman and a man in business attire looking at documents. Below the photos, a text box reads: "The Develop and Monitor phase occurs throughout the evaluation period and focuses on regular and meaningful dialogue between you and your Rating Official regarding your performance". At the bottom of the screen is a navigation bar with icons for home, folder, CC, list, a compass, left arrow, pause, and right arrow. The right arrow icon is highlighted with a yellow border. A status bar at the bottom center of the navigation bar displays "App 3: 32 of 55".

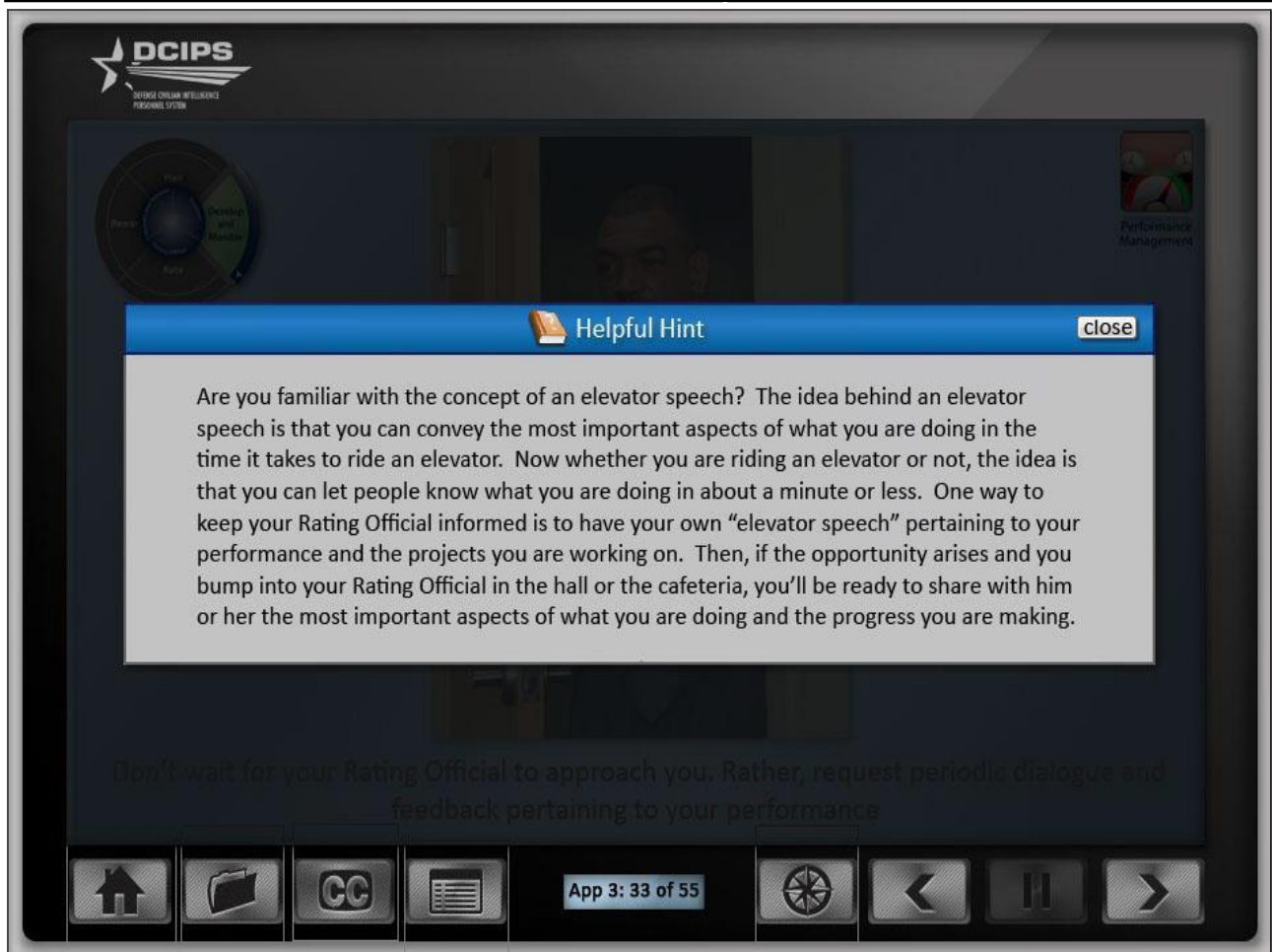
This phase occurs throughout the performance evaluation period. At the heart of this phase is regular and meaningful dialogue between you and your Rating Official regarding your performance. This can be both formal and informal.

The screenshot shows a software application window with a light blue background. At the top left is the DCIPS logo. In the center is a photograph of a man in a white shirt and tie standing in a doorway, holding papers. To the left of the photo is a circular diagram with four segments: Plan, Develop and Monitor, Rate, and Reward. To the right is a "Performance Management" icon. Below the photo is a "Helpful Hint" icon and the text: "Don't wait for your Rating Official to approach you. Rather, request periodic dialogue and feedback pertaining to your performance". At the bottom is a navigation bar with icons for home, folder, CC, list, a status bar showing "App 3: 33 of 55", a compass, and navigation arrows.

Giving feedback is not just a manager/supervisor responsibility. As an employee, you share the responsibility of identifying and communicating successes and difficulties related to your performance expectations.

Don't wait for your Rating Official to approach you. Rather, request periodic dialogue and feedback pertaining to your performance.

DCIPS 101 – Performance Management

A screenshot of the DCIPS Performance Management software interface. The interface is dark-themed with a central video feed area. A "Helpful Hint" dialog box is open in the center, containing text about elevator speeches. The dialog box has a blue header with a book icon and the text "Helpful Hint" and a "close" button. Below the dialog box, there is a faint text prompt: "Don't wait for your Rating Official to approach you. Rather, request periodic dialogue and feedback pertaining to your performance". At the bottom of the interface is a navigation bar with icons for home, folder, CC, list, a status indicator "App 3: 33 of 55", a compass, and navigation arrows (back, pause, forward).

DCIPS
DEFENSE CIVILIAN INTELLIGENCE
PERSONNEL SYSTEM

Helpful Hint close

Are you familiar with the concept of an elevator speech? The idea behind an elevator speech is that you can convey the most important aspects of what you are doing in the time it takes to ride an elevator. Now whether you are riding an elevator or not, the idea is that you can let people know what you are doing in about a minute or less. One way to keep your Rating Official informed is to have your own "elevator speech" pertaining to your performance and the projects you are working on. Then, if the opportunity arises and you bump into your Rating Official in the hall or the cafeteria, you'll be ready to share with him or her the most important aspects of what you are doing and the progress you are making.

Don't wait for your Rating Official to approach you. Rather, request periodic dialogue and feedback pertaining to your performance

App 3: 33 of 55

(Read the Helpful Hint.)

A screenshot of a presentation slide titled "Midpoint Performance Review". The slide features a circular diagram in the top left corner with four quadrants: "Plan", "Develop and Monitor", "Rate", and "Reward". A central blue circle is labeled "Performance Goals". In the top right corner, there is a small icon of a globe with a red and green arrow, labeled "Performance Management". The main content area contains a photograph of two women in business attire sitting at a table, engaged in a discussion. To the right of the photo, the text "Midpoint Performance Review:" is followed by a bulleted list: "• Held about half way through the evaluation period", "• Opportunity to update your Rating Official on your progress towards achieving your performance goals", "• Format is determined by your Component", and "• Documentation is sent to your Reviewing Official for approval". At the bottom of the slide, there is a navigation bar with icons for home, folder, CC, list, a compass, left arrow, right arrow, and a highlighted right arrow. A status bar in the center of the navigation bar reads "App 3: 34 of 55".

In addition to regular, informal performance discussions, you will meet with your Rating Official for the mandatory and formal Midpoint Performance Review about half way through the evaluation period.

This is a good time for you to update your Rating Official on your progress towards achieving your performance goals, communicate any challenges you may be experiencing, and ask for any support you may need in terms of additional training, supplies, etc.

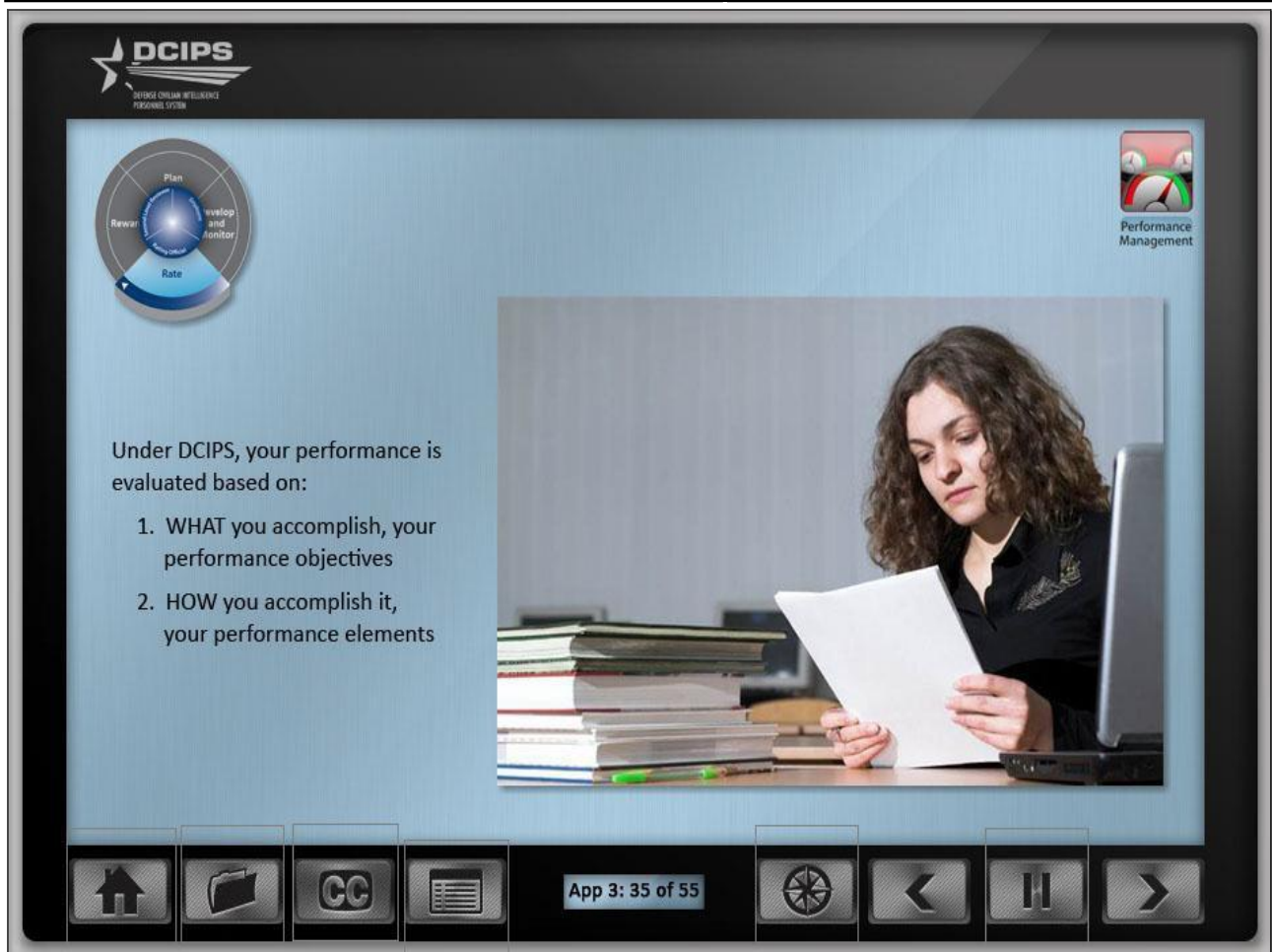
Your Component will determine the format for the Midpoint Review and documentation generated from the Midpoint Review will be sent to your Reviewing Official for approval.

DCIPS 101 – Performance Management



Next, we will review the Rate phase.

DCIPS 101 – Performance Management

The screenshot shows a tablet or smartphone interface for the DCIPS Performance Management system. At the top left is the DCIPS logo. In the top right corner, there is a small icon of a speedometer with the text "Performance Management" below it. On the left side, there is a circular diagram with four segments: "Plan" at the top, "Develop and Monitor" on the right, "Rate" at the bottom, and "Reward" on the left. Below this diagram, the text reads: "Under DCIPS, your performance is evaluated based on:" followed by a numbered list: "1. WHAT you accomplish, your performance objectives" and "2. HOW you accomplish it, your performance elements". To the right of the text is a photograph of a woman with dark, curly hair sitting at a desk, looking at a document. The bottom of the screen features a navigation bar with several icons: a home icon, a folder icon, a Creative Commons icon, a list icon, a status bar showing "App 3: 35 of 55", a compass icon, and navigation arrows (back, pause, forward).

Under DCIPS, your performance is evaluated based on what you accomplish, your performance objectives, as well as how you accomplish it, your performance elements.

The screenshot shows a tablet or computer screen displaying a DCIPS Performance Management application. At the top left is the DCIPS logo. In the top right corner, there is a small icon of a speedometer with the text "Performance Management" below it. On the left side, there is a circular diagram with four segments: "Plan" at the top, "Develop and Monitor" on the right, "Rate" at the bottom, and "Reward" on the left. Below this diagram, the text reads: "Your Performance Evaluation of Record is comprised of the:" followed by a numbered list: "1. Final rating for your performance objectives" and "2. Final rating for your performance elements". In the center of the screen is a photograph of a woman with long, dark, curly hair sitting at a desk, looking down at a document she is holding. There are stacks of papers and a laptop on the desk. At the bottom of the screen is a navigation bar with several icons: a home icon, a folder icon, a Creative Commons icon, a list icon, a status bar showing "App 3: 35 of 55", a compass icon, a back arrow icon, a pause icon, and a forward arrow icon which is highlighted with a yellow border.

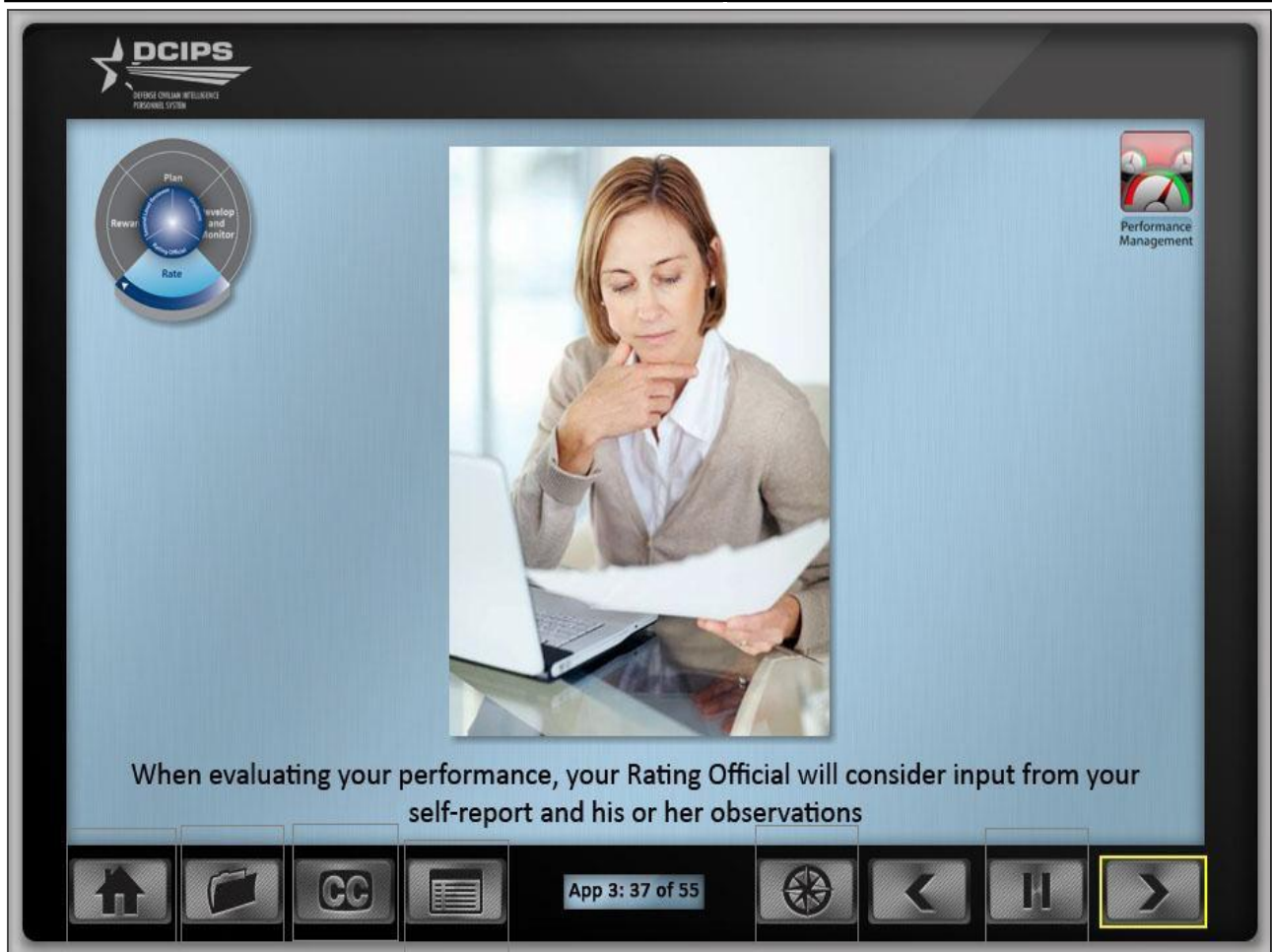
Using a mathematical formula we will discuss in a few minutes, the final rating for your performance objectives and performance elements comprise what is known as your Performance Evaluation of Record. It is during the Rate phase of the performance management process that your Rating Official will prepare your Performance Evaluation of Record.

A screenshot of a software application interface for DCIPS Performance Management. The interface has a light blue background. In the top left corner is the DCIPS logo. In the top right corner is a small icon of a speedometer with the text "Performance Management" below it. On the left side, there is a circular diagram with four segments labeled "Plan", "Develop and Monitor", "Rate", and "Reward". The "Rate" segment is highlighted in blue. In the center, there is a photograph of a woman with dark hair, wearing a patterned blazer over a white collared shirt, sitting at a desk and working on a computer. To the right of the photograph, the text "Self-Report of Accomplishments:" is followed by a numbered list of three items. At the bottom of the interface is a navigation bar with several icons: a home icon, a folder icon, a Creative Commons icon, a list icon, a text box containing "App 3: 36 of 55", a compass icon, a left arrow icon, a pause icon, and a right arrow icon which is highlighted with a yellow border.

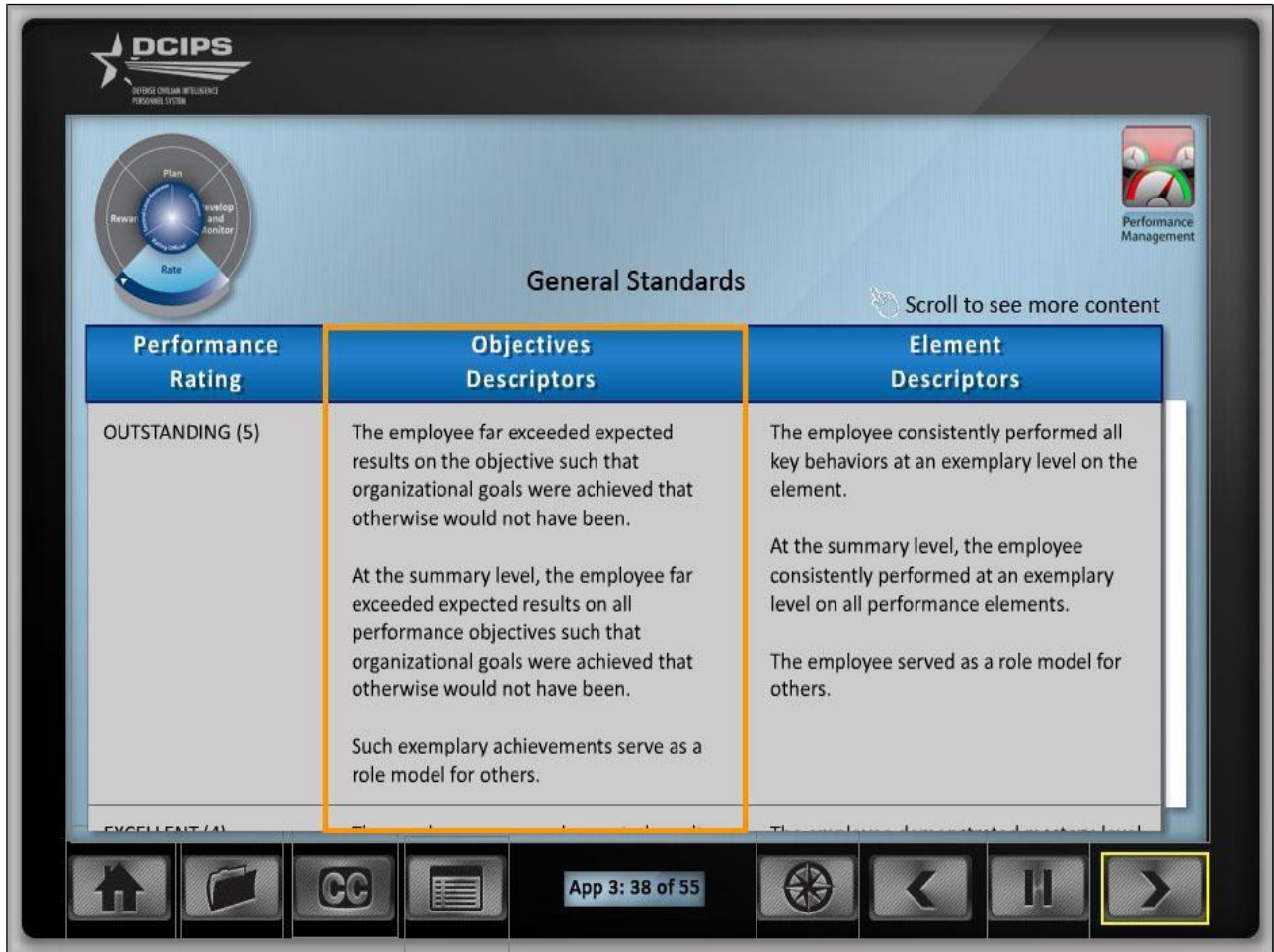
To begin the rating process, you will write a self-report of accomplishments at the end of the evaluation period. This is your opportunity to share with your Rating Official a summary of what you have accomplished.

Your Component has the flexibility to determine the format and timeframe of your self-report. In general though, you should submit your self-report no later than 15 calendar days after the last day of the evaluation period, and your self-report must address each of your performance objectives and provide examples for each performance element.

DCIPS 101 – Performance Management

The screenshot shows a tablet or computer screen displaying the DCIPS Performance Management application. At the top left is the DCIPS logo. In the center is a circular diagram with four segments: "Plan", "Develop and Monitor", "Rate", and "Reward". To the right of the diagram is a photograph of a woman in a business suit sitting at a desk, looking at a laptop and holding papers. In the top right corner, there is a "Performance Management" icon. Below the photo, the text reads: "When evaluating your performance, your Rating Official will consider input from your self-report and his or her observations". At the bottom of the screen is a navigation bar with icons for Home, Folder, CC, a list icon, a page indicator "App 3: 37 of 55", a compass, a back arrow, a pause icon, and a forward arrow (highlighted with a yellow border).

Your Rating Official will take your input in your self-report of accomplishments into consideration as well as his or her own observations throughout the year as he or she evaluates your performance.

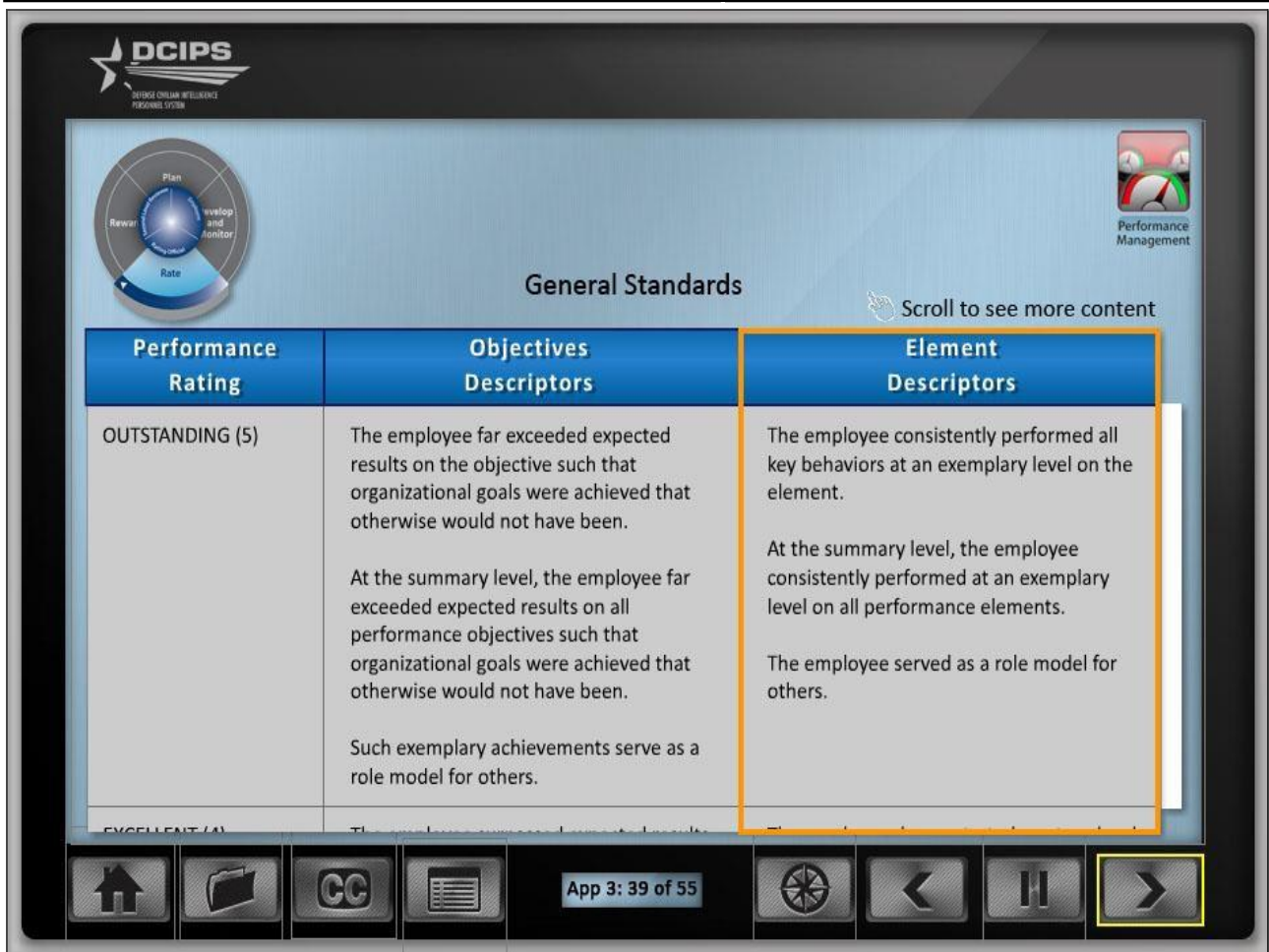


The screenshot displays the DCIPS Performance Management application interface. At the top left is the DCIPS logo. Below it is a circular diagram with four quadrants: Plan, Develop and Monitor, Rate, and Reward. In the top right corner, there is a 'Performance Management' icon. The main content area is titled 'General Standards' and includes a scrollable table with three columns: Performance Rating, Objectives Descriptors, and Element Descriptors. The table shows the 'OUTSTANDING (5)' rating level. At the bottom of the screen, there is a navigation bar with icons for home, folder, CC, list, and navigation controls. A status bar at the bottom center indicates 'App 3: 38 of 55'.

Performance Rating	Objectives Descriptors	Element Descriptors
OUTSTANDING (5)	<p>The employee far exceeded expected results on the objective such that organizational goals were achieved that otherwise would not have been.</p> <p>At the summary level, the employee far exceeded expected results on all performance objectives such that organizational goals were achieved that otherwise would not have been.</p> <p>Such exemplary achievements serve as a role model for others.</p>	<p>The employee consistently performed all key behaviors at an exemplary level on the element.</p> <p>At the summary level, the employee consistently performed at an exemplary level on all performance elements.</p> <p>The employee served as a role model for others.</p>

To rate your performance objectives, your Rating Official will review the objectives descriptors on the Performance Objectives and Elements Rating Descriptors table from DCIPS policy Volume 2011, Table 1, and will assign a single numerical score from 1 to 5 to each of your performance objectives.

DCIPS 101 – Performance Management

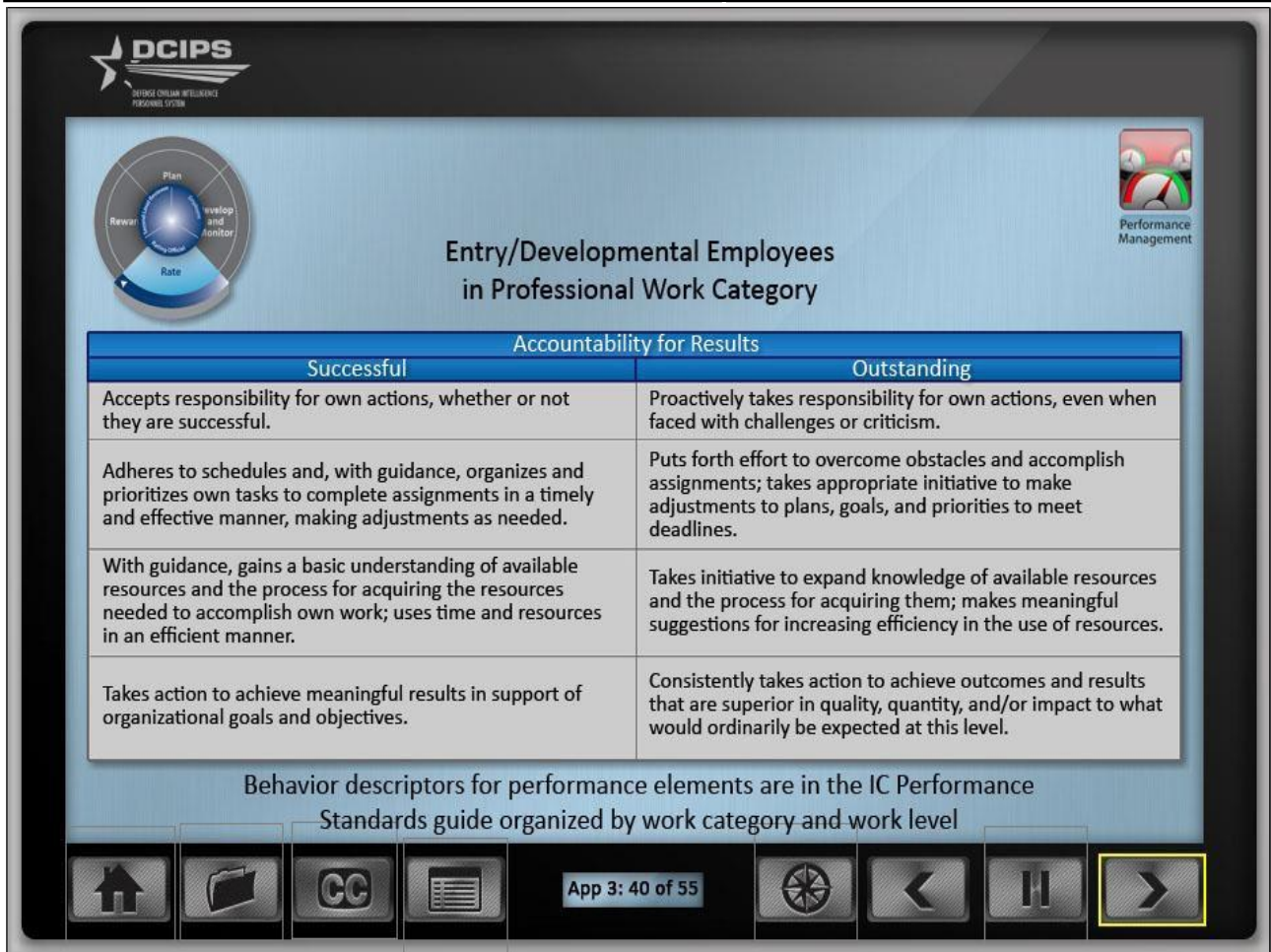


The screenshot shows the DCIPS Performance Management application interface. At the top left is the DCIPS logo. In the center, there is a circular diagram with the stages: Plan, Develop and Monitor, Rate, and Reward. To the right, there is a 'Performance Management' icon. Below these elements, the title 'General Standards' is displayed. A table with three columns is shown: 'Performance Rating', 'Objectives Descriptors', and 'Element Descriptors'. The first row is for 'OUTSTANDING (5)'. The 'Element Descriptors' column is highlighted with an orange border. At the bottom, there is a navigation bar with icons for home, folder, CC, list, a page indicator 'App 3: 39 of 55', a compass, and navigation arrows.

Performance Rating	Objectives Descriptors	Element Descriptors
OUTSTANDING (5)	<p>The employee far exceeded expected results on the objective such that organizational goals were achieved that otherwise would not have been.</p> <p>At the summary level, the employee far exceeded expected results on all performance objectives such that organizational goals were achieved that otherwise would not have been.</p> <p>Such exemplary achievements serve as a role model for others.</p>	<p>The employee consistently performed all key behaviors at an exemplary level on the element.</p> <p>At the summary level, the employee consistently performed at an exemplary level on all performance elements.</p> <p>The employee served as a role model for others.</p>

Next, your Rating Official will evaluate how well you achieved the performance elements by again comparing your performance against the Performance Objectives and Elements Rating Descriptors table from DCIPS policy Volume 2011, Table 1.

DCIPS 101 – Performance Management



DCIPS
DIVERSITY CHANGES INTELLIGENCE
PERSONNEL SYSTEM

**Entry/Developmental Employees
in Professional Work Category**

Performance Management

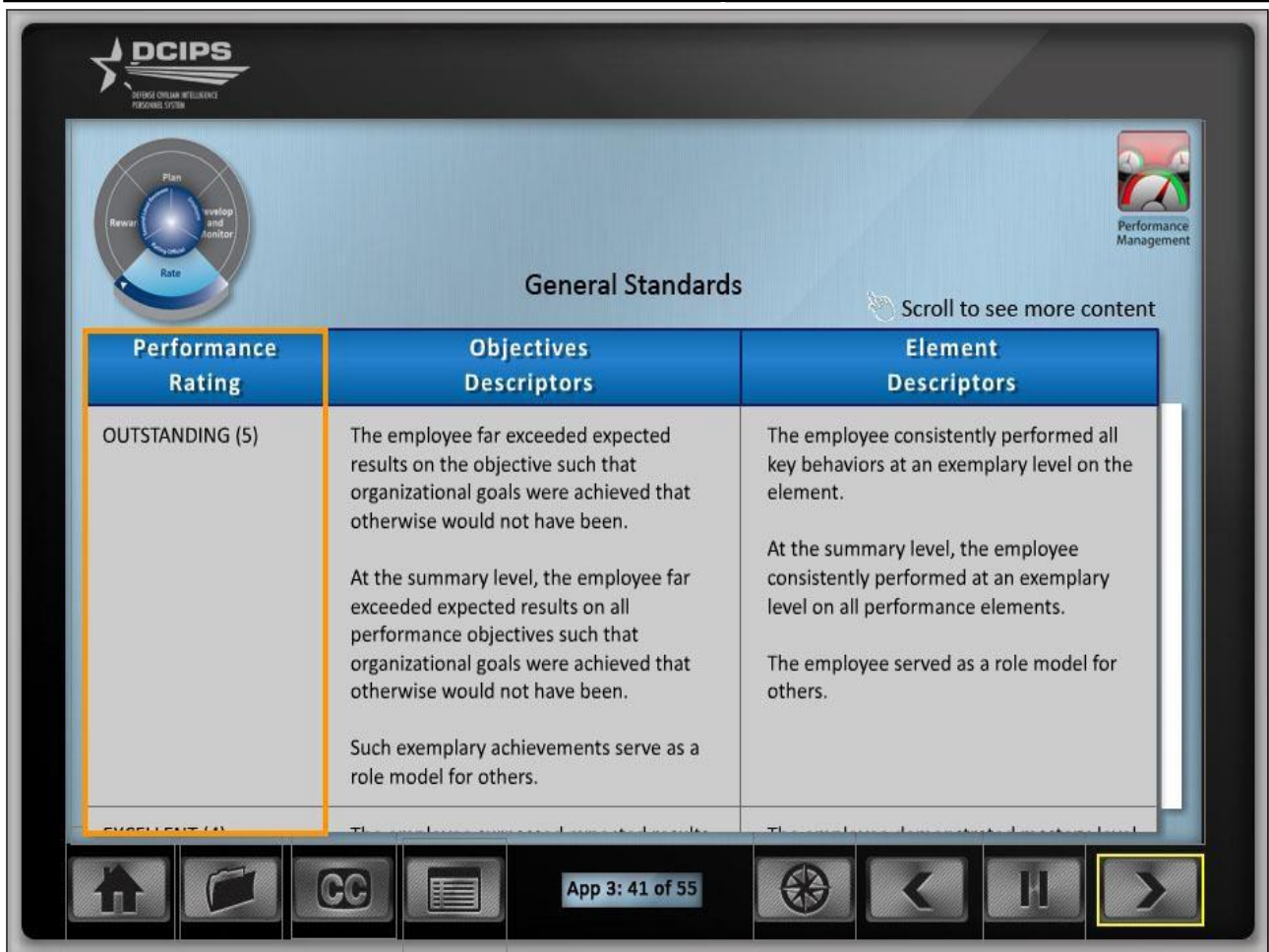
Accountability for Results	
Successful	Outstanding
Accepts responsibility for own actions, whether or not they are successful.	Proactively takes responsibility for own actions, even when faced with challenges or criticism.
Adheres to schedules and, with guidance, organizes and prioritizes own tasks to complete assignments in a timely and effective manner, making adjustments as needed.	Puts forth effort to overcome obstacles and accomplish assignments; takes appropriate initiative to make adjustments to plans, goals, and priorities to meet deadlines.
With guidance, gains a basic understanding of available resources and the process for acquiring the resources needed to accomplish own work; uses time and resources in an efficient manner.	Takes initiative to expand knowledge of available resources and the process for acquiring them; makes meaningful suggestions for increasing efficiency in the use of resources.
Takes action to achieve meaningful results in support of organizational goals and objectives.	Consistently takes action to achieve outcomes and results that are superior in quality, quantity, and/or impact to what would ordinarily be expected at this level.

Behavior descriptors for performance elements are in the IC Performance Standards guide organized by work category and work level

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Your Rating Official will also utilize the IC Performance Standards guide’s key behavior descriptors for your work category and work level. Descriptors are provided at the “Successful” and “Outstanding” performance levels for each element.

DCIPS 101 – Performance Management

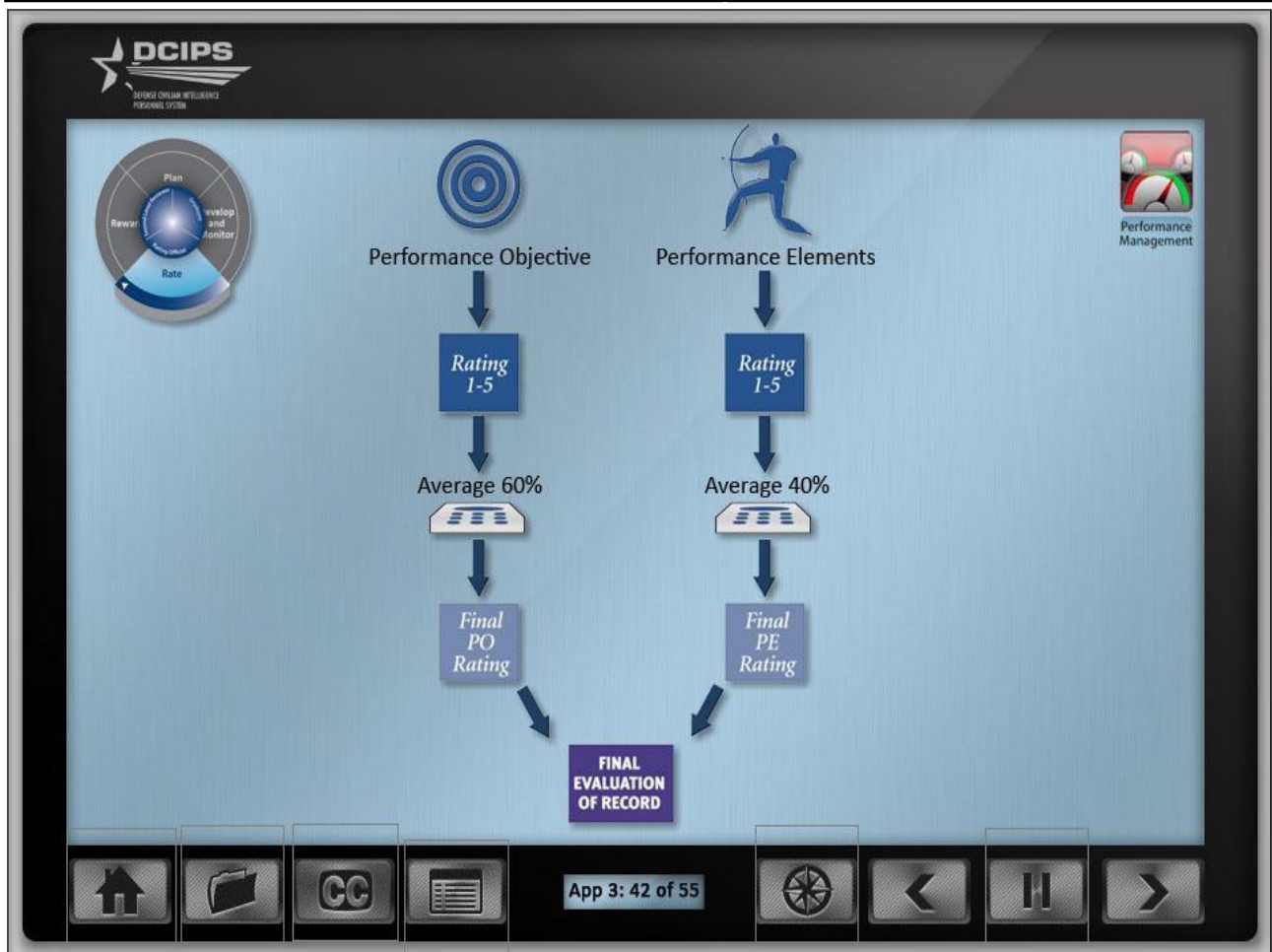


The screenshot displays the DCIPS Performance Management application interface. At the top left is the DCIPS logo. In the center, the title "General Standards" is visible. Below the title is a table with three columns: "Performance Rating", "Objectives Descriptors", and "Element Descriptors". The first row is highlighted with an orange border and shows the "OUTSTANDING (5)" rating. The "Objectives Descriptors" column contains three paragraphs of text describing exemplary performance. The "Element Descriptors" column contains three paragraphs of text describing key behaviors and role modeling. At the bottom of the screen is a navigation bar with icons for home, folder, CC, list, and a page indicator "App 3: 41 of 55". A right arrow icon is highlighted with a yellow border.

Performance Rating	Objectives Descriptors	Element Descriptors
OUTSTANDING (5)	<p>The employee far exceeded expected results on the objective such that organizational goals were achieved that otherwise would not have been.</p> <p>At the summary level, the employee far exceeded expected results on all performance objectives such that organizational goals were achieved that otherwise would not have been.</p> <p>Such exemplary achievements serve as a role model for others.</p>	<p>The employee consistently performed all key behaviors at an exemplary level on the element.</p> <p>At the summary level, the employee consistently performed at an exemplary level on all performance elements.</p> <p>The employee served as a role model for others.</p>

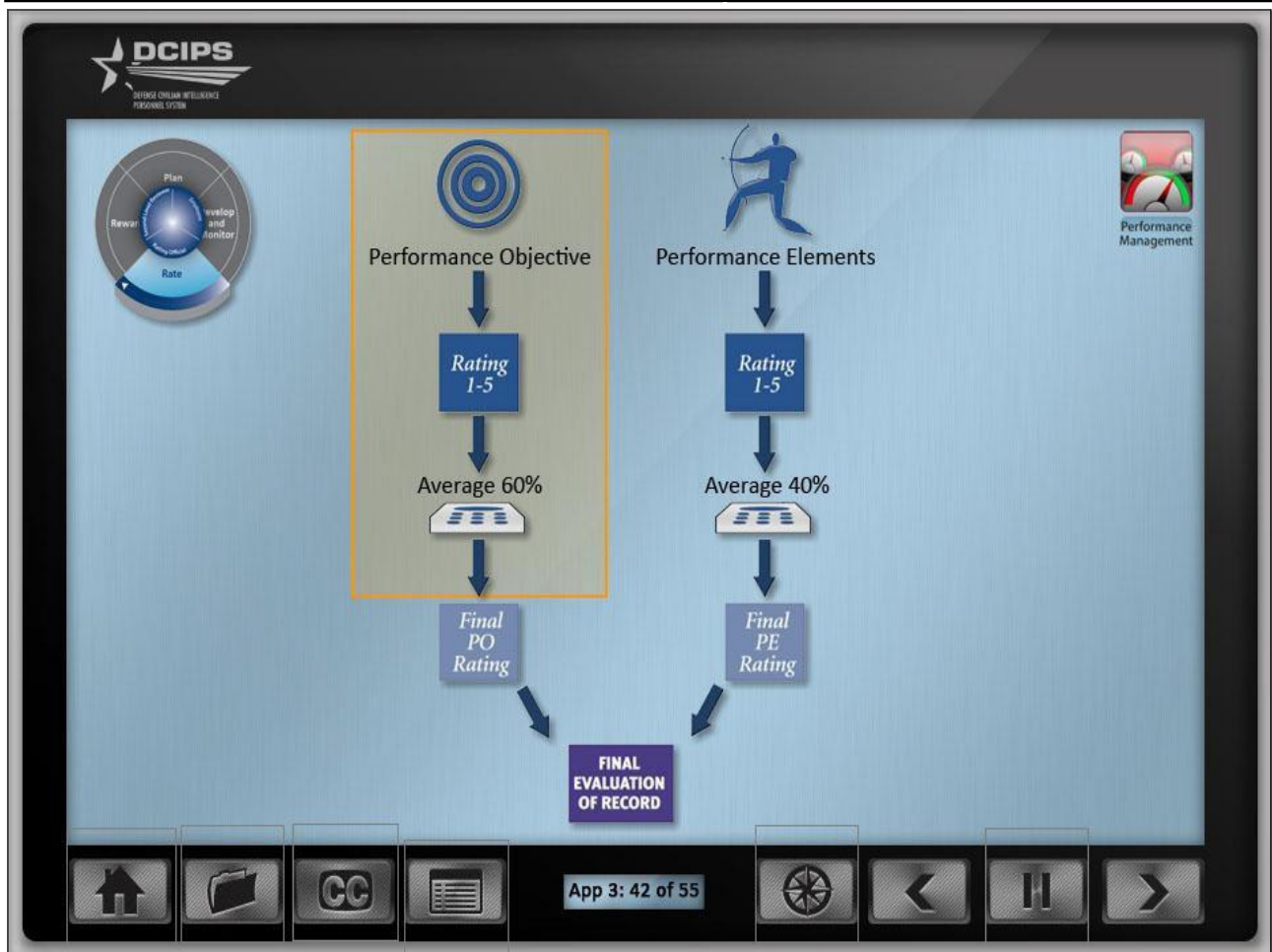
Then, your Rating Official will assign a single numerical score from 1 to 5 to each of your performance elements and will input these numbers in the performance application tool. Both the DCIPS policy Volume 2011 standards and the IC standards document we've talked about are used as complementary guides for evaluating your performance and assigning standard ratings.

DCIPS 101 – Performance Management



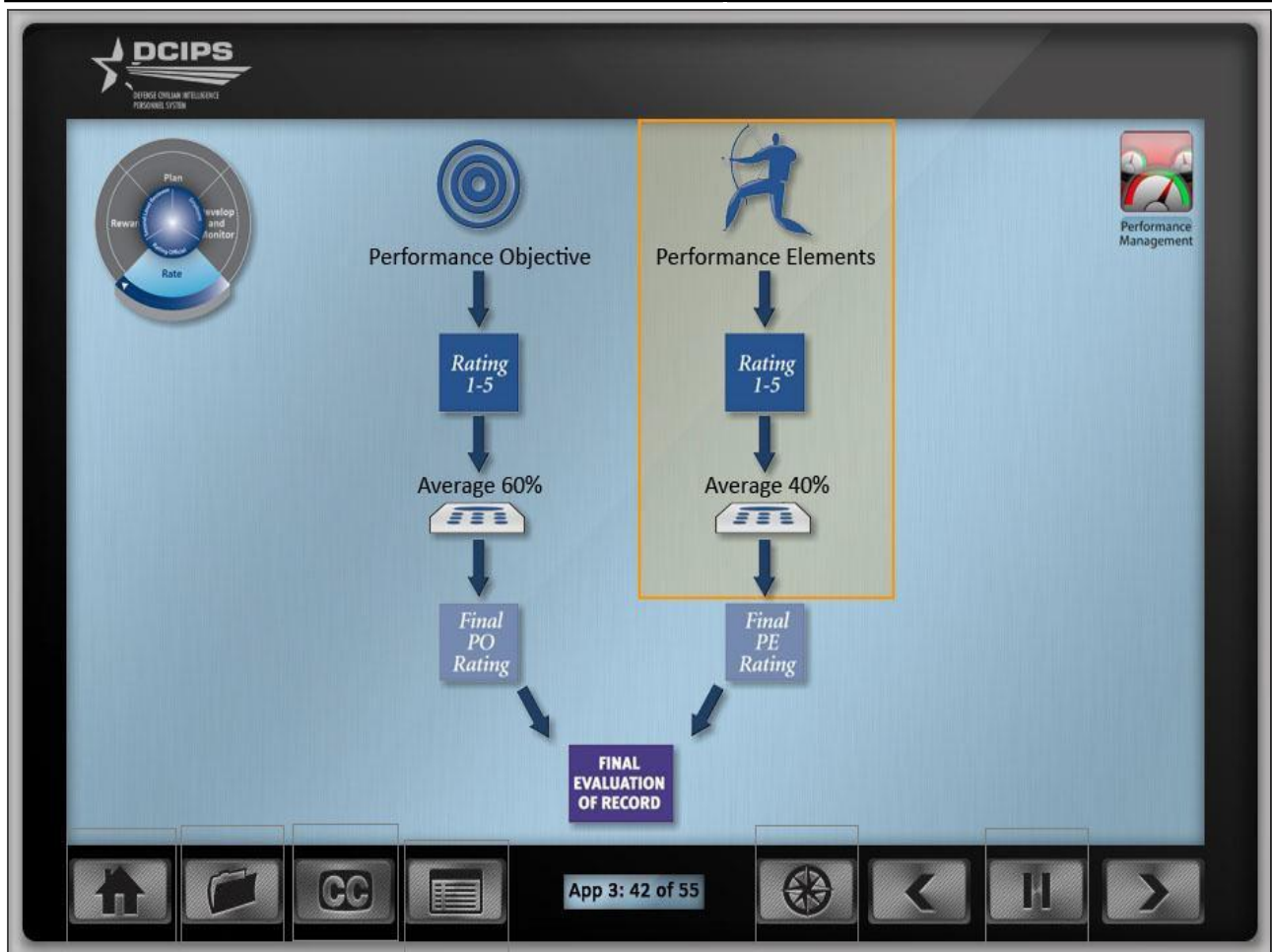
While the performance application tool will do all of the calculations, the following slides show the formula the tool will use to calculate your Performance Evaluation of Record.

DCIPS 101 – Performance Management



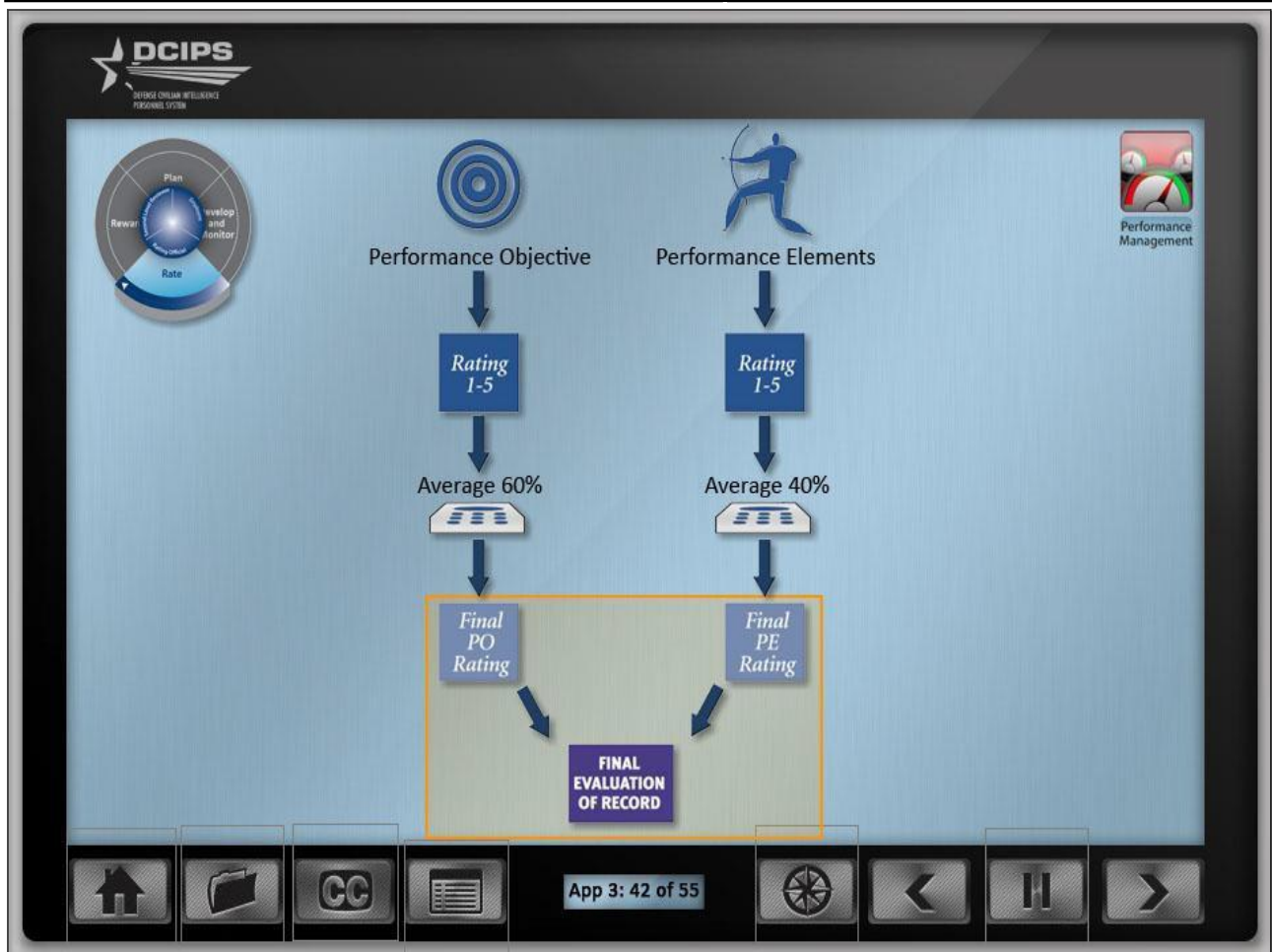
First, the tool takes the average of the ratings for your performance objectives to one decimal place and multiplies that average by 60%.

DCIPS 101 – Performance Management



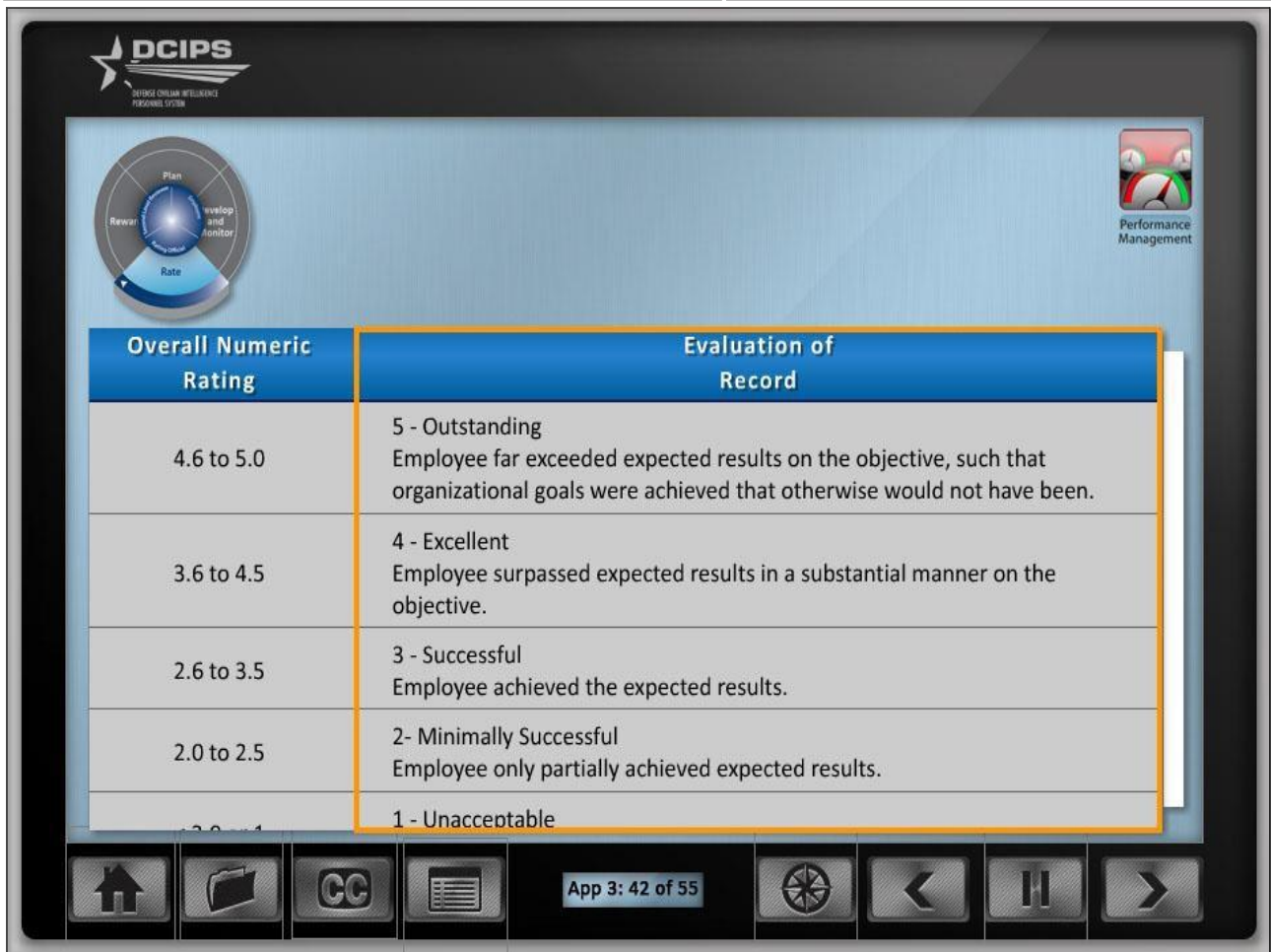
For your performance element ratings, the tool takes the average, again to one decimal place, and multiplies that average by 40%.

DCIPS 101 – Performance Management



The tool then adds your final performance objective rating and your final performance element rating to one decimal place to determine your final Performance Evaluation of Record.

DCIPS 101 – Performance Management



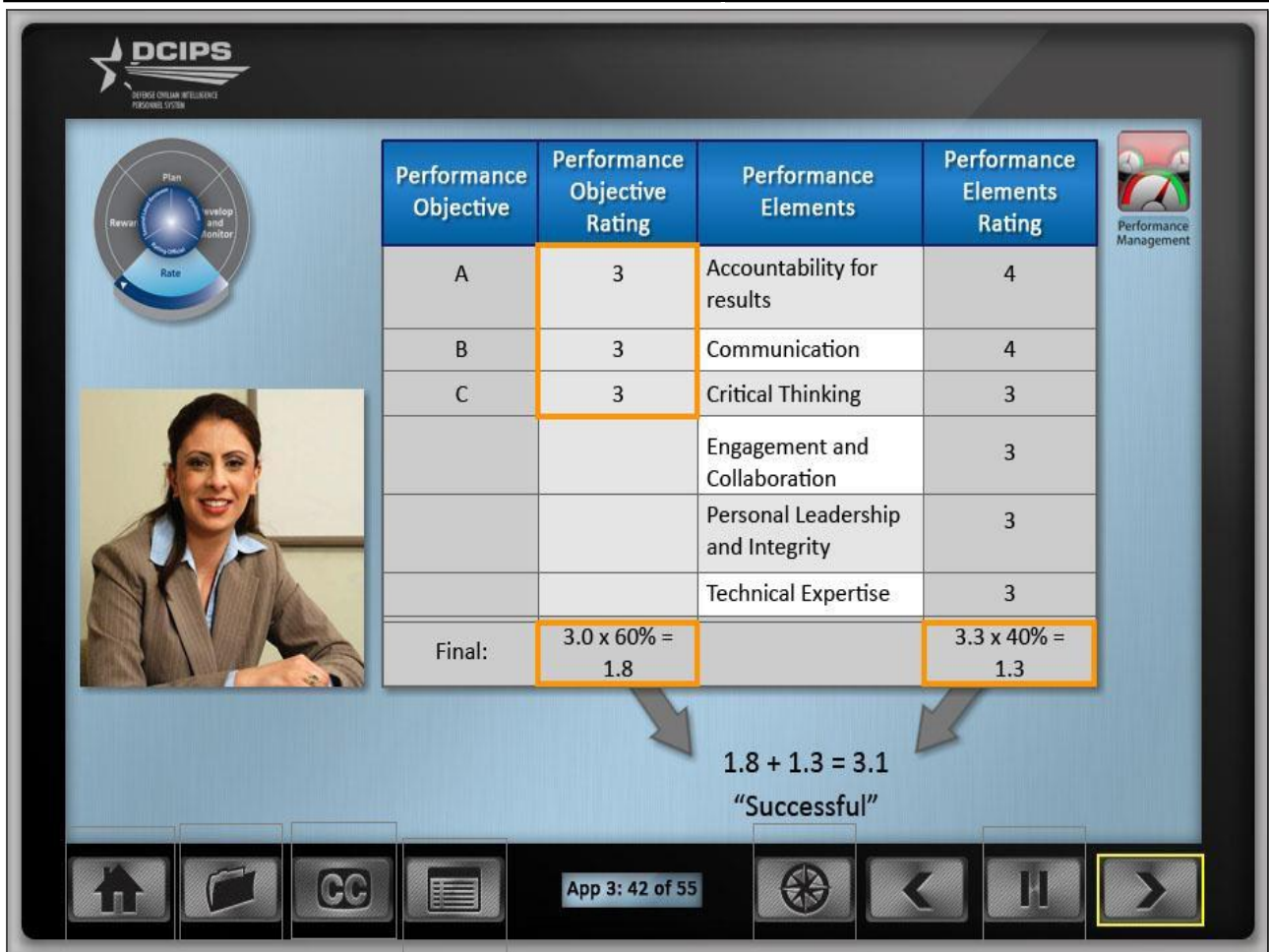
The screenshot shows the DCIPS Performance Management interface. At the top left is the DCIPS logo with the tagline 'DRIVING CIVILIAN INTELLIGENCE PERSONNEL SYSTEM'. In the top right corner, there is a 'Performance Management' icon. On the left side, there is a circular diagram with four quadrants: Plan, Develop and Monitor, Rate, and Reward. The main content area features a table with two columns: 'Overall Numeric Rating' and 'Evaluation of Record'. The table lists five performance levels from 5 (Outstanding) to 1 (Unacceptable). At the bottom of the interface, there is a navigation bar with icons for home, folders, a CC icon, a list icon, a page indicator 'App 3: 42 of 55', a compass icon, and navigation arrows.

Overall Numeric Rating	Evaluation of Record
4.6 to 5.0	5 - Outstanding Employee far exceeded expected results on the objective, such that organizational goals were achieved that otherwise would not have been.
3.6 to 4.5	4 - Excellent Employee surpassed expected results in a substantial manner on the objective.
2.6 to 3.5	3 - Successful Employee achieved the expected results.
2.0 to 2.5	2 - Minimally Successful Employee only partially achieved expected results.
	1 - Unacceptable

Even though the tool generates a numerical number, when your Rating Official communicates your Performance Evaluation of Record, he or she will focus on your level of performance such as “Successful” or “Excellent.”

The numerical rating is only used by your pay pool to determine your payouts.

DCIPS 101 – Performance Management



The screenshot displays a performance management application interface. On the left, there is a circular diagram with the stages 'Plan', 'Develop and Monitor', and 'Rate', and a 'Reward' section. Below it is a photo of a woman. The main part of the interface is a table with the following data:

Performance Objective	Performance Objective Rating	Performance Elements	Performance Elements Rating
A	3	Accountability for results	4
B	3	Communication	4
C	3	Critical Thinking	3
		Engagement and Collaboration	3
		Personal Leadership and Integrity	3
		Technical Expertise	3
Final:	$3.0 \times 60\% = 1.8$		$3.3 \times 40\% = 1.3$

Below the table, a calculation is shown: $1.8 + 1.3 = 3.1$, which is labeled as "Successful". The interface also includes a navigation bar at the bottom with icons for home, folder, CC, list, and navigation controls, along with a status indicator 'App 3: 42 of 55'.

To bring this all together, let’s look at the ratings shown above and given for the last evaluation period. Myla earned 3s on each of her three performance objectives. The average of these ratings is multiplied by 60% and the result is 1.8.

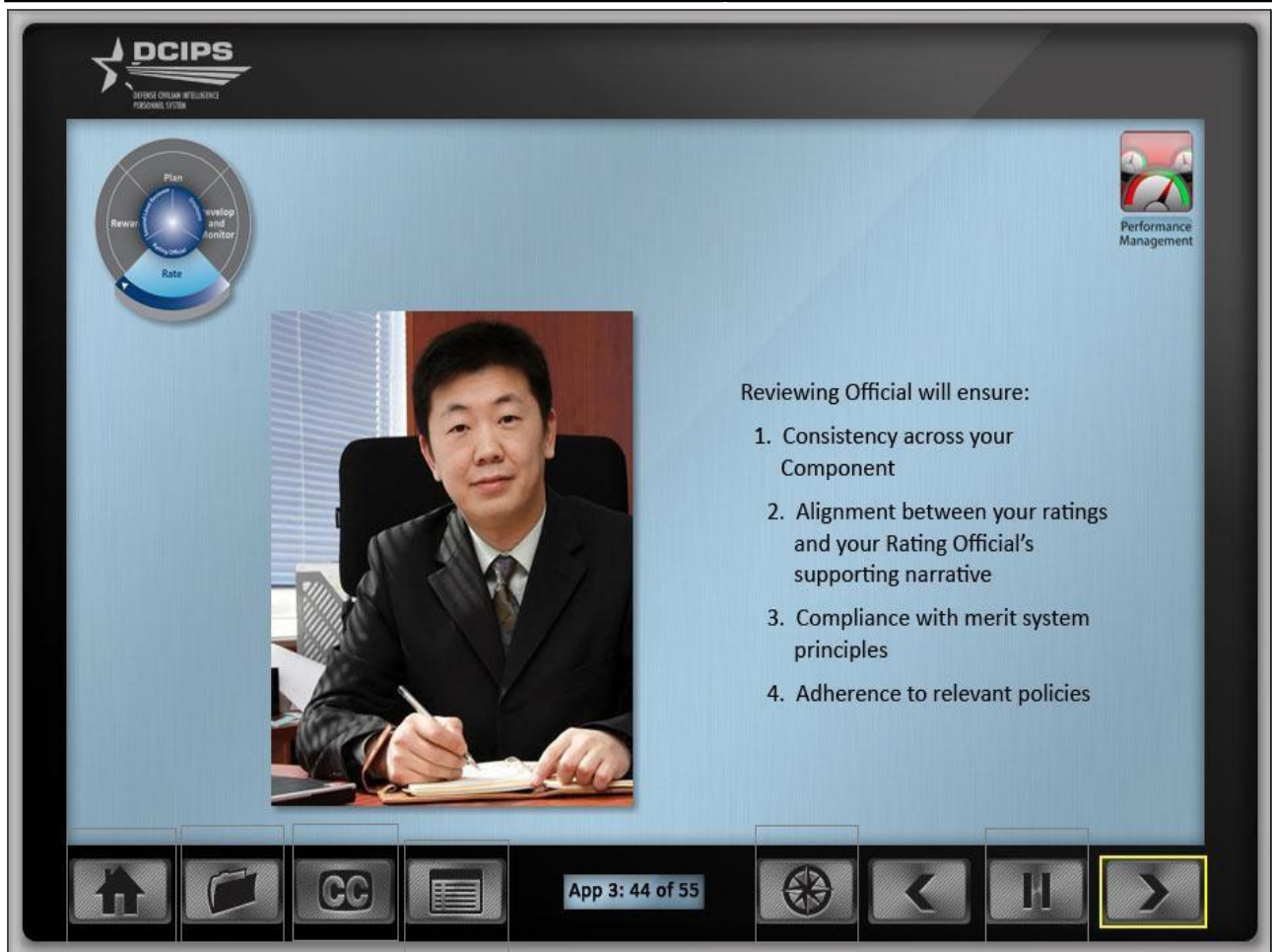
The average performance element ratings is 3.3. This average is multiplied by 40% and the result is 1.3. Adding 1.8 and 1.3 together we get 3.1 which is the Successful level of performance.

DCIPS 101 – Performance Management

The screenshot shows a software application window with a dark grey border. In the top-left corner, there is a small DCIPS logo. The main content area has a light blue background. On the left side of this area is a circular diagram with four segments: "Plan" at the top, "Develop and Monitor" on the right, "Rate" at the bottom, and "Reward" on the left. In the center is a photograph of a woman with her hands clasped in front of her face, looking thoughtful or concerned. In the top-right corner, there is a small icon of a performance gauge with the text "Performance Management" below it. At the bottom of the main area, there is a text box containing the text: "Your Rating Official will also write a narrative summary of your performance explaining why he or she feels you have earned the ratings he or she assigned". Below the main area is a control bar with several icons: a home icon, a folder icon, a Creative Commons icon, a list icon, a text box containing "App 3: 43 of 55", a compass icon, a left arrow icon, a pause icon, and a right arrow icon which is highlighted with a yellow border.

In addition to rating your performance objectives and performance elements, your Rating Official will write a narrative summary of your performance explaining why he or she feels you have earned the ratings he or she assigned. The format of your Rating Official's narrative will be determined by your Component.

DCIPS 101 – Performance Management

The screenshot shows a software application window with a light blue background. In the top-left corner is the DCIPS logo. In the top-right corner is a "Performance Management" icon. On the left side, there is a circular diagram with four segments: "Plan", "Develop and Monitor", "Rate", and "Reward". In the center is a photograph of a man in a dark suit and tie, sitting at a desk and writing in a notebook. On the right side, there is a list of four points under the heading "Reviewing Official will ensure:". At the bottom of the window is a navigation bar with several icons: a home icon, a folder icon, a "CC" icon, a list icon, a page indicator "App 3: 44 of 55", a compass icon, a left arrow, a pause icon, and a right arrow (which is highlighted with a yellow border).

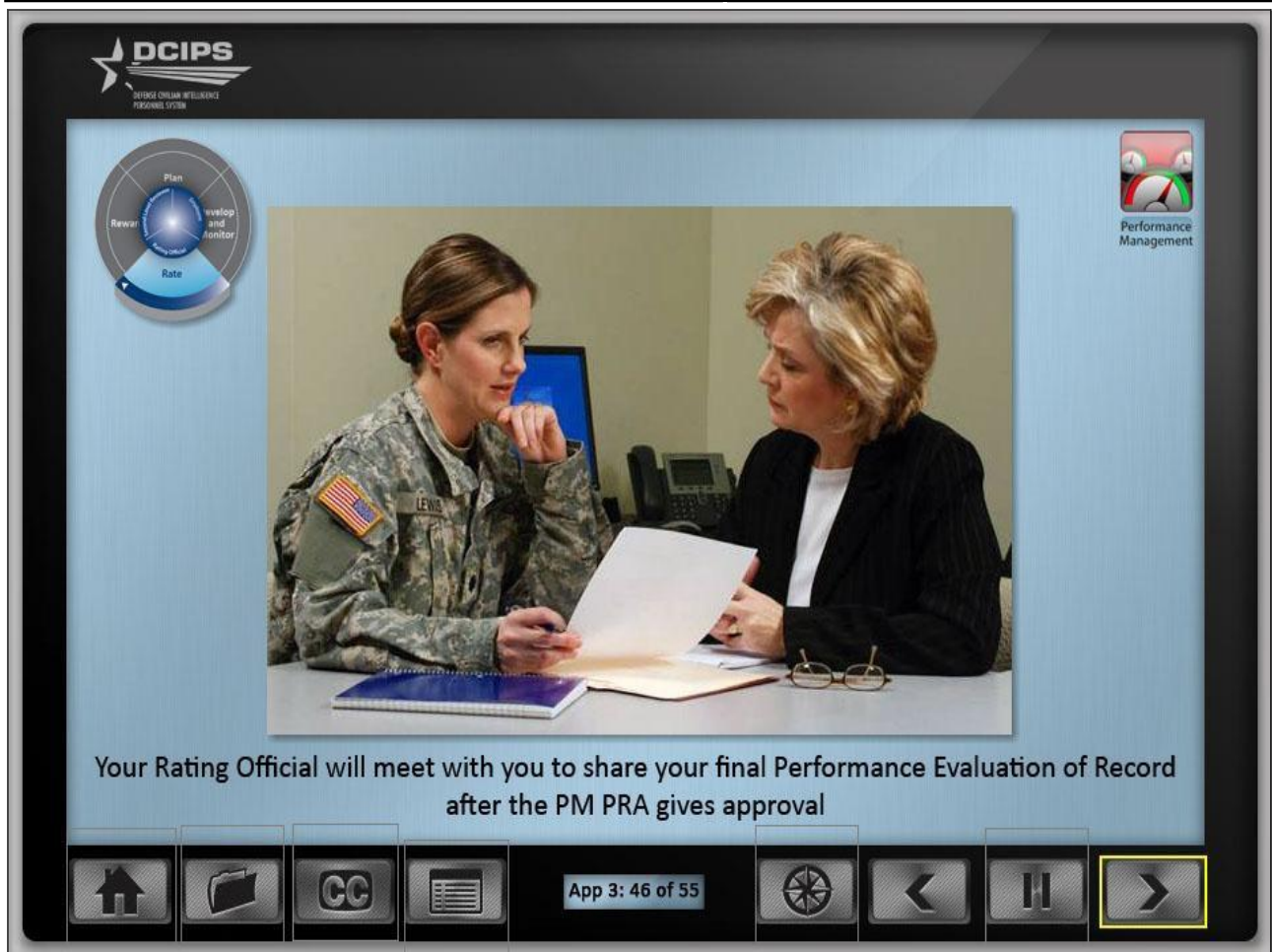
Once your Rating Official has submitted his or her ratings and narrative summary, your Reviewing Official will review them to ensure consistency, alignment between the ratings you were assigned and your Rating Official's supporting narrative, compliance with merit system principles, and adherence to other relevant policies.

DCIPS 101 – Performance Management

The image is a screenshot of a presentation slide. At the top left is the DCIPS logo. In the top right corner, there is a small icon of a speedometer with a needle pointing to the right, labeled "Performance Management". On the left side, there is a circular diagram with four segments: "Plan" at the top, "Develop and Monitor" on the right, "Rate" at the bottom, and "Reward" on the left. Below this diagram, the text reads "PM PRA will ensure compliance with merit system principles". The central part of the slide features a photograph of a man in a dark suit and tie, sitting at a desk with a laptop, looking down at a document he is holding. At the bottom of the slide is a navigation bar with several icons: a home icon, a folder icon, a Creative Commons icon, a list icon, a progress indicator showing "App 3: 45 of 55", a compass icon, a back arrow, a pause icon, and a forward arrow which is highlighted with a yellow border.

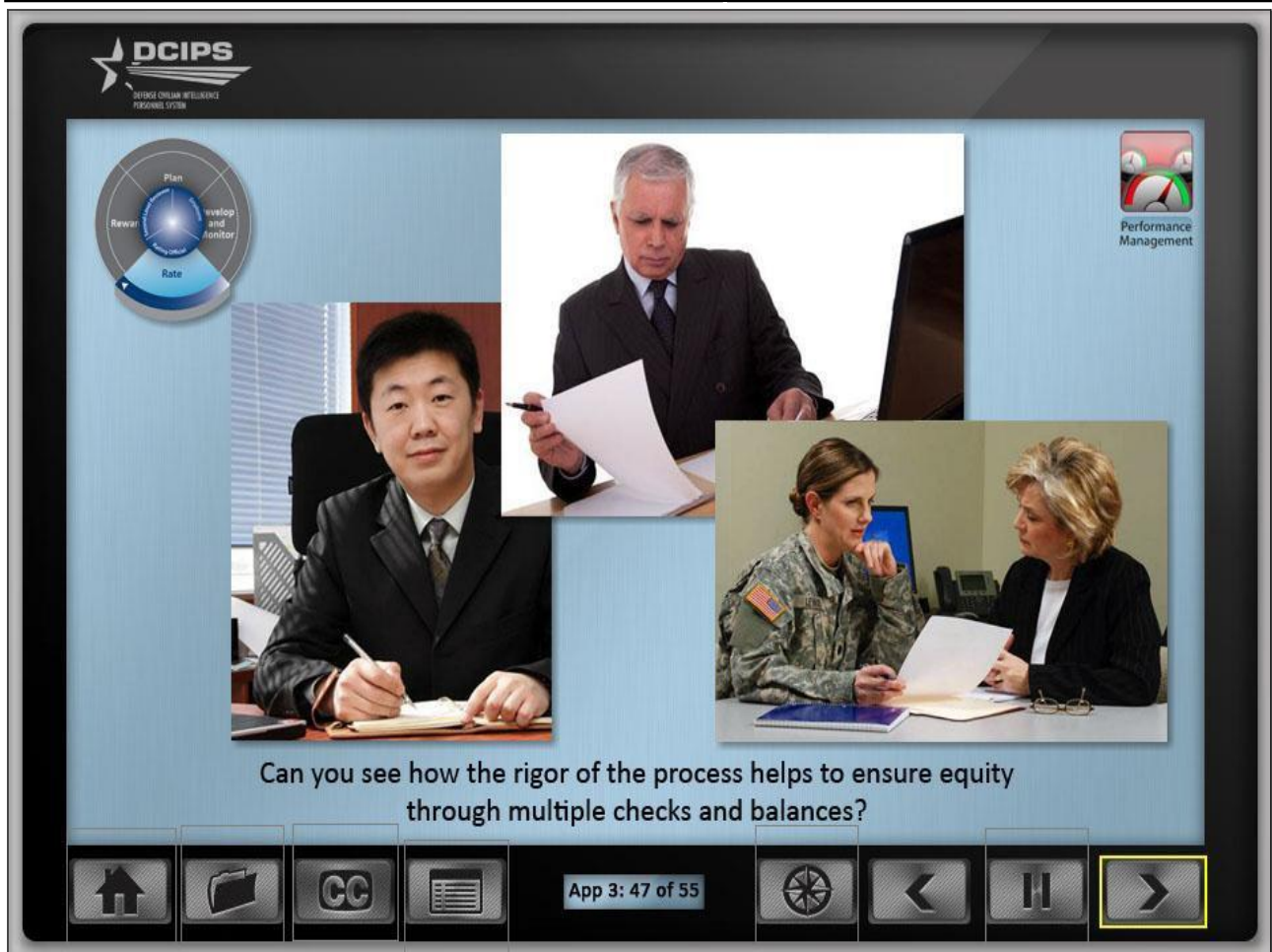
After the Reviewing Official approves your Performance Evaluation of Record it is forwarded to the Performance Management Performance Review Authority (PM PRA) for final review. The PM PRA will ensure compliance with merit system principles.

DCIPS 101 – Performance Management

The screenshot shows a tablet or computer screen displaying the DCIPS Performance Management application. At the top left is the DCIPS logo. In the top right corner, there is a "Performance Management" icon. On the left side, a circular diagram illustrates the performance cycle with four stages: Plan, Develop and Monitor, Rate, and Reward. The central part of the screen features a photograph of a woman in a military uniform (with a name tag that says "LEWIS") sitting at a desk and talking to a woman in a business suit. Below the photo, a text box reads: "Your Rating Official will meet with you to share your final Performance Evaluation of Record after the PM PRA gives approval". At the bottom of the screen is a navigation bar with several icons: a home icon, a folder icon, a "CC" icon, a list icon, a status indicator showing "App 3: 46 of 55", a compass icon, a back arrow, a pause icon, and a forward arrow (which is highlighted with a yellow border).

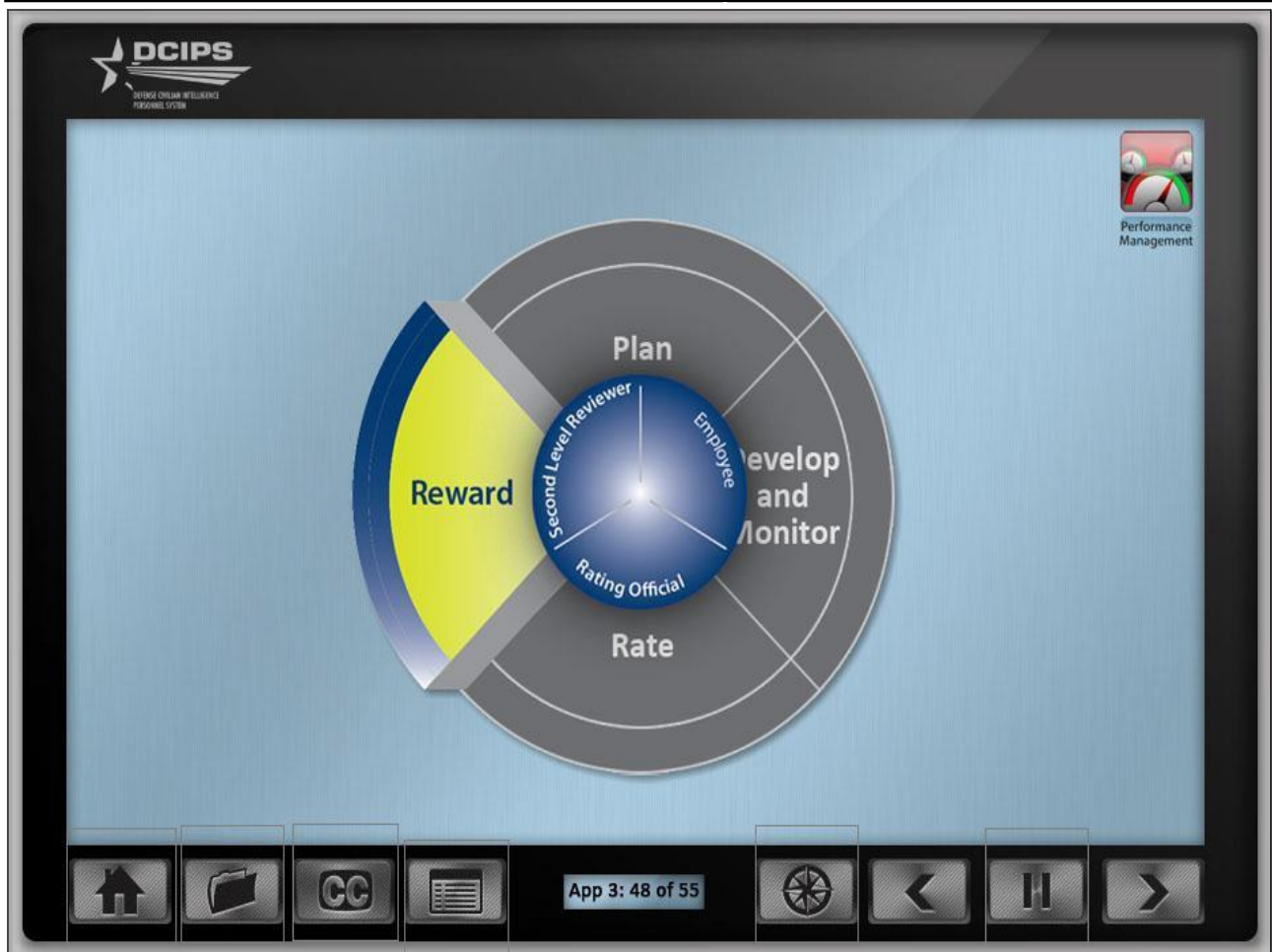
After the PM PRA has approved your final Performance Evaluation of Record, your Rating Official will meet with you to share it with you.

DCIPS 101 – Performance Management


The image shows a screenshot of a software interface for DCIPS Performance Management. At the top left is the DCIPS logo. In the top right corner, there is a "Performance Management" icon with a red, green, and blue gauge. On the left side, there is a circular diagram with four segments: "Plan", "Develop and Monitor", "Rate", and "Reward". The central area contains three photographs: a man in a suit sitting at a desk writing, a man in a suit standing and looking at a document, and two women (one in a military uniform) sitting at a desk reviewing a document. Below the photos is the text: "Can you see how the rigor of the process helps to ensure equity through multiple checks and balances?". At the bottom, there is a navigation bar with icons for home, folder, CC, list, a status indicator "App 3: 47 of 55", a compass, and navigation arrows (back, pause, forward). The forward arrow is highlighted with a yellow border.

While there are a number of steps involved in the rating process, can you see how the rigor of the process helps to ensure equity through multiple checks and balances?

DCIPS 101 – Performance Management



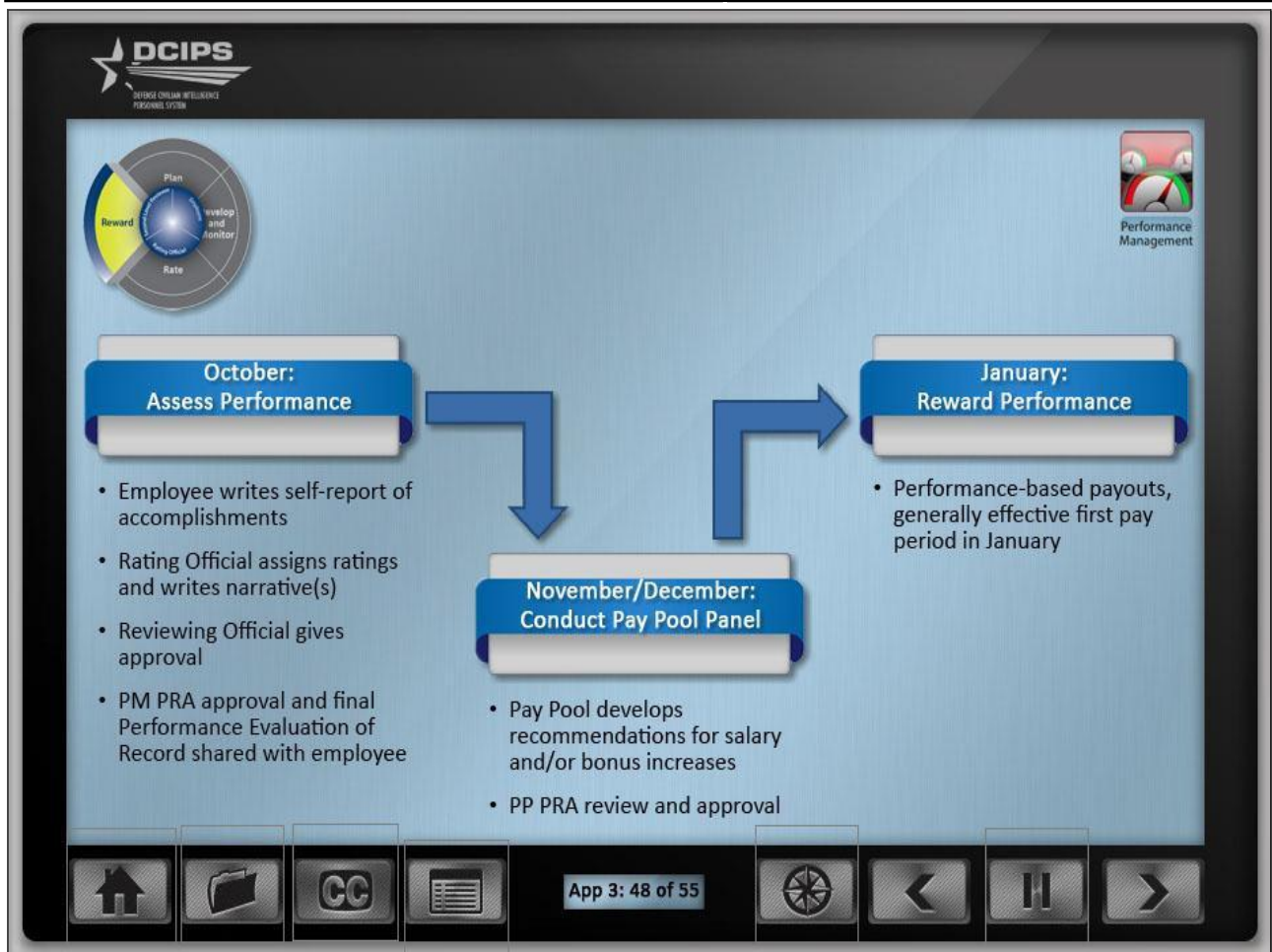
The last phase in the performance management process is Reward.

A screenshot of a software application interface. At the top left is the DCIPS logo. In the center is a photograph of three business professionals in an office setting, two men and one woman, sitting around a table and looking at documents. To the left of the photo is a circular diagram with four segments: "Plan", "Develop and Monitor", "Rate", and "Reward". The "Reward" segment is highlighted in yellow. To the right of the photo is a small icon of a globe with the text "Performance Management" below it. Below the photo is a block of text explaining the Reward phase. At the bottom of the interface is a navigation bar with icons for home, folder, CC, list, a status indicator "App 3: 48 of 55", a compass, and navigation arrows.

During the Reward phase, the pay pool panel determines your performance-based salary increases and bonuses if you are an employee in the banded structure, and your performance-based bonuses if you are an employee in the graded structure based on your Performance Evaluation of Record

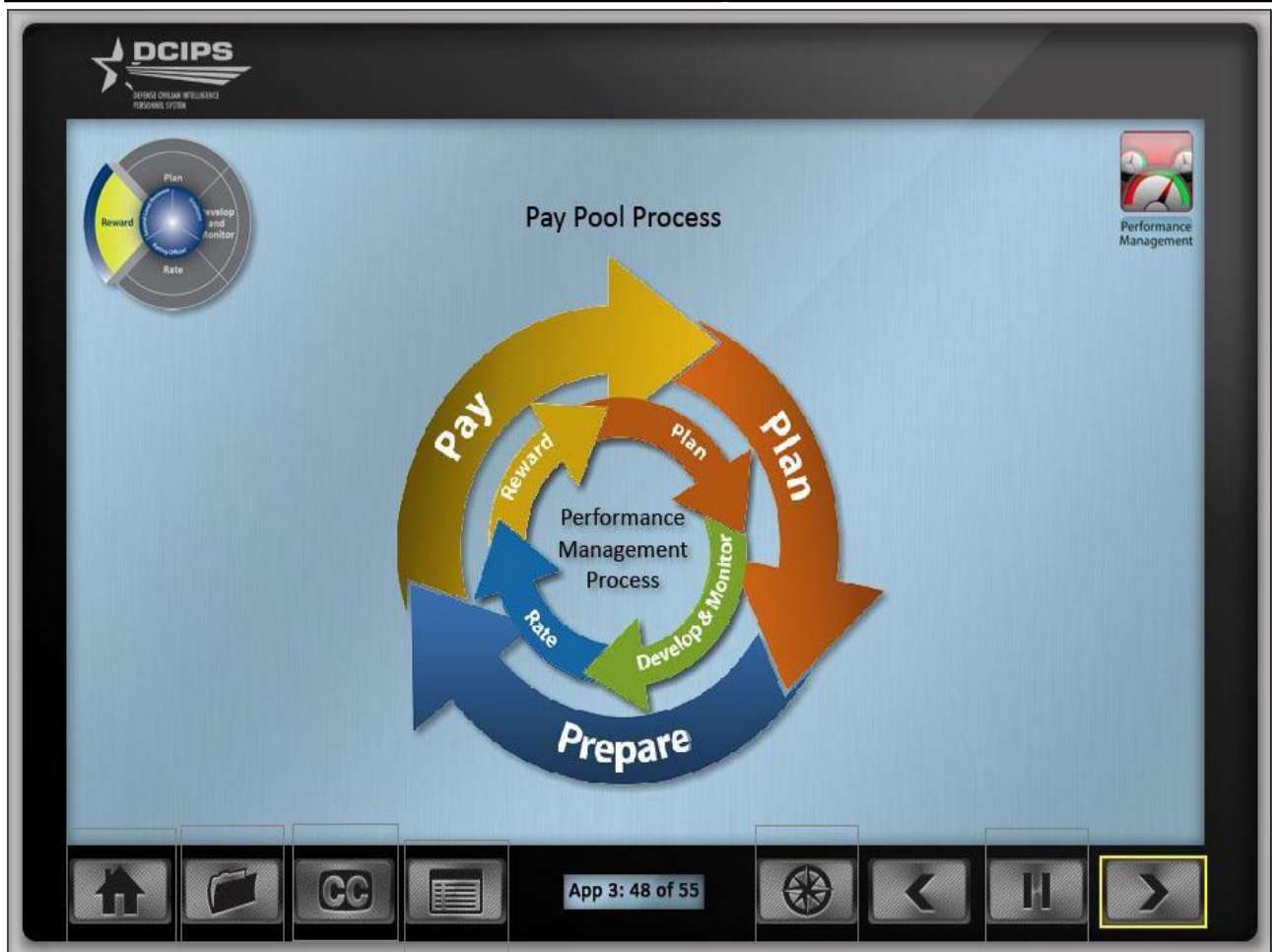
The DCIPS pay pool process governs the Reward phase. We will talk about the pay pool process in more detail later in this course. For now, know that during the Reward phase, the pay pool panel determines your performance-based salary increase and bonus if you are an employee in the banded structure, or your performance-based bonus if you are an employee in the graded structure based on your Performance Evaluation of Record.

DCIPS 101 – Performance Management



In terms of the Reward phase timeline, before pay pools can begin deliberations, all of the performance evaluations must be completed and shared with employees. As such, pay pools generally don't begin their annual deliberations earlier than 45 days following the close of the performance evaluation period, which is generally around the 15th of November.

Next, the pay pool results must be approved by the PP PRA. Once pay pool results are approved, you will receive the payouts you have earned in early January, generally the first pay period of the new calendar year. Again, we will talk more about the pay pool process and the role of the PP PRA in the Pay Pool app later in this course.



To further put the timeline in perspective, as the Reward phase is wrapping up, the Pay phase of the pay pool process is underway and the performance management process begins anew with the Plan phase.

DCIPS 101 – Performance Management



We recommend reviewing all the DCIPS 101 files to gain a better understanding of the different components.