

Title Page

DCIPS  
DEFENSE CIVILIAN INTELLIGENCE  
PERSONNEL SYSTEM

Module I: Introduction

# DCIPS for Military Supervisors

Begin Course

Select the "Begin Course" button

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Narration: N/A

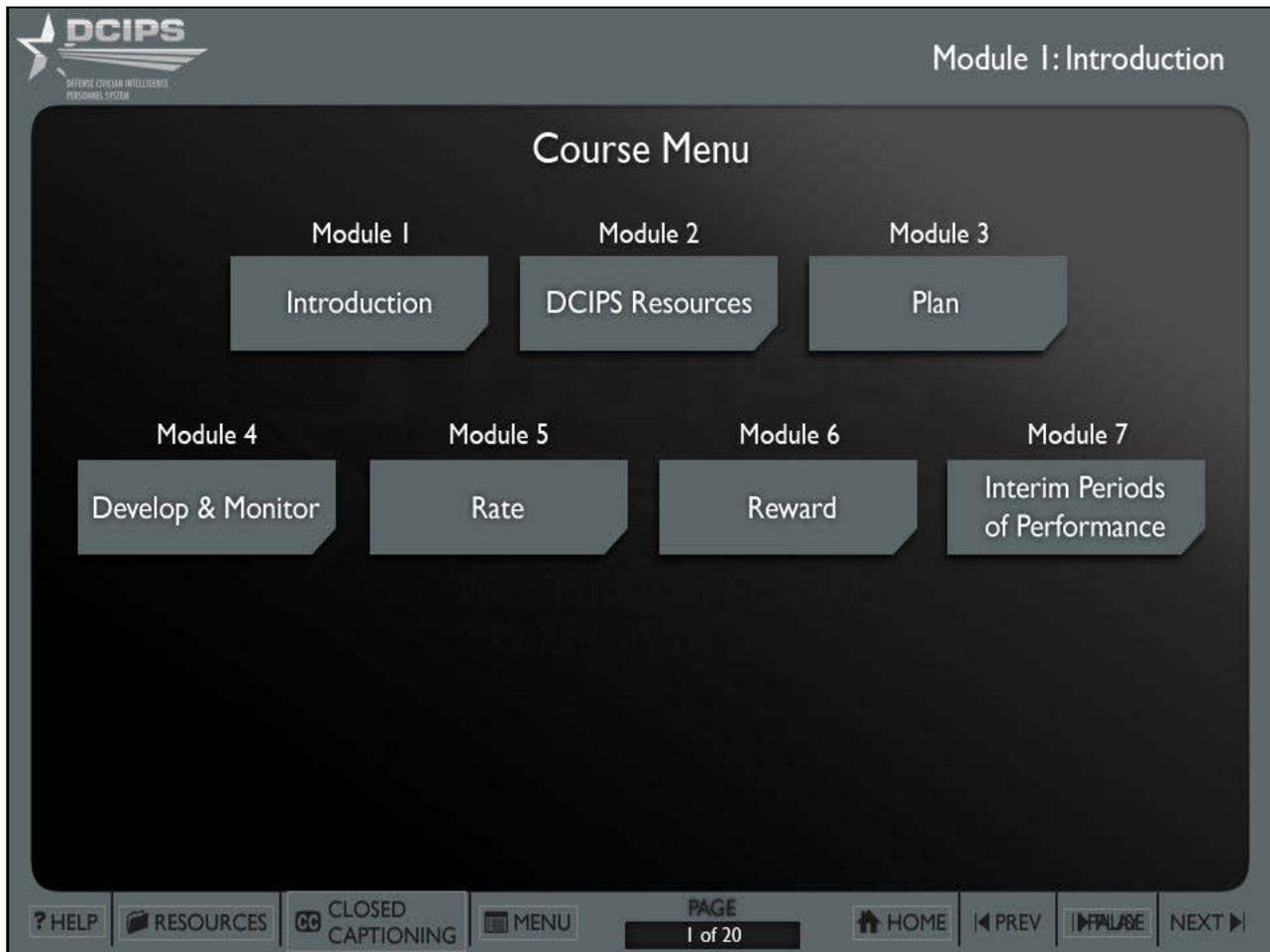
Slide 1 - Purpose

The slide features a dark grey background with a video player interface. In the top left corner is the DCIPS logo (Defense Civilian Intelligence Personnel System). In the top right corner, it says "Module I: Introduction". The main title "DCIPS for Military Supervisors" is centered at the top. Below the title, on the left, is the text "Purpose of this course: Help you successfully manage your civilian intelligence personnel under DCIPS by understanding your specific responsibilities". On the right is a video frame showing a woman in a military uniform sitting at a desk, looking at a document. At the bottom of the slide is a navigation bar with buttons for HELP, RESOURCES, CLOSED CAPTIONING, MENU, PAGE 1 of 20, HOME, PREV, PAUSE, and NEXT.

**Narration:**

Welcome to the Defense Civilian Intelligence Personnel System - or DCIPS - for Military Supervisors course. As a military supervisor, you may supervise both uniformed and civilian intelligence personnel. The purpose of this course is to help you successfully manage your civilian intelligence personnel under DCIPS by understanding your specific responsibilities and how they differ from supervising military personnel.

Slide 1a - Course Menu Intro



**Narration:**

There are a total of seven short modules in this course. You are currently in Module 1, the Introduction. In the remaining six modules, you'll learn about the DCIPS resources available to assist you and your responsibilities in the four phases – Plan, Develop and Monitor, Rate, and Reward. In addition, this course covers how to treat Interim Periods of Performance in DCIPS.

Slide 1b - Prerequisite

DCIPS  
DEFENSE CIVILIAN INTELLIGENCE  
PERSONNEL SYSTEM

Module 1: Introduction

## DCIPS for Military Supervisors

DCIPS 101 is a prerequisite. It:

- Provides a description of the DCIPS process (both the performance management process and the pay pool process)
- Sets the foundation for this course



If you haven't taken DCIPS 101, close this course and return once you have completed it.  
You can access DCIPS 101 at <http://dcips.dtic.mil/training.html>

? HELP RESOURCES CC CLOSED CAPTIONING MENU PAGE 1 of 20 HOME PREV PAUSE NEXT

**Narration:**

DCIPS 101 is a prerequisite for this course. It provides an in-depth description of the DCIPS process and is an important foundation for the material we will cover today. You will set yourself up for failure if you haven't taken that course.

Slide 2 - DCIPS Volumes

The screenshot shows a video player interface. In the top left corner is the DCIPS logo with the text 'DEFENSE CIVILIAN INTELLIGENCE PERSONNEL SYSTEM'. In the top right corner, it says 'Module 1: Introduction'. The main content area has a dark background with the title 'DCIPS for Military Supervisors' in white. Below the title is a video frame showing a woman in a military uniform sitting at a desk, looking at a document. To the left of the video frame, there are two bullet points: '• This course is based on DoDI 1400.25, Volume 2011, DCIPS Performance Management' and '• DCIPS Volumes are the 2000 series volumes under DoD Instruction (DoDI) 1400.25'. At the bottom of the video player is a control bar with buttons for '? HELP', 'RESOURCES', 'CLOSED CAPTIONING', 'MENU', 'PAGE 2 of 20', 'HOME', 'PREV', 'PAUSE', and 'NEXT'.

**Narration:**

One last point before we jump in, this training is based upon policy described in Volume 2011, DCIPS Performance Management. The DCIPS Volumes are the 2000 series volumes under DoD Instruction 1400.25. A copy of Volume 2011 can be found in the Resources section of this course.

Slide 3 - Military Systems vs. DCIPS


Module 1: Introduction

## Military Performance Management vs. DCIPS

Military Performance Evaluation Systems	DCIPS
<ul style="list-style-type: none"> <li>End-of-year activity</li> </ul>	<ul style="list-style-type: none"> <li>On-going performance feedback and discussion throughout performance evaluation period</li> </ul>
<ul style="list-style-type: none"> <li>No individualized performance objectives aligned to mission</li> </ul>	<ul style="list-style-type: none"> <li>Individual performance objectives aligned to mission</li> <li>Performance objectives relevant and appropriate for work level and pay band or grade</li> </ul>
<ul style="list-style-type: none"> <li>Ratings take into account rater profiles where performance is compared against the general perception of what is acceptable</li> <li>Less measurable distinction between “how” and “what” personnel accomplish</li> </ul>	<ul style="list-style-type: none"> <li>Quotas are forbidden</li> <li>Meaningful distinction between levels of performance based on rating standards</li> <li>Rate performance elements, the “how,” and performance objectives, the “what”</li> <li>Rate performance equitably and consistently against performance standards defined in Volume 2011</li> </ul>
<ul style="list-style-type: none"> <li>Ratings provide major input to promotion boards and can impact entire career</li> </ul>	<ul style="list-style-type: none"> <li>Ratings reflective of single performance evaluation period; tool for performance improvement</li> </ul>
<ul style="list-style-type: none"> <li>Rater focused</li> </ul>	<ul style="list-style-type: none"> <li>Employees write Self-Report of Accomplishments</li> </ul>
<ul style="list-style-type: none"> <li>Reconsiderations generally do not exist, or are much more difficult to defend</li> </ul>	<ul style="list-style-type: none"> <li>Reconsideration process in which employees can challenge their Performance Evaluation of Record</li> </ul>
<ul style="list-style-type: none"> <li>Mission focused and tend to use non-monetary forms of motivation and rewards</li> </ul>	<ul style="list-style-type: none"> <li>Performance-based compensation in which employee performance is used as input in the payout process</li> <li>Uses non-monetary forms of motivation and rewards, but performance plays a big role in the total rewards strategy</li> </ul>


Select to review DCIPS goals

? HELP
RESOURCES
CLOSED CAPTIONING
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**Narration:**

You may already be familiar with managing personnel using military performance evaluation systems, such as Fit Reps or OERs. There are several differences between these systems and DCIPS. Let’s look at some.

Military systems tend to be an end-of-year activity, while the emphasis in DCIPS is on-going performance feedback and discussion throughout the performance evaluation period.

In military systems, personnel generally do not have individualized performance objectives aligned to current mission goals and objectives, whereas personnel in DCIPS do. In DCIPS, Rating Officials and employees meet at the beginning of the performance evaluation period to establish performance objectives and discuss performance expectations. Performance objectives are relevant and appropriate for an employee’s work level and pay band or grade; everyone in DCIPS does not have the same performance objectives.

In military systems, ratings take into account the rater profiles in which an individual’s performance is compared against what is generally perceived as acceptable, rather than against defined rating standards. There is less measurable distinction between “how” and “what” personnel accomplish. In DCIPS, quotas are forbidden. There are meaningful distinctions between levels of performance based on rating standards defined in DoDI 1400.25, Volume 2011. Employees are rated on both performance elements, the “how,” and performance objectives, the “what.” All DCIPS Rating Officials rate employees against the defined standards in Volume 2011.

Ratings in military systems provide major input to promotion boards and can significantly impact a person's entire career. Whereas, DCIPS ratings are reflective of a single performance evaluation period and are used to inform that cycle's pay pool for potential payouts for that performance evaluation period only. They can also act as a tool for performance improvement.

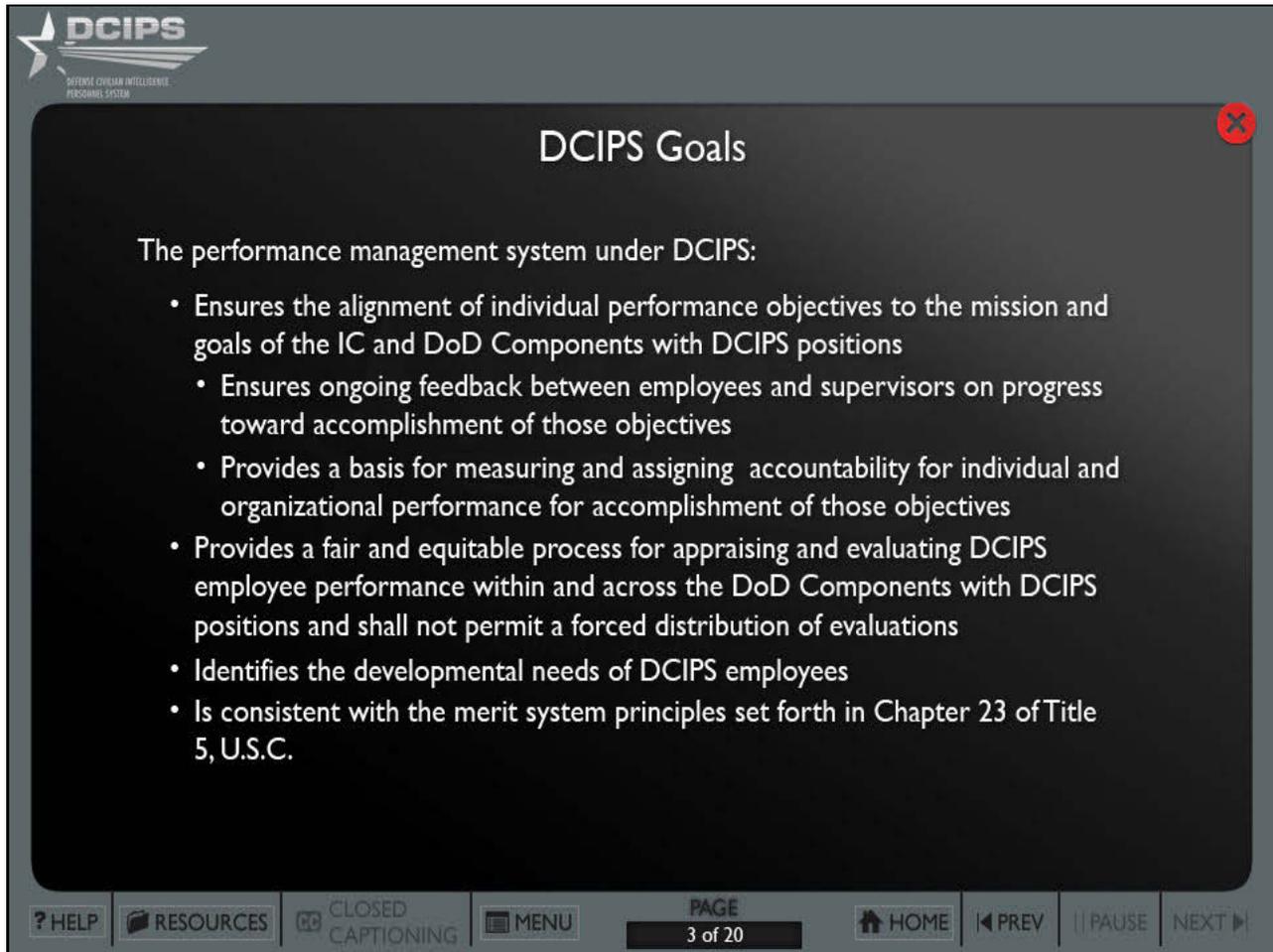
Military performance evaluations are rater focused, whereas in DCIPS, employees write a Self-Report of Accomplishments at the Midpoint, if their Component requires it, and a mandatory self-report at the end of the performance evaluation period.

Another primary difference is that DCIPS provides a reconsideration process in which DCIPS employees can challenge their Performance Evaluation of Record. Reconsiderations generally do not exist in military systems, or are much more difficult to defend.

Finally, military systems are mission focused and tend to use more non-monetary forms of motivation and rewards. Whereas DCIPS uses performance-based compensation in which employee performance is used as input in the payout process. DCIPS still has non-monetary forms of motivation and rewards, but performance plays a big role in the total rewards strategy.

Use the scroll bar to review any of the primary differences between military performance evaluation systems and DCIPS that we have discussed. To familiarize yourself with the goals of DCIPS as defined in Volume 2011, select the document icon.

Slide 3a - DCIPS Goals Pop-up



The slide is a dark-themed pop-up window titled "DCIPS Goals". In the top left corner, there is a logo for DCIPS (Defense Civilian Intelligence Personnel System) with the text "DEFENSE CIVILIAN INTELLIGENCE PERSONNEL SYSTEM" below it. The main content area contains a heading "DCIPS Goals" and a paragraph: "The performance management system under DCIPS:". Below this is a bulleted list of seven points. At the bottom of the slide, there is a navigation bar with buttons for "? HELP", "RESOURCES", "CLOSED CAPTIONING", "MENU", "PAGE 3 of 20", "HOME", "PREV", "PAUSE", and "NEXT". A red 'X' button is located in the top right corner of the slide area.

**DCIPS Goals**

The performance management system under DCIPS:

- Ensures the alignment of individual performance objectives to the mission and goals of the IC and DoD Components with DCIPS positions
- Ensures ongoing feedback between employees and supervisors on progress toward accomplishment of those objectives
- Provides a basis for measuring and assigning accountability for individual and organizational performance for accomplishment of those objectives
- Provides a fair and equitable process for appraising and evaluating DCIPS employee performance within and across the DoD Components with DCIPS positions and shall not permit a forced distribution of evaluations
- Identifies the developmental needs of DCIPS employees
- Is consistent with the merit system principles set forth in Chapter 23 of Title 5, U.S.C.

? HELP RESOURCES CLOSED CAPTIONING MENU PAGE 3 of 20 HOME PREV PAUSE NEXT

Narration: N/A

### Slide 4 – DCIPS at a Glance

**DCIPS**  
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PERSONNEL SYSTEM

Module 1: Introduction

## DCIPS at a Glance



- Focuses on performance and results
- Fosters a performance culture
- Links performance and contributions to the mission
- Promotes a shared vision
- Encourages on-going performance feedback
- Rates performance using equitable, consistent process
- Recognizes and rewards contribution to mission

? HELP RESOURCES CC CLOSED CAPTIONING MENU PAGE 4 of 20 HOME PREV PAUSE NEXT

#### Narration:

With a better understanding of the primary differences between military performance evaluation systems and DCIPS, let's briefly review what DCIPS is. Bottom line, DCIPS is about performance and results. It is a performance management process designed to create a performance culture in which the performance and contributions of the workforce are linked to the mission and where there is a shared vision of what needs to be accomplished. It includes on-going, performance feedback conversations between employees and Supervisors or Rating Officials, it rates employees using an equitable, consistent evaluation process based on rating standards, and it recognizes and rewards employees for their contribution to mission accomplishment.

Slide 5 – DCIPS at a Glance - 4 Phases

The diagram is a circular performance wheel with four colored segments: Plan (orange), Develop and Monitor (green), Rate (blue), and Reward (yellow). At the center is a smaller circle with 'Second Level Reviewer' and 'Employee' on the top half and 'Rating Official' on the bottom half. The text 'DCIPS at a Glance: 4 Phases' is at the top of the slide, and 'Module I: Introduction' is in the top right corner. Below the wheel, it says 'Select each phase to learn more'. The bottom of the slide features a navigation bar with buttons for HELP, RESOURCES, CLOSED CAPTIONING, MENU, PAGE 5 of 20, HOME, PREV, PHASE, and NEXT.

**Narration:**

DCIPS is not just a once-a-year performance evaluation of your employees. It consists of four phases – Plan, Develop and Monitor, Rate, Reward. These phases encompass the entire performance period. Later in this course we will go into detail pertaining to your specific responsibilities for each phase of the process, but for now, let’s briefly look at the overall focus of each phase. Select each phase on the performance wheel.

**Plan**

- Supervisor/Rating Official and employee work together to create the performance plan and IDP.
- The performance plan consists of performance objectives and six standard performance elements.
- Performance objectives are “what” an employee is expected to accomplish during the performance evaluation period. Performance elements focus on the “how.”
- The IDP outlines the employee’s development goals.

**Develop and Monitor**

- Supervisor/Rating Official and employee engage in continuing dialog, both formal and informal, throughout performance evaluation period to manage performance.
- Conduct and document the mandatory Midpoint Performance Review.

- Dialog focuses on progress towards performance objectives and elements and events or obstacles that could prevent successful achievement of them.

### **Rate**

- Employee completes the self-report of accomplishments.
- Rating Official rates employee's performance on the performance objectives and elements against the standards.
- Reviewing Official and PM PRA review performance evaluations to ensure consistency.
- Supervisor/Rating Official share Performance Evaluations of Record with employees once given approval to do so.
- Performance Evaluations of Record are submitted to Pay Pool for consideration for rewards.

### **Reward**

- The final Performance Evaluations of Record are used as primary performance input during the pay pool process.
- Rating Officials communicate pay pool payout decisions to DCIPS employees once given approval to do so

Slide 6 - Reward Phase Note

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Module 1: Introduction

### DCIPS at a Glance: 4 Phases

Pay Pools govern the Reward Phase of DCIPS

- Pay Pools commence once the performance evaluation period of the current performance management period is finished
- The Pay Pool process is separate from the performance management process for the purpose of making annual performance-based payout decisions
- Ratings cannot be changed once Performance Evaluations of Record are final and they are sent to the Pay Pool Panel

More information on pay pools is available at <http://dcips.dtic.mil/training.html>

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**Narration:**

A quick note about the Reward Phase. Pay pools govern the Reward Phase of DCIPS and commence once the performance evaluation period is finished. For the purpose of making annual performance-based payout decisions, the pay pool process is separate from the performance management process. Ratings cannot be changed once Performance Evaluations of Record are sent to the Pay Pool Panel. There is a separate course on Pay Pools on the DCIPS training website if you'd like more information on this process.

Slide 7 – DCIPS at a Glance - Roles



The slide features the DCIPS logo in the top left corner, which includes the text "DEFENSE CIVILIAN INTELLIGENCE PERSONNEL SYSTEM". The top right corner displays "Module 1: Introduction". The main title is "DCIPS at a Glance: Roles". Below the title are five role cards, each with a photo and a label: "Rating Official" (a woman in military uniform), "Pay Pool Panel Member" (a man in a suit), "Supervisor when not Rating Official" (a man in a suit), "PM PRA" (an older man in a suit), and "Reviewing Official" (a woman in military uniform). At the bottom of the main content area, it says "Select an individual for a description of his/her roles and responsibilities". The bottom navigation bar contains icons for HELP, RESOURCES, CLOSED CAPTIONING, MENU, PAGE 7 of 20, HOME, PREV, PAUSE, and NEXT.

**Narration:**

Next, let's talk about DCIPS roles and responsibilities. There are five primary roles within DCIPS with which you should be familiar. If you are taking this course, you will probably be filling one of these roles as part of the DCIPS process. Let's take a look at the responsibilities for these roles. Select each role to learn more.

Slide 8 – DCIPS Roles - Rating Official

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Module 1: Introduction

## Roles in DCIPS

 Rating Official

The Rating Official is responsible for:

- Development and discussion of the Performance Plan and Individual Development Plan (IDP)
- Managing performance
- Providing meaningful feedback
- Rating performance against the standards
- Preparing end-of-year performance evaluations



Select the folder for a list of Rating Official responsibilities

[Return](#)

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**Narration:**

Lieutenant Colonel Lewis, an O-5, supervises a staff of ten, five of whom are civilian intelligence employees. This means that Colonel Lewis is a Rating Official in the DCIPS process for her civilian intelligence employees.

As the Rating Official, Colonel Lewis is responsible for development and discussion of the performance plan and IDP, managing performance throughout the performance period, providing meaningful feedback regarding employee performance, rating performance against the standards, and preparing the end-of-year performance evaluation for each of her employees.

To see a complete list of Colonel Lewis' Rating Official responsibilities, select the folder. Then, select the "Return" button to learn about another role.

Slide 9 – DCIPS Roles - Supervisor

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PERSONNEL SYSTEM

Module 1: Introduction

## Roles in DCIPS



Supervisor when not Rating Official

The supervisor, when not the Rating Official, is responsible and accountable for collaborating with the Rating Official in his or her performance management responsibilities



Select the folder for a list of Supervisor (when not the Rating Official) responsibilities

Return

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**Narration:**

John Lee manages 2 DCIPS employees who have been temporarily assigned to his unit, but still report to other DCIPS Rating Officials. In this situation, John is not the Rating Official for these employees. In a situation like this, John, is responsible and accountable for collaborating with the Rating Officials in their performance management responsibilities for the two employees.

To see a complete list of John's Supervisor when not Rating Official responsibilities, select the folder. Then, select the "Return" button to learn about another role.

Slide 10 - DCIPS Roles - Reviewing Official

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PERSONNEL SYSTEM

Module 1: Introduction

## Roles in DCIPS

 Reviewing Official

The Reviewing Official is responsible for:

- Reviewing performance evaluations for accuracy, equity, and compliance with DCIPS policy
- Approving performance evaluations in the system
- Ensuring Rating Officials rate employees equitably and consistently
- Initiating rater consistency meetings with Rating Officials

  
Select the folder for a list of Reviewing Official responsibilities

[Return](#)

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**Narration:**

Colonel King, an O-6, leads several managers who function as Rating Officials within DCIPS. In addition to serving as the Rating Official for the civilian intelligence managers who report to her, she also serves as the Reviewing Official for all civilian intelligence employees who report to the Rating Officials that she leads. As the Reviewing Official, Colonel King is responsible for reviewing and approving performance evaluations. She reviews them for accuracy and equity across employees and compliance with DCIPS policy.

To ensure that managers are rating their employees equitably and consistently, Colonel King initiates rater consistency meetings with her Rating Officials to ensure that they have a common understanding of performance against the standards for each work level.

To see a complete list of Colonel King's Reviewing Official responsibilities, select the folder. Then, select the "Return" button to learn about another role.

Slide 11 - DCIPS Roles - Pay Pool Panel Member

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Module 1: Introduction

## Roles in DCIPS

 Pay Pool Panel Member

Pay Pool Panel members are appointed to a panel that determines the pay pool payouts to employees eligible for pay increases or bonuses

Note: A Pay Pool Panel member is not a performance management role, but a role in the pay pool process that you may be selected for after the performance management process has ended

[Return](#)

More information on pay pools is available at <http://dcips.dtic.mil/training.html>

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**Narration:**

The pay pool panel member is appointed to a board that determines the pay pool payouts. Pay pool responsibilities go beyond the scope of this course. If you have been appointed to a pay pool, you will need to take additional training on pay pools. Contact your local HR administrator or visit the DCIPS training website.

Select the "Return" button to learn about another role.

Slide 12 - DCIPS Roles - PM PRA

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Module 1: Introduction

## Roles in DCIPS



PM PRA

The Performance Management Performance Review Authority (PM PRA) is responsible for:

- Oversight of the performance evaluation process
- Verifies compliance with merit system principles
- Completes a final review of performance evaluations (PM PRA is the final approving authority)
- Resolves requests for formal reconsideration



Select the folder for a list of PM PRA responsibilities

Return

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**Narration:**

Mark Jensen is the PM PRA in his Component. He is responsible for oversight of the performance evaluation process, verifies compliance with merit system principles and completes a final review before performance evaluations are final. He also resolves requests for formal reconsideration.

To see a complete list of Mark's PM PRA responsibilities, select the folder. Then, select the "Return" button to learn about another role.

Slide 13 - Overview of Resources

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Module 1: Introduction

### Overview of Resources



Policy Volume 2011 includes the standards for rating performance objectives and elements. The IC Performance Standards for performance elements can be used as a supplemental reference when evaluating performance elements

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**Narration:**

One more quick note before we wrap up this module. It's important to know, especially if you are new to DCIPS, that there are many resources available to assist you with your responsibilities. Before beginning to undertake DCIPS performance management activities with your employees, it's a good idea to collect these valuable resources for references. In Module 2, you will learn about many of these resources, such as Volume 2011 and the IC Performance Standards.

Slide 14 - Summary

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PERSONNEL SYSTEM

Module I: Introduction

## Introduction Summary

- Course focus is performance management, as covered in Volume 2011, DCIPS Performance Management
- Differences between military performance evaluations and DCIPS
- Review of the four phases of DCIPS performance management
- DCIPS roles and responsibilities

? HELP RESOURCES CC CLOSED CAPTIONING MENU PAGE 14 of 20 HOME PREV PAUSE NEXT

**Narration:**

We've reached the end of the Introduction module. Let's review what we discussed.

We identified that the focus of this course is performance management as covered in Volume 2011, DCIPS Performance Management, we discussed the differences between military performance evaluations and DCIPS, and we reviewed the four phases of DCIPS performance management and the DCIPS roles and responsibilities.

Slide 15 - Knowledge Check

DCIPS  
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PERSONNEL SYSTEM

Module 1: Introduction

Knowledge Check

? HELP RESOURCES CC CLOSED CAPTIONING MENU PAGE 15 of 20 HOME PREV PAUSE NEXT

**Narration:**

Before we conclude this module, let's take moment to review a few key points. Answer each question on the corresponding screens.

Slide 16 - Knowledge Check 1 of 4

**DCIPS**  
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## Knowledge Check 1 of 4

**?** Determine if the statement is *True* or *False* and select your answer:

The performance management system under DCIPS ensures the alignment of individual performance objectives to the mission and goals of DoD Components with DCIPS positions.

True                      False

? HELP   RESOURCES   CLOSED CAPTIONING   MENU   PAGE 16 of 20   HOME   PREV   PAUSE   NEXT

**Narration:** N/A

**Answer:** True. In addition, the performance management system provides a basis for measuring and assigning accountability for individual and organizational performance for accomplishment of performance objectives.

Slide 17 - Knowledge Check 2 of 4

**DCIPS**  
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PERSONNEL SYSTEM

## Knowledge Check 2 of 4

*Select all answers that apply, then select Submit.*

As a Rating Official in DCIPS, what responsibilities do you have for managing your civilian intelligence employees? (select all that apply)

- A. Resolve requests for formal reconsideration
- B. Discuss performance expectations with each employee at the beginning of and during the performance evaluation period
- C. Manage employee performance throughout the performance evaluation period, providing meaningful performance feedback
- D. Rate the performance of each DCIPS employee against the performance of other DCIPS employees

[Submit](#)

? HELP   RESOURCES   CLOSED CAPTIONING   MENU   PAGE 17 of 20   HOME   PREV   PAUSE   NEXT

**Narration:** N/A

**Answer:** B and C.

Slide 18 - Knowledge Check 3 of 4

**DCIPS**  
DEFENSE CIVILIAN INTELLIGENCE  
PERSONNEL SYSTEM

## Knowledge Check 3 of 4

**?** *Select all answers that apply, then select Submit.*

As a Rating Official in DCIPS, what must you consider in your ratings of your DCIPS employees' performances? (select all that apply)

- A. Performance expectations discussed with the employee at the beginning of and during the performance period
- B. The average ratings you and other DCIPS Rating Officials have assigned for subordinate DCIPS employees
- C. The employee's performance of the objectives and elements compared to the standards
- D. The impact of your performance rating on the employee's career

Submit

? HELP   RESOURCES   CLOSED CAPTIONING   MENU   PAGE 18 of 20   HOME   PREV   PAUSE   NEXT

**Narration:** N/A

**Answer:** A and C.

Slide 19 - Knowledge Check 4 of 4

**DCIPS**  
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PERSONNEL SYSTEM

## Knowledge Check 4 of 4

*Select all answers that apply, then select Submit.*

Which of the following are responsibilities of a Reviewing Official in DCIPS?  
(select all that apply)

- A. Ensure his/her Rating Officials have a common understanding of expected performance at the appropriate work levels against the standards
- B. Review and approve performance evaluations submitted by Rating Officials
- C. Re-calculate performance rating scores based on the average ratings that DCIPS Rating Officials have assigned for their subordinate DCIPS employees
- D. Write performance plans for each DCIPS employee in his/her purview

Submit

? HELP   RESOURCES   CLOSED CAPTIONING   MENU   PAGE 19 of 20   HOME   PREV   PAUSE   NEXT

**Narration:** N/A

**Answer:** A and B.

Slide 20 - End

DCIPS  
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Module 1: Introduction

### Course Menu

Module 1	Module 2	Module 3	
Introduction	DCIPS Resources	Plan	
Module 4	Module 5	Module 6	Module 7
Develop & Monitor	Rate	Reward	Interim Periods of Performance

Select the "Module 2" button highlighted in the yellow box to open Module 2.  
Select another module of your choice. After you have reviewed all seven modules, select the Conclusion button.

Conclusion

? HELP RESOURCES CC CLOSED CAPTIONING MENU PAGE 20 of 20 HOME PREV PAUSE NEXT

**Narration:**

Congratulations on completing Module 1: Introduction. Select another module of your choice from the menu to continue the course. Once you have reviewed all seven modules, select the "Conclusion" button to end the course.

**Select the "Module 2" button highlighted in the yellow box to open Module 2.**