Narration: N/A
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.
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 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

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.
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 (DoDI) 1400.25. A copy of Volume 2011 can be found in the Resources section of this course.
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.
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.

Narration: N/A
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

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.
A quick note about the Reward Phase. Pay pools govern the Reward Phase of DCIPS and 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 sent to the Pay Pool Panel. More information on pay pools is available at http://dcips.dtic.mil/training.html.
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.
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 Individual Development Plan (IDP), managing performance, providing meaningful feedback, rating performance against the standards, and preparing end-of-year performance evaluations 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.
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 Official 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.
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.
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.
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

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.

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.
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.
Narration:
Before we conclude this module, let’s take moment to review a few key points. Answer each question on the corresponding screens.
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.
Narration: N/A

Answer: B and C.
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

Narration: N/A

Answer: A and C.
Slide 19 - Knowledge Check 4 of 4

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

Narration: N/A

Answer: A and B.
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.