



## Manager/Supervisor Training Roadmap

The standard evaluation period for DCIPS runs from October 1 through September 30 of each year, although some components' dates vary slightly because the USD(I) has granted exceptions. Timeframes listed for the training courses are general guidelines and should be confirmed with your manager or supervisor, or component HR office. These training events are not mandatory. These courses may be delivered through web based training (WBT) or instructor led training (ILT).

If you have a new employee, speak to your reviewing official or HR office to determine the steps you should take to include them in the current performance evaluation period. Most often, the same timelines apply, calculated from their date of appointment. For instance, a new employee is required to have a performance plan and IDP within 30 days from the date of appointment to the position.

If you have been assigned to a pay pool, your organization has mandatory training requirements. See your HR office for the training required as a pay pool participant.

- Initial training and prerequisites
  - DCIPS 101 (WBT)** – Highlights the key elements of DCIPS; A prerequisite to all training.
  - Putting Yourself in the Other Person's Shoes (WBT)** – Provides strategies to improve communication.
  
- August/September: Performance Planning Process
  - Setting Performance Expectations (WBT)** – Explains how to translate standards into meaningful expectations.
  - Overcoming Challenges in Writing Performance Objectives (WBT)** – Provides tips, tools and strategies for writing effective performance objectives. The course explores possible solutions to common challenges learners may encounter when writing objectives.
  
- September/October: Establish and Reinforce Rating Consistency
  - Achieving Consistency in Performance Evaluating and Rating (ILT)** – Reinforces the concepts and practices of consistently evaluating and rating performance.
    - *Even though you will not be evaluating and rating performance until the end of the evaluation period, it is best to discuss this early so everyone has a common understanding and inconsistencies can be addressed early*
  
- March: Mandatory Midpoint Review
  - COACH for Success (WBT)** – Provides a model and process for effective coaching.
  
- September/October: End of the Performance Evaluation Period
  - Evaluating Performance and Preparing Performance Narratives(WBT)** – Describes how to rate objectives and elements consistently and fairly and prepare a narrative.



## Manager/Supervisor Roles and Responsibilities

- December: Pay Pools  
**DCIPS Pay Pools, Performance, and You (WBT)** – Explains how performance management and the pay pool process are designed to ensure that employees are appropriately recognized and rewarded.

Your general roles and responsibilities under DCIPS may be helpful in understanding the suggested training schedule. Also, you should familiarize yourself with DoDI 1400.25- Volume 2011, DCIPS Performance Management, in order to better understand the system, its processes, and your role. Again, the dates listed may vary slightly based on your component's approved schedule. Your general roles and responsibilities may include:

***Rating Official*** - The official in an employee's chain of supervision, generally the supervisor, responsible for conducting performance planning, managing performance throughout the evaluation period, and preparing the end of year evaluation of record on an employee.

***Reviewing Official*** - An individual in the rating official's direct chain of supervision designated by the head of the component to assess supervisor preliminary performance ratings for accuracy, consistency, and compliance with policy. The reviewing official is the approving official for each performance evaluation within his or her purview.

***Supervisors when not the Rating Official*** - Supervisors normally will be the rating official for employees under their direct supervision. However, in unusual circumstances in which rating official responsibilities are assigned to an official in the chain of supervision above the immediate supervisor, the supervisor is responsible and accountable for collaborating with the rating official in her or his performance management responsibilities.

***Pay Pool participant*** - If you are assigned one of these roles, you will have additional training from your component. Seek guidance from your HR office and see DoDI 1400.25-Volume 2012 for additional information.

1. Performance Planning Process: October, or within 30 days of the beginning of the evaluation period.
  - Rating officials engage in dialog with your employees and their supervisors (if you are not their direct supervisor) to develop performance plans and individual development plans (IDP).
  - Rating officials are responsible for ensuring their employees are trained in the performance management system.
  - Reviewing officials ensure their subordinate rating officials and supervisors are trained in their DCIPS roles.
  - Reviewing officials review and approve each performance plan and IDP and ensures performance plans and IDPs are in place within established timelines.
  - Rating officials communicate performance plans (to include performance objectives and performance elements) and IDPs to the employee in writing within 30 days after the beginning of the evaluation period, following approval by the reviewing official.
2. Ongoing Dialog and Monitoring Successes/Challenges: Throughout
  - Rating officials observe and record employee accomplishments and challenges throughout the evaluation period.



## Manager/Supervisor Roles and Responsibilities

- Rating officials participate in ongoing formal and informal dialog with your employees and their supervisors (if you are not their direct supervisor) which focuses on progress or obstacles against performance objectives and elements and to ensure common understanding of expectations.
  - Rating officials modify or make formal changes to the employee’s objectives as needed up to the final 90 days of the evaluation period and ensure those modifications are communicated to the employee and supervisor (as appropriate).
  - Rating officials are accountable for early identification of employee performance issues that may lead to an annual summary rating of less than “successful.” Early action is essential to improve performance or set the stage for further action when performance does not improve.
  - Reviewing officials ensure ongoing dialog and needed changes are being accomplished.
3. Mandatory Midpoint Review Session: March
- Rating officials participate in and formally document the mandatory midpoint review discussion with employees and their supervisors (if you are not their direct supervisor).
  - Reviewing officials ensure this process takes place and is properly documented.
4. Evaluating Performance for the End of Year Evaluations of Record: October
- Rating officials receive employee self report of accomplishment according to a schedule determined by the component, but not later than 15 calendar days following the end of the evaluation period.
  - Rating officials evaluate performance (a narrative and numerical evaluation) of each employee using an employee’s self report of accomplishments and your own observations recorded throughout the evaluation period, against the standards set in the “IC Performance Standards” document and “DoDI 1400.25-Volume 2011.” Both are available on the DCIPS website.
  - Rating officials must complete end of year evaluations within 30 days following the end of the evaluation period.
  - Rating officials forward the completed evaluations of record to the reviewing officials PRIOR TO discussing the evaluation with the employee.
  - Reviewing officials ensure all evaluations of record are completed within established timelines.
  - Reviewing officials review numerical and narrative ratings to ensure performance standards are consistently applied across their rating officials and the rating officials are executing their responsibilities consistent with merit system principles.
    - *DCIPS Performance Standards documents “IC Performance Standards” and “DoDI 1400.25- Volume 2011” should be used as complimentary guidelines for evaluating and rating performance.*
  - Reviewing officials may either concur, informally discuss with the rating official any areas of disagreement, or they may provide written feedback on the areas of disagreement and the recommended remediation.
    - *If the rating official does not accept the reviewing official’s suggested changes, the reviewing official may direct a change in the rating necessary to ensure consistency in the application of standards and guidance within the reviewing official’s purview. Directed changes of ratings are documented and maintained by the reviewing official until all actions in the annual performance evaluation and payout process are closed.*
  - Reviewing officials complete their reviews within 45 days following the end of the evaluation period.



## Manager/Supervisor Roles and Responsibilities

5. Communicating the Performance Evaluation of Record: November
  - Rating officials conduct the end of year performance evaluation discussion with employees, after approval of evaluations from the reviewing official and PM PRA, and discuss their overall performance evaluation of record as a whole number (rating, on a scale of 1-5) and its descriptor (Outstanding, Excellent, Successful, Minimally Successful, Unacceptable), as outlined in the general standards table in DoDI 1400.25- Volume 2011, pgs 22-23.
  - This discussion should also include developmental goals for the upcoming cycle and what additional opportunities may contribute to continued improvements in employee performance.
  - The employee is able to disagree with the ratings on the performance evaluation. If you think you will be faced with this disagreement, seek guidance from your component's HR office in order to provide the correct course of action for the employee during your discussion.
  
6. Providing the Notice of Pay Pool Payouts: December
  - Rating officials lead the pay pool results discussion with each employee, preferably face-to-face if geographically possible and only after the Pay Pool Performance Review Authority (PP PRA) has approved the payouts.