

Cyber Excepted Service (CES) HR Elements Course

Lesson 6

Performance Management



DoD CIO





Learning Topics

- Performance Management and DoD Strategic Mission/Goals
- Labor Representatives and the Development of the DoD Performance Management and Appraisal Program
- DoD Performance Management Process
- DoD Core Values
- High Performing Organizations
- Key Performance Management Levels and Features
- DoD Performance Management Model

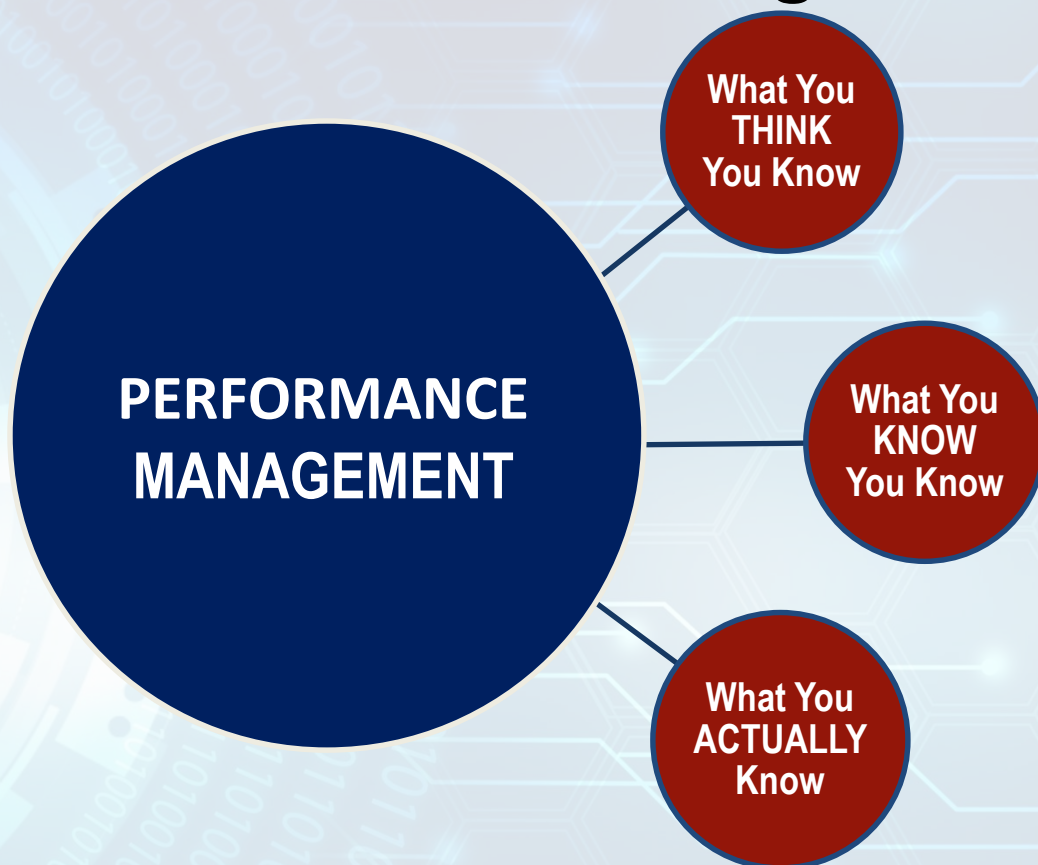
NEW
BEGINNINGS

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What Do You Know About Performance Management?



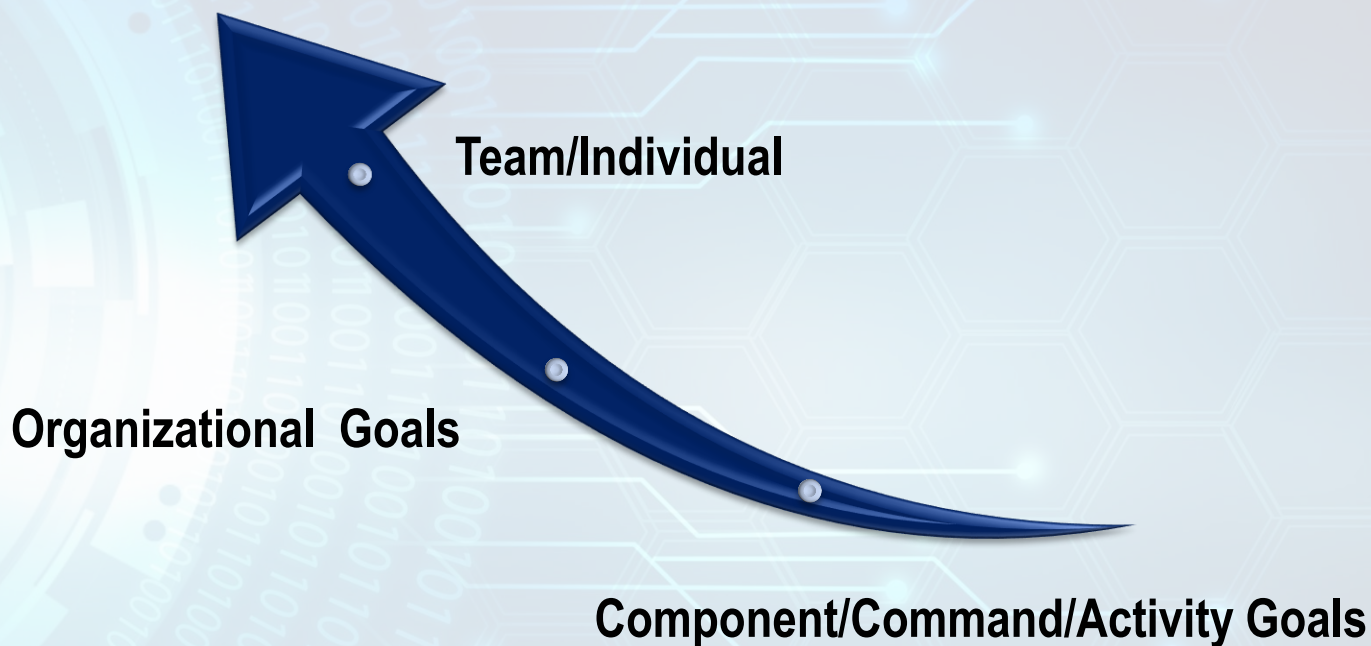
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Performance Management and DoD Strategic Mission/Goals

DoD Strategic Mission/Goals



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Pre-Decisional Involvement (PDI) of Labor Representatives and Program Development

- DoD engaged with labor representatives through the DoD Roundtable
 - Unions holding National Consultation Rights (NCR) under the Labor Relations Statute participated in the development of the DoD Performance Management and Appraisal Program with senior DoD leadership
- Nothing in DPMAP changes the rights of employees, unions, or management
- How the program is implemented may be guided by the collective bargaining agreement (CBA)
 - Depending on the procedures contained in the CBA, bargaining may be required prior to local implementation of the program
- Consult your local Human Resources (HR) Labor & Employee Relations office for collective bargaining guidance



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DoD Performance Management Process

- *Performance Management* is the systematic process by which an Agency involves its employees, as individuals and members of a group, in improving organizational effectiveness in the accomplishment of Agency mission and goals. (5 CFR §430.102)
- Performance management is:
 - **Planning** work and setting expectations
 - **Monitoring** performance continually
 - **Evaluating** performance in a summary fashion
 - **Recognizing and rewarding** good performance



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DoD Core Values

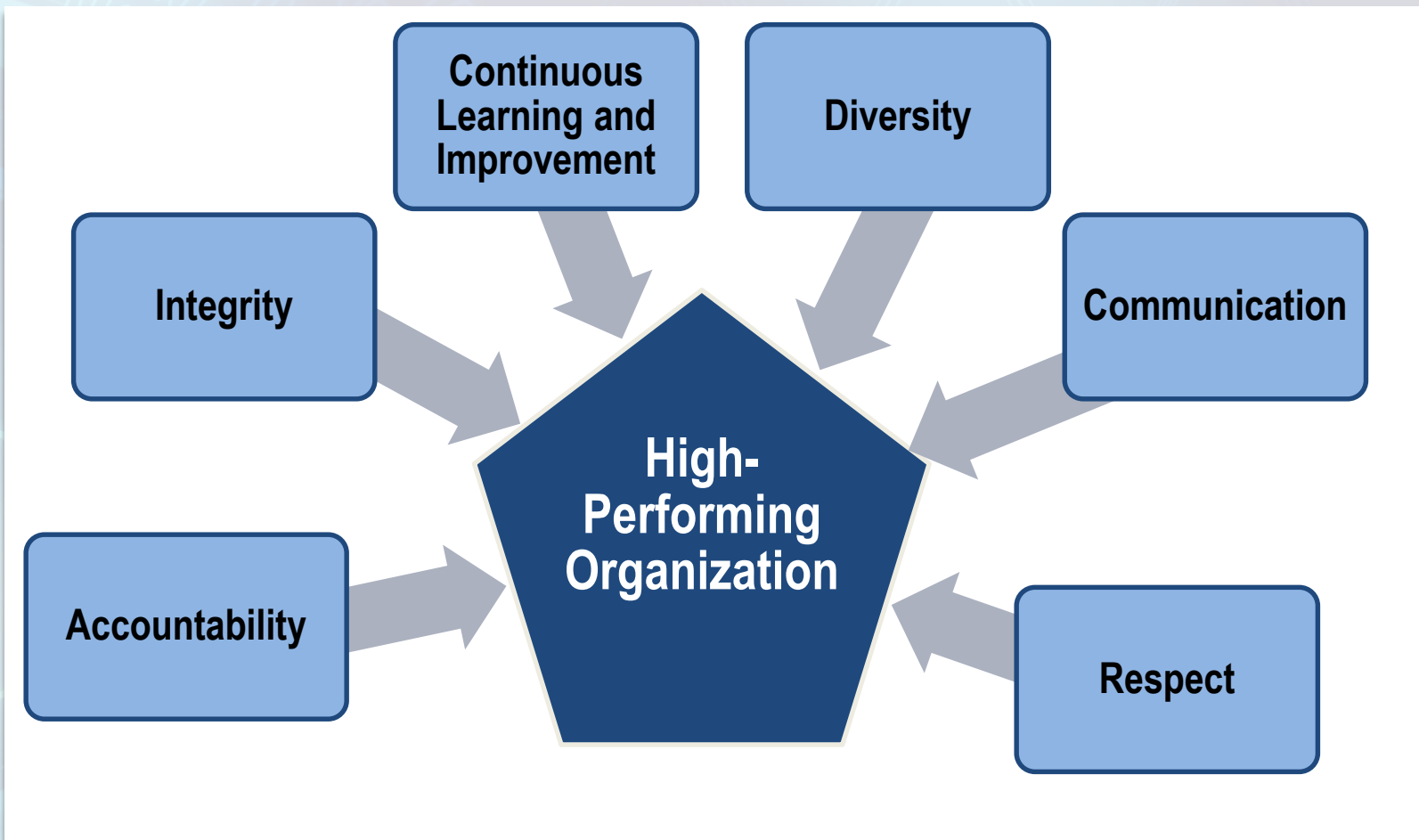


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High-Performing Organizations



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HR Practitioners' Responsibilities

HR Practitioners have responsibilities to:

- Agency management
- Other HR Specialists
- Labor and Employee Relations Specialists



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Key Performance Management Features



3

5
3
1

Performance Appraisal Cycle

April 01
Through
March 31

Minimum of THREE

Performance
Discussions are
Required

**BUT MORE
RECOMMENDED**

Three-Level Rating Pattern

Outstanding (5)
Fully Successful (3)
Unacceptable (1)



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Key Performance Management Features



**Continuous
Recognition
and Rewards**



**Fosters Cultural
and Attitudinal
Change**



**Automated
Performance
Appraisal Tool**



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DoD Performance Management Model



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Lesson Review

- You should now be able to:
 - Describe the relationship between performance management and the Department of Defense (DoD) mission and core values
 - Identify key performance management roles and responsibilities
 - Recognize significant performance management features
 - Characterize the DoD performance management model



Questions

- *Are there any questions?*



DEPARTMENT OF DEFENSE
DCPAS
Defense Civilian Personnel Advisory Service

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Additional Resources

- National Defense Authorization Act for Fiscal Year 2010, *Section 1113(d)* DODI 1400.25, Volume 410, *DoD Civilian Personnel Management System: Training, Education, and Professional Development*.
- DODI 1400.25, Volume 431, *DoD Civilian Personnel Management System: Performance Management and Appraisal Program*.
- DODI 1400.25, Volume 451, *DoD Civilian Personnel Management System: Awards*.
- DCPAS Resources and References web site:
<https://www.cpms.osd.mil/Subpage/NewBeginnings/ResourcesReferences/>
- DCPAS HR Toolkit:
<https://www.cpms.osd.mil/Content/Documents/DPMAP/PerformanceManagementandAppraisalProgramToolkit.pdf>
- DCPAS LERD web site
<https://dodhrinfo.cpms.osd.mil/Directorates/HROPS/Labor-and-Employee-Relations/Pages/Home1.aspx>
- Corporate Leadership Council. *Building the High-Performance Workforce: A Quantitative Analysis of the Effectiveness of Performance Management Strategies* (Washington D.C.: Corporate Executive Board, 2002)



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