



# **DPMAP: 21st Century Performance Management**

## **IMCOM Update - #17**

### **DPMAP: Monitoring Phase**

If you recall, there are three main phases to DPMAP: Planning, Monitoring, and Evaluating. We have covered Planning, and started to cover the monitoring phase by discussing feedback. This week we will dive in to the monitoring phase.

Monitoring entails supervisors checking in with their employees on a continuous basis to gauge how they are progressing with their performance plans. As you might have guessed, monitoring performance is a critical part of a successful performance management program. In a high-performing organization, supervisors continually monitor assignments and projects consistently to measure performance, and provide ongoing feedback to employees and work groups on progress toward reaching their goals. During the Monitoring Phase, supervisors and managers have a continuous, open dialog about performance.

Key aspects are:

- Two-Way Communication
- Emphasize Organizational Goals
- Frequent Performance Discussions
- Focus on Performance
- Timely Recognition and Rewards
- Early Detection of Performance Issues

When monitoring performance, communication between supervisor and employee is the most important determinant of success.

Supervisors need to be sure to explain that:

Individual performance expectations are linked to organizational goals. They should describe how organizational goals relate to the DoD mission and explain the near- and long-term goals of the organization and how individual performance impacts mission accomplishment.

Each employee is responsible for individual success. Employees work with their supervisors to establish performance goals and to meet expectations, and are recognized and rewarded for achieving their performance goals through individual and team accomplishments.

Employees and supervisors openly discuss individual performance goals and expectations. Performance towards meeting performance expectations is discussed and evaluated on a frequent basis through informal and formal discussions.

Another important determinant of success is upward feedback to the supervisors.

Performance management success doesn't just fall upon supervisors. Employees must also foster successful relationships with their supervisors and hold them accountable.

**Until next time.....Stay Tuned and Stay Positive!**