



DPMAP: 21st Century Performance Management

IMCOM Update - #8

DPMAP: Planning Stage

Remember the areas of the performance management process previously discussed:

- Proactively planning work and setting expectations;
- Continually monitoring performance;
- Evaluating performance in a summary fashion; and
- Recognizing and rewarding good performance.

Planning performance is the critical first step to a successful performance management program and is essential to achieving and sustaining the DoD culture of high performance. It sets the stage for the entire program.

During the Planning Phase, supervisors and managers should meet with their employees to set their performance expectations for the upcoming performance appraisal cycle and create a performance plan.

Planning is a shared responsibility between supervisors and their employees. When done properly, the result is supervisor-employee engagement that provides input from both sides and establishes a mutual understanding of performance expectations and organizational goals throughout the performance appraisal cycle.

Per DODI 1400.25, volume 431, performance plans must be established, approved, and communicated to each employee, normally within 30 calendar days of the beginning of the performance appraisal cycle (April 1, for most employees).

Performance elements and standards:

- establish expectations of employee performance

- Identify baselines for measuring performance results

Performance elements tell an employee what to do

Standards tell an employee how they will be measured and should be written using SMART criteria.

Performance elements describe what work is being performed. Example: Provide accurate, timely customer service.

Performance plans must have a minimum of one performance element, maximum of 10, and each element must have associated standards that define expectations

The number of supervisory performance elements on performance plans for supervisors will equal or exceed the number of non-supervisory (technical) performance elements

An organization may have standardized performance elements.

Standards describe how the requirements and expectations provided in the performance elements are to be evaluated.

Standards must be provided for each performance element and express how well an employee must perform to achieve the fully successful level. There are three rating levels in DPMAP: "Outstanding," "Fully successful," and "Unacceptable." Supervisors may also describe standards of success for the "Outstanding" level.

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