



DEPARTMENT OF THE ARMY
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ATZT-CS (25-30i2)

10 MAY 2023

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Revised Memorandum of Instruction (MOI) for Department of Defense Performance Management and Appraisal Program (DPMAP)

1. References:

a. Department of Defense (DOD) Instruction 1400.25, Volume 431, , Subject: (DoD Civilian Personnel Management System: Performance Management and Appraisal Program), 4 February 2016, Change 3, 10 January 2022.

b. Department of Defense (DOD) Instruction 1400.25, Volume 430, Subject: (DoD Civilian Personnel Management System: Performance Management) 5 August 2014.

c. Army Regulation (AR) 672-20 (Incentive Awards).

d. Army Regulation 690-12 (Equal Employment Opportunity and Diversity).

e. Memorandum, TRADOC, Subject: (Defense Performance Management and Appraisal Program (DPMAP) Supervisory Elements and Standards) , 3 July 2019.

f. Memorandum, TRADOC, Subject: (Delegation of Approval Authority for a Higher Level Reviewer for the Department of the Army Civilian Employee's covered under the Defense Performance Management and Appraisal Program), 25 June 2019.

g. Memorandum, Office of the Under Secretary of Defense, Subject: (Hiring Reform Mandatory Performance Objective) , 1 November 2010.

h. U.S. Army Training and Doctrine Command Defense Performance Management and Appraisal Program Business Rules.

i. Civilian Human Resources Agency (CHRA), MyPerformance Tool (MPT) Frequently Asked Questions (FAQs).

2. Purpose: To establish command guidance for the use of the Civilian Performance and Appraisal Program (DPMAP), and to inform supervisors and employees of the ongoing performance management process, including planning, monitoring, and evaluating employee performance. This memo promotes and supplements compliance with DoDi 1400.25, Vol 431 DoD Civilian Personnel Management System: Performance Management and Appraisal Program, Army Policy Requirements, TRADOC DPMAP Business Rules, and mandatory and recommended guidance for supervisory elements.

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3. Applicability: This MOI is applicable to MSCoE Fort Leonard Wood, TRADOC, Appropriated Fund, civilian employees. Appraisals are given without regard to race, color, gender, religion, national origin, marital status, age, disability, or sexual orientation.

4. Roles/Responsibilities:

a. Commanders/Directors/Senior Leaders are responsible for:

(1) The overall and proper execution of this program throughout their organization.

(2) Establishing the rating structure within their organization for higher level reviewers (HLR). This is a topic within the scope of the organizational inspection programs (OIP).

(3) Ensuring appropriate approval has been obtained where the rating official (RO) and HLR will be the same individual for an employee. All requests for exception to two-tier rating must be supported by sufficient rationale to justify the request. These instances should be rare and must be coordinated thru MSCoE Civ-Per for approval by the Commanding General, MSCoE.

(4) Ensuring implementation of this MOI consistently across the organizations covered.

b. HLRs are responsible for:

(1) Verifying that workforce performance elements and standards are in line with DoD and Department of the Army (DA) core values, as well as the organization's mission and goals.

(2) Reviewing and approving the employee performance plan, ensuring that appropriate job performance elements and standards are developed, and the final RO assessment and rating of record are documented in MPT within 30 days of the beginning of the appraisal period.

(3) Reviewing and approving revisions made to the employee's performance plan in the MPT as quickly as possible to ensure all employees are on approved standards.

(4) Reviewing and approving progress review in the MPT within 10 days when the employee's performance is less than "Fully Successful" or when the RO is a first year supervisor.

(5) Reviewing and approving the RO assessment (if required) when the RO or employee separates or takes a new position during the appraisal cycle. Entire process to be completed prior to the RO or employee departing when possible. For more details please see Specially Situated Employee rules in the DoDi 1400.25 V-431 and the CHRA MPT FAQs.

(6) Reviewing and approving ratings provided by all subordinate ROs in MPT within 30 days of the end date of the cycle to ensure consistency and fairness across their area of

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responsibility. The HLR can override a rating and determines the final rating.

(7) HLRs may assign Trusted Agent(s) to act on their behalf for management of their MyPerformance profile. The authorization does not alleviate the HLR from their performance management responsibilities to continue the hands-on work of monitoring, reviewing, and appraising employees on their performance, and the HLR retains ownership of the plan. The Trusted Agent's purpose is to document the HLRs decision in the employee's record.

(8) Ensuring implementation of this MOI consistently across the organizations covered.

(9) The HLR for all GS-15s will be the DtCG if the DtCG is not already the RO.

c. ROs are:

(1) Normally, the employee's first line supervisor.

(2) Responsible for:

(a) Ensuring workforce performance elements and standards are in line with DoD and DA core values, as well as the employee's position description (PD) and the organization's mission and goals.

(b) Ensuring employees have the opportunity to provide input into their performance elements and standards.

(c) Ensuring the employee's performance plan is in MPT, approved by the HLR and acknowledged by the employee within the first 30 days of the appraisal cycle or within 30 days of assignment of new employees, but no later than 31 December.

(d) Conducting a minimum of three formal performance discussions during the appraisal cycle. The initial performance plan, to discuss performance expectations, one progress review during the appraisal cycle (typically mid-way), and the final discussion to communicate the rating of record. All three discussions will be documented in MPT.

(e) Making the appropriate revisions to performance elements and/or standards, and communicating changes to the employee as soon as an update is deemed necessary, but no later than 90 calendar days before the end of the appraisal cycle (31 December). All changes must be documented in the MPT. Changes to mission, organizational goals, work unit priorities, or assigned duties that occur during the appraisal cycle may necessitate revisions to the performance plan. The appraisal cycle can be extended for a short period of time as needed to meet the 90-day requirement after seeking approval of the Assistant Chief of Staff (ACoS) through MSCoE Civ-Per. Employees may only be rated on assignments when the employee has had a full 90 calendar days to perform under an approved plan.

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(f) Conducting informal performance discussions with employees throughout the appraisal cycle to obtain and/or provide feedback. Continuous two-way communication during the course of the appraisal cycle is an expectation of this performance system. Discussions do not supersede the formal discussions and documentation required in paragraph (d) above.

(g) Preparing an RO assessment for each progress review and annual appraisal, addressing each element and standard stating their accomplishments and impacts on the organization's mission in MPT.

(h) Preparing an RO assessment and recommending a final rating of record (if required) when the RO or employee separates or takes a new position during the appraisal cycle. The entire process is to be completed prior to the RO or employee departing when possible. For more details please see Specially Situated Employee rules in the DoDi 1400.25 V-431 and the CHRA MPT FAQs.

(1) If a RO or employee leaves the organization, a performance narrative statement is required when an employee has performed under an approved performance plan for 90 calendar days AND there are more than 90 calendar days left in the appraisal cycle.

(2) A rating of record is required when an employee has performed under an approved performance plan for 90 calendar days and the employee or RO leaves the organization with fewer than 90 calendar days remaining in the appraisal cycle. If circumstances preclude the departing RO from carrying out this responsibility, the HLR official may serve as the rating official. This is required to be coordinated with the MSCoE Civ-Per for documentation purposes.

(3) A rating of record is required when an employee has performed under an approved performance plan for 90 calendar days, the employee onboarded prior to 31 December, and the employee is still onboard on 31 March.

(i) Recognizing and rewarding employee throughout the appraisal cycle using monetary and non-monetary resources. Awards resulting from a performance appraisal, both cash and time off, cannot be executed until after the performance appraisal effective date. Monetary awards cannot be used to recognize the same act or performance, which has occurred in a specific time period, more than once.

(j) ROs may assign Trusted Agent(s) to act on their behalf for management of their MyPerformance profile. The authorization does not alleviate the RO from their performance management responsibilities to continue the hands-on work of monitoring, reviewing, and appraising employees on their performance, and the RO retains ownership of the plan. The Trusted Agent's purpose is to document the ROs decision in the employee's record.

(k) Ensuring implementation of this MOI consistently across the organizations covered.

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d. Employees are responsible for:

(1) Providing input to and discussing performance elements, standards, and expectations with the RO and acknowledging their performance plans in MPT within 30 days from the start of the appraisal cycle.

(2) Providing a self-assessment in MPT for progress reviews and the annual appraisal addressing each performance element and standard stating their accomplishments and impacts on the organization's mission relative to the performance elements and standards. Employee input is mandatory (when possible) and valuable during and at the end of the appraisal cycle.

(3) Preparing self-assessment when employee or RO separates or changes positions during the last 90 days of the appraisal cycle (known as an early Closeout Appraisal) in MPT. The entire process is to be completed prior to the RO or employee departing from the organization (when possible). For more details please see Specially Situated Employee rules in the DoDi 1400.25 V-431 and the CHRA MPT FAQs.

(4) Keeping track of their performance and accomplishments throughout the appraisal cycle using MyJournal in MPT or other forms of recordkeeping.

(5) Initiating informal performance discussions with the RO to obtain feedback on performance, especially in instances where assigned duties differ from established performance elements and standards.

e. MSCoE Civ Per is responsible for:

(1) Tracking compliance and completion of all phases of the performance management process within DPMAP.

(2) Providing regular reports to rating chains.

(3) Providing assistance and reminders to ROs, HLRs, and employees on MPT, writing standards, reviews, appraisals, and timelines.

(4) Acting as the liaison between MSCoE organizations and TRADOC G-1.

5. Appraisal Process: The DPMAP process consists of three (3) phases: planning, monitoring, and evaluating. Each phase has distinct activities to be completed within specified timelines. The annual appraisal cycle is 1 April through 31 March of each calendar year. The minimum period of performance is 90 calendar days. All performance discussions between ROs and employees will be conducted face-to-face when possible. HLRs are not required to conduct face-to-face discussions.

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a. Planning – Performance Plan.

(1) Performance plans will be established for all General Schedule (GS) and Wage Grade (WG) employees (to include Pathways employees) unless their appointment is for less than 90 calendar days. Temporary employees (serving under a temporary appointment for less than 1 year, who agree to serve without a performance evaluation, and who will not be considered for a reappointment, or for an increase in pay, based in whole or in part on performance) are excluded from this requirement.

(2) Performance plans will be established (RO), approved (HLR), communicated to the employee (RO), and acknowledged (Employee) in MPT at <<https://compo.dcpds.cpms.osd.mil>> within 30 calendar days from the beginning of the appraisal cycle or no later than 30 calendar days after the employee's assignment to the position but no later than 31 December. If an employee starts prior to 31 December they must be put on a performance plan for that respective year.

(3) All performance plans will have a minimum of three (3) and a maximum of ten (10) performance elements (recommend 3 to 5 for employees, and 5 to 7 for supervisors). Each element should have multiple measurable performance standards developed using the Specific, Measurable, Achievable, Relevant, and Timely (SMART) criteria, and be written at the fully successful level. All performance elements are critical elements.

(4) The number of supervisory elements for supervisors of civilians must be equal to or greater than the number of technical elements. This requirement does not apply to employees coded as Supervisor Civil Service Reform Act (CSRA) code "4" in the Defense Civilian Personnel Data System (DCPDS).

(5) Performance plans for ALL supervisors of civilians evaluated under DPMAP will include the mandatory elements/standards listed below under all three mandatory topics in 5.a.(5)(a), 5.a.(5)(b), AND 5.a.(5)(c).

(a) Required topic #1: Organizational Management and Leadership. Element Title: Performance Management and Employee Engagement and IDPs. Standard Verbiage: Execute all supervisory functions including human resources, performance management, and fiscal responsibilities within established timelines and in accordance with applicable regulations. Complete required supervisory development and DPMAP training within established timelines. Establish performance plans, using SMART criteria, with subordinate's input, ensuring alignment with organization's mission and goals. Engage in a minimum of one progress review to support an understanding of progress towards expected goals. Complete the appraisal process and submit performance awards. Use various types of awards and recognition throughout the appraisal cycle to reward excellent performance and foster a high performing culture. Effectively communicate regularly with employees, provide guidance, monitor employee performance, address declining and poor performance in a timely manner and take appropriate action. Foster employee engagement by communicating openly and demonstrating and

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encouraging trust and respect both within the work unit and between work units. Engage employees in developing or revising their IDP and ensure completion of IDPs, discuss professional developmental goals, and facilitate accomplishment of goals. Identify developmental and training needs of employees and arrange for needed development and training. If applicable ensure all subordinate supervisors accomplish their supervisory responsibilities within established timelines.

(b) Required topic #2: Equal Employee Opportunity and Diversity Requirement and Objectives. Element Title: Unit Cohesion, Safety, Whistleblower Protection, and EEO. Standard Verbiage: Actively demonstrate and enforce applicable laws, regulations, and policies governing merit principles, prohibited personnel practices, equal employment, safety, workers compensation and Whistleblower programs. Demonstrate and enforce the Army EEO, Diversity, and Anti-Harassment policies and practices. Develop relationships based on inter-dependability, trustworthiness, honesty, integrity, and respect for others. Promptly and consistently address noncompliance allegations. Exercise tact and diplomacy and maintain effective relationships. Demonstrate and encourage diversity in the working environment. Ensure that employees are aware of proper avenues of redress; encourage them to report all instances of wrongdoing. Engage the appropriate offices upon notification of an alleged act of wrongdoing. Demonstrate and enforce with subordinates that any employee who witnesses or receives a report of sexual harassment, discriminatory or unlawful treatment is required to immediately take appropriate action. Ensure all subordinates complete required training within established timelines. Support the Whistleblower Protection Program by responding constructively to employees who make protected disclosure under 5 U.S.C. 2302(b)(8), taking responsible and appropriate actions to resolve any such disclosure, and creating an environment in which employees feel comfortable making such disclosures. If applicable ensure all subordinate supervisors comply with all related supervisory requirements.

(c) Required topic #3: Hiring reform requirements and objectives for all managers and supervisors with hiring authority, which also includes emphasis on organization requirements guidance and oversight activities for Human Resources supervisors involved in the hiring process. Element Title: Hiring Reform. Standard Verbiage: Effectively recruit a high caliber workforce in accordance with measurements identified in organizational staffing/hiring goals. Ensure employee's successful retention/transition into and out of the organization by providing opportunities for orientation and the required tools within the first or last 30 days of employment to help them perform successfully during their transition. Complete accurate and timely position description reviews for each employee annually. Foster broadening and growth opportunities with new and current employees that encourages retention within the organization. Identify position requirements prior to hiring actions so the recruiting is appropriately focused and timely to produce high quality candidate pools. Ensure all hiring processes within management control are completed in a timely manner. Complete each hiring action IAW the MSCOE Hiring MOI and ensure hiring decisions are finalized shortly after completing all requirements such as interview, panel reviews, reference checks, etc.

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(6) Absolute Standards will be used only in rare circumstances (safety, security).

(7) All performance discussions between the RO and the employee will be conducted face-to-face. Exceptions must be approved by the HLR in advance. HLRs are not required to conduct face-to-face discussions.

(8) Use of Option A (Actual transfer of document to HLR) in MPT for approving all performance plans and appraisals is required. Only in rare circumstances will an RO approve on the behalf of the HLR utilizing Option B.

(9) The appraisal cycle can be extended for a short period of time as needed to meet the 90 day requirement after seeking approval of the Assistant Chief of Staff (ACoS) through MSCoE Civ-Per. ROs will submit a written extension request with justification through their chain of command to CIVPER to be approved by the ACoS. Employees may only be rated on assignments when the employee has had a full 90 calendar days to perform under an approved plan.

b. Monitoring – Progress Reviews.

(1) Progress reviews are required for all employees to include those who enter the organization at or after mid-cycle.

(2) A progress review will be conducted at an appropriate interval in the employee's appraisal cycle. If an employee starts the rating cycle prior to 1 September, the progress review is due no later than 15 Oct. If an employee starts the rating cycle between 1 September and 31 October, the progress review is due no later than 15 December. If an employee starts the rating cycle between 1 November and 31 December, the progress review is due no later than 15 February. An employee must be given a progress review with enough time remaining in the appraisal cycle to improve their performance if needed.

(3) ROs and employees are required to provide narrative assessments in MPT.

(4) ROs progress reviews will address the completion of all subordinate progress reviews.

(5) All performance discussions between the RO and the employee will be conducted face-to-face. Exceptions must be approved by the HLR in advance. HLRs are not required to conduct face-to-face discussions.

(6) The progress review process – the RO created the progress review in MPT and transfers to the employee for input, the employee transfers it back to the RO, assessment in MPT (RO), and acknowledgement (Employee) – will be completed within 30 days of the

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progress review window and should be completed prior to 31 December when possible. HLRs are not required to review/approve the progress review unless the RO determines that the employee is not performing at the "Fully Successful" level. However, HLRs are required to approve the progress reviews conducted by a first year supervisor to ensure quality of the feedback.

c. Evaluating – Annual Appraisal.

(1) The RO will evaluate employee performance by assessing performance against the elements and standards in the employees approved performance plan and assigning a rating of record based on the work performed during the appraisal cycle. A written rating of record must be provided at the end of the appraisal cycle for each employee who has been under an approved performance plan for 90 calendar days during the cycle. This includes students who only work during the summer and winter breaks.

(2) ROs are required to submit assessments in MPT.

(3) ROs will evaluate employee performance by assessing performance against the elements and standards in the employee's approved performance plan assigning a rating of record based on work performed during the appraisal cycle. Employee assessment is not to be completed as a comparison to other employees.

(4) If an employee has been detailed or on a developmental assignment during the appraisal cycle, the detail/developmental supervisor will provide input to the RO on the employee's performance. The RO will consider that input when assessing the employee's performance during the appraisal cycle. For more information on details please see the CHRA MPT FAQs.

(5) The RO assessment must contain sufficient information to support the proposed final rating of record before the final rating is approved by the HLR.

(6) If the HLR is unavailable to review/approve the rating of record the HLRs supervisor (or designee) will be the final approval authority.

(7) The annual appraisal process assessment (RO and Employee), recommended rating of record (RO), approval (HLR), face-to-face discussion (RO and Employee), document occurrence (RO), and acknowledgement (Employee) will be documented in MPT and completed within 30 days of the end of the appraisal period, but no later than 15 May if an extension to the end date was approved.

(8) All performance discussions between the RO and the employee will be conducted face-to-face. Exceptions must be approved by the HLR in advance. HLRs are not required to conduct face-to-face discussions.

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(9) Ratings are final when signed by the HLR. Except in unusual cases, such as performance improvement plans, all ratings are effective 1 June.

6. Unacceptable Performance.

a. Procedures to address unacceptable performance and/or the implementation of performance improvement plans will be conducted consistent with the requirements of the DoDI and the locally implemented process by the Civilian Personnel Advisory Center (CPAC).

b. Performance issues should be addressed as early as possible in the appraisal cycle.

7. MSCoE DPMAP SuperUser is Sarah Martin, (573) 563-4000 or sarah.b.martin13.civ@mail.mil.



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