

# Performance Management Program Readiness Consideration Guide and Checklist

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The Readiness Consideration Guide and Checklist are intended to assist Department of Defense (DoD) Components and Agencies in successful implementation of the Defense Performance Management and Appraisal Program (DPMAP) by ensuring all pre-transition activities are at a sufficient level of preparedness. Past experience with the implementation of similar programs indicates there are a number of considerations to be factored into the planning and pre-deployment processes which are identified herein to assist with a successful deployment.

As each Component/organization prepares for transition to the new DPMAP, there are many activities to complete and consider prior to transition. These activities and actions are documented herein under the Readiness Consideration Guide. When used, they will afford Components/organizations insight into the activities and actions necessary to ensure a successful transition into the DPMAP. These considerations are divided into five categories for easy reference: Transition Approach & Timelines; Labor Management Obligations; Communications; Training; and Automation. The Guide is not all inclusive; Components and agencies are encouraged to augment the guide as required to address their implementation requirements.

The Readiness Checklist, which follows the Readiness Consideration Guide, is the Component/organization's documentation of the most critical action items the organization must sufficiently address prior to the transition to the new DPMAP. Action items listed on the Readiness Checklist are non-sequential and Components may execute in accordance with their implementation plan. The Readiness Checklist must be signed and returned to the Director, Defense Civilian Personnel Advisory Service, 30 days prior to the Component/organization's transition into the new performance management program.

## Readiness Consideration Guide

### *TRANSITION APPROACH & TIMELINES*

- Determine/assign appropriate oversight responsibilities for implementation and program management.
- Identify military supervisors of civilian employees and ensure they are included in communications and training.
- Determine the impact of the new performance management program transition on any planned reorganizations or restructuring.
- Update existing performance management guidance for compliance with the new performance management program.
- Ensure awards and recognition policy is consistent with the new performance management program, and Component and Agency's internal controls are in place for award approval.
- Engage functional communities in defining performance levels and metrics for their communities. Ensure performance levels are defined consistently and appropriately across similar occupations.
- Review/update position descriptions, as needed.
- Revise performance management programs for consistency with the new performance management program.
- Review/revise related policies (merit promotion, training, etc.) for sufficiency, interdependence, and compatibility with the new performance management program.
- Ensure supervisory critical elements equal or exceed the number of non-supervisory (technical) performance elements on the performance plans of supervisors.
- Ensure new performance plans (elements and standards) are established within 30 calendar days of the beginning of the appraisal cycle.

### *LABOR-MANAGEMENT OBLIGATIONS*

- Begin engaging bargaining unit representatives early in the process by sharing communications packages and other information.
- Review existing collective bargaining agreements to determine impact of implementing the new program.
- Satisfy all local bargaining obligations.
- Engage in labor/management cooperation throughout the transition process, encouraging the use of the Labor-Management forums to the greatest extent practical.
- Know which bargaining units will be impacted by the implementation, and identify their representatives.
- Deliver proper notification to the appropriate union representative in accordance with your Collective Bargaining Agreement and the Labor Relations Statute.

# Readiness Consideration Guide

## *COMMUNICATIONS*

This may be done at the Component and Agency level, organizational level, or both depending on the actual transition plan. Advance communication with general information from the Component level can be followed by more specific information at the organizational level prior to scheduled transition. The plan should include key DoD messages and may contain any or all of the following (as appropriate to each organization):

- Review and leverage the DoD New Beginnings Webpage (<https://dodhrinfo.cpms.osd.mil/New-Beginnings/>).
- Establish an organization-wide communication plan which may include Town Halls, newsletters, websites, etc.
- Include key DoD messages.
- Component senior leadership/Champion support statement for the new performance management program.
- Senior leadership communication to the workforce regarding the organization's strategic plan, mission, goals, and objectives.
- Leadership briefs at all levels of the organization regarding the Component's implementation plan and schedule.
- Leadership communications on change in the performance management approach, continuous feedback throughout the appraisal cycle, and not focused on end of year appraisal.
- Public Affairs office coordination.
- Method of forwarding questions to points of contact (POCs) and identification of types of questions for each POC (e.g., MyPerformance questions go to IT POC, ratings questions go to Human Resources (HR) POC).
- Methods to ensure all employees receive communications, such as those who do not normally have access to a Government computer. NOTE: if employees are represented by a union, comply with labor relations obligations.
- Ensure each communication, event, and step emphasizes supervisor-employee partnership in managing performance.
- Emphasize the linkage/cascade from strategic goals to organizational objectives to each employee's important contribution to overall mission.
- Post tools and information links for ready access by employees, supervisors, HR staff, and implementation team.
- Ensure proper notice is given to any bargaining unit being impacted by implementation. Notices should include sufficient information to make it clear that the Agency is implementing a change, such as DoD Instruction 1400.25, Volume 431, "DoD Civilian Personnel Management System: Performance Management and Appraisal Program," DoD Memoranda, a link to the New Beginnings webpage (<https://dodhrinfo.cpms.osd.mil/New-Beginnings/>), proposed implementation Date(s), and a Labor Relations POC for additional information.
- Ensure communications to employees include a reference to DoDI 1400.25, Volume 431, DoD Memoranda, a link to the New Beginnings webpage (<https://dodhrinfo.cpms.osd.mil/New-Beginnings/>), Implementation Date(s), and a POC for additional information.
- Ensure coordination with Component and Agency servicing HR Office.

## Readiness Consideration Guide

### *TRAINING*

- Align Component training plan to the overarching DoD Training Plan.
- Determine number and types of employees to be trained at each organizational location.
- Identify resources required to complete training plan and secure funding (e.g., printing of training materials, temporary duty for T3 trainers or attendees).
- Identify method to track training completion and determine method of training for small pockets of employees - including those at remote locations.
- Ensure all employees and supervisors covered by the new performance management program complete the DPMAP training.
- Determine the best delivery mechanisms (face-to-face, auditorium, video teleconference, Defense Collaboration Service, etc.).
- Determine and make available materials to conduct training (e.g., website URLs, briefing materials).
- Schedule facilities and equipment needed to conduct the training.
- Plan methods for notifying the workforce of training dates, locations, and topics.
- Ensure enforcement of mandatory performance management training.
- Consider coordinating training with other Components and/or agencies on same installation.
- Ensure a sufficient amount of Trainers within your organization, recommend 25 students per single trainer.

### *AUTOMATION (HR Information Technology & Website)*

- Ensure Supervisory/Manager coding and the Supervisory Hierarchy (including military supervisors of civilians) in Defense Civilian Personnel Data System (DCPDS) have been reviewed and corrected, if necessary, to ensure proper access to the MyPerformance tool.
- Update/add links on Component and local web sites for MyBiz+ (access to MyPerformance), and other new performance management program information and guidance.
- Ensure DoDI 1400.25, Volume 431 "cover under New Beginning" field is properly coded in DCPDS. This code indicates whether or not an employee is "covered" in the new performance management program and grants access to the MyPerformance tool.
- Coordinate "covered employees" mass upload with your DCPDS Program Manager and Component Representative.
- Ensure Component and Agency servicing Human Resources Office is familiar with the DCPDS User Guide for how to maintain and activate the "covered under New Beginning" field for new/transitioning employees.

## Readiness Checklist

This checklist is intended to assist Components in successful implementation of the Defense Performance Management and Appraisal Program by ensuring all pre-transition activities are at a sufficient level of preparedness. Action Items listed below are non-sequential and Components may execute in accordance with their implementation plan. Return your signed Readiness Checklist to the DCPAS New Beginnings Implementation Team's mailbox at: [dodhra.mc-alex.dcpas.cal.new-beginnings-cal@mail.mil](mailto:dodhra.mc-alex.dcpas.cal.new-beginnings-cal@mail.mil) 30 days prior to your Component's implementation into the new performance management program.

Component	Agency/Activity	Implementation Date	Total # of Employees
Action Item		Date Completed	Initials
1)	Review/update related policies (merit promotion, awards, training, etc.) for sufficiency, interdependence, and compatibility with Defense Performance Management and Appraisal Program.		
2)	Develop and publish a plan for closing out existing performance appraisal cycle.		
3)	All local bargaining agreements have been reviewed with respect to the organization's transition into the Defense Performance Management and Appraisal Program and bargaining obligations have begun or have been met.		
4)	Identify trainers and schedule for DoD-led T3 training session. Ensure training schedules are in place for a seamless transition into the new performance management program.		
5)	The following DCPDS data elements have been certified as accurate:		
	• Supervisory/Manager code		
	• Supervisory Hierarchy (including military supervisors of civilians)		
	• Ensure all covered employees by DoDI 1400.25, Volume 431 have a "Y" in the "Covered under New Beginnings" field in DCPDS.		
6)	Ensure all military supervisors of civilian employees have DCPDS MyBiz+ accounts.		
7)	Ensure the new Performance Management and Appraisal Program has been communicated to your workforce, to include any union notification.		
<b>Comment Area:</b>			

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*(Print Name and Sign)* Component Director of Human Resources \_\_\_\_\_  
Date Approved