



DEPARTMENT OF DEFENSE
DCPAS
Defense Civilian Personnel Advisory Service

Worldwide HR Training Conference

New Beginnings Labor/Management Panel



Performance Management Program Highlights

Performance reviews with continual feedback

Organizational goals link to employee performance

Automated Appraisal Tool

Standard rating cycle and rating period



3-level rating pattern

Cultural and Attitudinal Changes

Continuous recognition and rewards





Design Teams' Recommendations Overview

- DoD must focus on cultural and attitudinal changes regarding performance management, vice the structural features of the system
 - It's about clear guidance and continuous feedback; not about the "365th day"
- Supervisors perform a critical role in hiring and performance management
 - Emphasis on supervisor selection, training, development, and preparation is key
- Hiring reform initiatives to date are yielding positive results
- The need for additional financial incentives is negligible
 - Current incentives support positive recruiting, retention, and performance; but some additional incentives may be warranted

