



DEPARTMENT OF DEFENSE



Defense Civilian Personnel Advisory Service

**New Performance Management Plan:
Lessons Learned from Phase I –
“The Big Launch”**

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New Beginnings

Leadership SERVICE **Pride** readiness
NEW OWNERSHIP WORKFORCE PLANNING
BEGINNINGS hiring Supervisor Performance communication
EXCELLENCE accountability MENTORING Guides FOCUS
tools mission Teamwork PERFORMANCE Commitment training
Rewards





Agenda

- New Beginnings Background
- New Beginnings Recommendations
- Implementation Milestones
- Status of Defense Performance Management and Appraisal Program Implementation
- Implementation Best Practices & Lessons Learned
- New Beginnings Web Page





New Beginnings Background



- NDA 2010 (October 2009)
 - Repealed statutory authority for the National Security Personnel System (NSPS)
 - Mandated a fair, credible, transparent performance management system and redesigned procedures for appointments to positions in the competitive service
 - Authorized the Secretary of Defense, at his discretion, to establish a Civilian Workforce Incentive Fund
 - Required DoD ensure a means for involving employees in the design and implementation of the authorities through their designated representatives

- Executive Order 13522 (December 2009)
 - Allows employees and their union representatives to have pre-decisional involvement (PDI) in all workplace matters to the fullest extent practicable





Design Team's 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
- Enhancements to hiring processes are needed to better meet needs of applicants and employees
- The need for additional financial incentives is negligible
- Current incentives support positive recruiting, retention, and performance; but some additional incentives may be warranted





Implementation Milestones

- ✓ November 25, 2016 – DSD New Beginnings Progress and Implementation memorandum
- ✓ December 16-17, 2015 - T3 training content evaluation
- ✓ January 19, 2016 – New Beginnings Website launch
- ✓ January 19 – 22, 2016 - T3 training Event
- ✓ February 4, 2016 DoDI 1400.25 V431 released
- ✓ March 1, 2016 – DD Form 2906 complete and published
- ✓ March 2016– MyPerformance Tool launch
- ✓ April 1, 2016 - Phase 1.1 Implementation
- ✓ April 6, 2016 – All web-based training content complete and available
- ✓ June 2016 - USD(P&R) announcing Department Performance Management implementation schedule
- ✓ June 30, 2016 – Bi-annual Congressional Report due
- July 30, 2016 – Version 2 of Instructor-Led training materials complete
- September 12-16, 2016 – Train-the-Trainer event
- October 1, 2016 – Phase 1.2 Implementation





Status of Defense Performance Management and Appraisal Program Implementation

- Phase 1.1 implementation, April 2016:
 - Planned:
 - Total Employees: 14,488
 - Total Bargaining Unit Employees: 3,675
 - Actual:
 - Total Employees: 12,583
 - Total Bargaining Unit Employees: 2,574
 - Delayed or Partial Implementation (1,905 total employees):
 - DISA – 3 sites totaling 732 employees (AFGE bargaining on-going)
 - PFPA – Multiple sites totaling 1,173 employees (AFGE & PPOA bargaining on-going)
 - Continued engagement with WHS, DLA, Navy and DFAS to coordinate October 2016 implementation





Implementation Best Practices/Lessons Learned

- Labor Union Notification
 - Review existing Collective Bargaining Agreements, be aware of which Bargaining Units will be impacted by the implementation, and identify their union representatives
 - Notice to Bargain should be delivered to the appropriate union representative as early as possible to allow sufficient time for bargaining, to avoid potential delays in implementation
 - “It’s never too early to begin collective bargaining obligations”
- Training:
 - Ensure those identified to receive and deliver Instructor-Led Training are the right fit
 - Start training early – begin approximately six months prior to implementation date
 - Instructor-Led Training is strongly encouraged as the best method to receive training, with web-based training available to supplement in-person courses
- Performance Management:
 - Develop a centralized library of Elements & Standards for the workforce





Implementation Best Practices/Lessons Learned

- Communications to Employees
 - Senior Leadership communication to the workforce at all levels regarding the Component's specific strategic plan for implementation and the key changes/impact of the new performance management approach
 - Establish an organization-wide communication plan, which may include Town Halls, newsletters, websites, etc.
 - Create a Senior Leadership/Champion support statement to communicate throughout the organization
 - Review and communicate the DoD New Beginnings Webpage link and all the important resources housed there (<https://www.cpms.osd.mil/Subpage/NewBeginnings/NBHome>)
 - Review and leverage the Readiness Consideration Guide and Checklist, which include many more Best Practices





New Beginnings Webpage

- New Beginnings CAC-enabled webpage launched January 19
- Important resources housed here:
 - New Beginnings Info Briefing
 - MyPerformance Tool User Guide for Employees
 - MyPerformance Tool User Guide for Rating Officials
 - MyPerformance Demo PowerPoint and Script
 - MyPerformance Training Videos
 - Performance Management & Appraisal Program Toolkit
 - Link to Hiring Manager's Toolkit
 - Awards Information

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New Beginnings

New Beginnings is a collaborative labor-management effort involving the Department of Defense (DOD) and a broad array of DOD employees and national-level union representatives. Its mandate is to implement significant improvements to DOD Human Resource practices and policies, including implementation of a new Defense-wide Performance Management and Appraisal Program. New Beginnings encompasses reforms impacting Performance Management, Hiring Flexibilities, Training and Development, and Workforce Incentives.

Directives & Communication Performance Management Staffing & Hiring Flexibilities Training & Development Awards

What's New

New information, training videos, and guides on the MyPerformance tool, which will manage your Performance Management and Appraisal for those deploying into the new program, can be found in the Resources and References section.

Resources and References

Click here for additional documents and information.

Frequently Asked Questions

Click here to view FAQs.

Background

The National Defense Authorization Act (NDAA) for Fiscal Year 2010 provided the Secretary of Defense authority to promulgate agency rules and regulations providing for: 1) a new performance management program and 2) redesigned procedures for use within the Department of Defense (DOD) to make appointments to positions within the competitive service. The NDAA also provided the Secretary, at his discretion, authority to establish a "DOD Civilian Workforce Incentive Fund."

PURPOSE

Through a dynamic, collaborative labor-management partnership with national-level unions, the Department has made great strides toward full implementation of the comprehensive New Beginnings initiatives, geared toward implementing new policies and processes to better position the DOD to compete for and retain top talent that is essential to protecting the security of our nation.

As the Department continues to make progress in creating a culture of engagement and high performance through the implementation of New Beginnings, utilize this consolidated resource to stay apprised of all implementation progress, important communications, dates and information regarding the joint labor-management Pre-Decisional process, Frequently Asked Questions, and information on new products, programs, and policies.

NEW BEGINNINGS NAVIGATION

Overview

Frequently Asked Questions

Resources and References





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Questions/Contact?



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