



The Chronicle

Excellence in Action

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National Capital Region Medical Directorate Personnel

THE END OF AN ERA: Closing-Out the NCR MD Employees Performance Plan and Results Report

Conducting a quantified and quality employee performance review is an essential way to track employee progress and maximize productivity in the workplace. Most managers understand the fundamental benefits of employee reviews. Annual appraisals can help to ensure recognition of high performing employees, and help keep mid-level performers on the road to the reaching of reasonable goals. Appraisals also help managers deal with low performer's employees by providing clear goals to avoid adverse actions. These objectives are all vital aspects of performance tracking and workplace management; however, in reality most performance evaluations are conducted with reluctance from employees and ignorance from management.

Here are some tips that can assist you with closing-out an employee performance appraisal:

#1 - Basic:

- Employees should be told about good or poor performance when it happens;

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it should never contain "surprise" information.

- Managers may consult with anyone in the activity that might have relevant information about employee performance.
- Employees should have some knowledge of how their performance will be assessed before the review.
- Goals should be set in advance and should be challenging.
- Goals should be specific, measurable, achievable, relevant, and time sensitive.
- Rating official and employee should take an active part in goal setting.
- Ensure that the employee's goals align with the NCR MD mission.
- Have an open mind about employee's future goals.

#2 - Preparing for an Annual Close-Out:

- Know your activity's mission and strategic plan.
- Make certain that the employee's position description is up-to-date.
- Appreciate the employee's major accomplishments.
- Recognize the employee's development efforts.
- Discern if the employee had the opportunity/time to show initiative or was overworked.
- Be aware of any major obstacles that may have prevented the employee from achieving objectives.
- Recognize the professional aspirations of the employee.
- Ensure that the employee has ample time to prepare for the meeting.
- Encourage the employee to complete a self-assessment.
- Realize that performance and conduct are totally separate.

- Anticipate problems which may occur and develop a strategy for dealing with them.
- Be very careful of personal biases.
- Get assistance from Labor Management Employee Relations (LMER)/ Employees Assistance Program (EAP) when your relationship with the employee threatens your objectivity.
- Be clear about performance expectations.
- Make certain that you are rating that employee performance and not comparing his/her performance against his/her colleagues or against a pre-determined standard.
- Deliver negative performance issues in small doses.
- Most importantly, be consistent!

#3 - Make it Easy!

Annual Performance Appraisals can be easier to complete and more accurate! Maintaining a record performance conversations and notes throughout the performance appraisal cycle can simplify the final review and make the review a lot more accurate. Managers who have well-documented records of an employee performance throughout the entire year, instead of just the months leading up to the final rating can be easily justified – making the entire process easier for all involved. Also, because progress reviews have taken place in smaller increments, final reviews are usually easier for managers and employees to summarize and change the focus away from rehashing the past to planning ahead.

Words of Encouragement

"There are no secrets to success. It is the result of preparation, hard word and learning from failure."
(A quote from Colin Powell)

THE BEGINNING OF A NEW AGE: The Defense Performance Management Appraisal Program

July 1, 2017 all Department of Defense employees assigned to the National Capital Region Medical Directorate (NCR MD) which includes Walter Reed National Military Medical Center, Fort Belvoir Community Hospital, the Joint Pathology Center and all subordinate clinics will transition to this new performance management program. Every civilian employee and military who supervises civilian employees must complete DPMAP Modules 1-7 by May 31, 2017. The DPMAP appraisal cycle is from April 1 through March 31 of each calendar year. The minimum period of performance is 90 calendar days where the employee will be rated based on the period of demonstrated performance.

Pertinent to the transition will be the timely development of critical elements. Performance Standards describe how the requirements and expectations of an employee are to be evaluated. They must be written at the "Fully Successful" level to include specific, measureable, achievable, relevant and timely (SMART) criteria. These criteria provide the framework for developing effective results and expectations.

To achieve performance at the "Fully Successful" level, the standards should be:

Specific: Goals are sufficiently detailed in describing what needs to be accomplished.

Measurable: The accomplishment of the performance element is clear and can be quantified or substantiated using objective criteria.

Achievable: Goals are realistic, yet challenging and can be accomplished with the resources, personnel, and time available.

Relevant: The critical element aligns with or links to organizational mission and success.

Timely: Goals will be completed within a realistic timeframe.

MyPerformance is the automated tool to be used by supervisors and employees for establishing performance plans, tracking progress, and evaluating performance. For supervisors and/or employees who do not have access to the electronic MyPerformance appraisal tool, a paper

copy of DD Form 2906 to document the performance plan, progress review(s) and rating of record is available.

Be sure to explore the documents and resources listed on the NCR MD website: <https://www.capmed.mil/EmployeeService/s/DPMAP/SitePages/Home.aspx> to learn more about the Defense Performance Management and Appraisal Program.

SUPERVISORY AUTHORITIES AND RESPONSIBILITIES

"Supervisor" means an employee having authority, in the interest of an agency, to hire, transfer, suspend, lay off, recall, promote, discharge, assign, reward, or discipline other employees, or responsible to direct them, or to adjust their grievances, or effectively to recommend such action, if in connection with the foregoing the exercise of authority is not of a merely routine or clerical nature, but requires the use of independent judgment; Supervisory work and related managerial responsibilities require accomplishment of work through combined technical and administrative direction of others.

A Supervisor is delegated supervisory and managerial authorities which are exercised on a recurring basis. To be a supervisor, the position description must include those authorities and responsibilities.

Supervisors carry out at least three of the first four, and a total of six or more of the following 10 authorities and responsibilities:

1. Plan work to be accomplished by subordinates, set and adjust short-term priorities, and prepare schedules for completion of work;
2. Assign work to subordinates based on priorities, selective consideration of the difficulty and requirements of assignments, and the capabilities of employees;
3. Evaluate work performance of subordinates;
4. Give advice, counsel, or instruction to employees on both work and administrative matters;

5. Interview candidates for positions in the unit; recommend appointment, promotion, or reassignment to such positions; U.S. Office of Personnel Management 15 General Schedule Supervisory Guide HRCD-5 June 1998;

6. Hear and resolve complaints from employees, referring group grievances and more serious unresolved complaints to a higher level supervisor or manager;

7. Effect minor disciplinary measures, such as warnings and reprimands, recommending other action in more serious cases;

8. Identify developmental and training needs of employees, providing or arranging for needed development and training;

9. Find ways to improve production or increase the quality of the work directed;

10. Develop performance standards.

(While not listed, another authority would be to approve and disapprove leave)

For Laughs:



By Non-Sequitur Wiley

2017 Federal Employee Viewpoint Survey (FEVS) FAQs

Q1: What is the purpose of the Federal Viewpoint Survey (FEVS)?

The FEVS calls on the Federal workforces to offer insight on all aspects of your Federal employment experience – from views on your job and agency, through views on your immediate supervisor, managers and ultimately, senior leaders. The purpose is to measure your perceptions of whether and to what extent; conditions that characterize successful organizations are present in your agency. The ultimate goal is to provide the agency with information to build strengths and improve challenge areas.

Q2: Why I should answer this survey?

This is your opportunity to shape the destiny of your workplace environment. Your answers help to determine the future direction of the organization. Let your voice be heard, what works well and what doesn't work well, the survey will be open 10 May – 21 June 2017!!

Q3: How long does it take to complete the survey?

You should be able to complete the survey in approximately 30-45 minutes.

Q4: How will the survey be administered?

The FEVS is a web-based survey. Eligible civilian employees within the sample identified by the U.S. Office of Personnel Management (OPM) will receive an email invitation with a unique link to access the survey. Selectees are made from OPM's government-wide database of all permanent employees.

Q5: Who will see my responses?

The Privacy Act protects your identity, and no data will be disclosed that could be used to identify specific individuals.

Q6: Do I need to complete the survey in a single session?

We strongly urge you to complete the survey in a single session. However, if you need to save your responses midway, please click the "Save" button and then you can finish the survey at a later time.

Q7: Do I need to answer every question?

No, but we encourage you to respond to all the questions. This is critical information that will help senior leadership to continuously improve your positive work experience.

Q8: Who do I contact if I have trouble accessing or completing the survey?

Please send an email to FEVS@opm.gov or call the Employee Viewpoint Help Desk toll free at 1-855-676-3387 OR 1-855-OPM-FEVS

Q9: When will the survey results be available?

Once OPM compiles the data, the results will be reported to our agency between September and

October. To view last year's results, visit www.capmed.mil.

For more information regarding FEVS, contact: Ms. Georgina Lehman at email address: georgiana.l.lehman.civ@mail.mil or telephone number (301) 295-0256 for assistance.

Remaining Flexible and Engaged During Change

An unknown author once said that "change is the essence" of life. This as we all know is a truism. We are in a constant flux of change.

We are currently on the cusp of a couple key changes. As you are aware, in July 2017 we transition into a new standardized Department of Defense Performance Management and Appraisal Program – New Beginnings. It is normal to experience some angst as we delve into new programs. But, this new program creates a positive opportunity to become better engaged in the accomplishment of your organization goals and effectiveness through your demonstrated performance. To paraphrase American Management Expert, Gary Hamel, "you can't build adaptable organizations without adaptable people."

Another significant change looming on the horizon is a comprehensive Plan for Reforming the Federal Government and Reducing the Federal Civilian Workforce. This plan aim is to create a lean, accountable and efficient government. Actions such as elimination/consolidation of programs and maximizing employee's performance to improve organizational efficiency and effectiveness are some of the goals of this reform plan. Plans of this nature usually create additional frustration and stress for organizations and employees. But as the plan unfolds, we must keep in mind that "change and uncertainty are basic principles" and "accept the transformation we are undergoing with the understanding that we do not know enough to be pessimistic." (Quote from Hazel Henderson, Futurist and Evolutionary Economist.)

During these changing times it is important that you remain flexible and engaged in your normal work/life activities. Developing an ability to flow with change is vital to your personal and professional health. You may also reach out to the Employee Assistance Program (EAP) to help guide you if you are struggling on the path of change. The EAP is a work-based program which offers free confidential assessments, short-term counseling, referrals, and follow-up services to federal civilian employees for a broad body of concerns affecting mental and emotional well-being.

Keep in focus that the goal is to remain flexible and engaged in your personal/professional lives as you traverse through change.

"Become a student of change. It is the only thing that will remain constant."

(Quote from Anthony D'Angelo.)

Military Retirement Ceremony

Congratulations on a successful Military career! As you prepare to transition into the next phase of your life, you may want to consider a retirement ceremony to honor your Military career and close out this chapter of your life.

Retirement ceremonies take time to coordinate. Sponsoring a ceremony involves a great deal of thought and planning because it marks the end of a very important era in a Retiree's life. Critical details to take into consideration include:

1. Venue
2. Host
3. Officiating Officer
4. Guest speaker(s)
5. Presentations to family members and VIP's
6. A reliable point of contact
7. Reception menu
8. Cost

There are many places to hold a ceremony and most of these places require reservations many months in advance. Depending on the location of choice, some venues have fees associated with a reservation in addition to very stringent protocols.

There are also a variety of certificates, documents and congratulatory letters that are associated with Military Retirements. The Retiree or their point of contact can request applicable documents, if desired, and arrange to have the Flag flown at the Retiree's place of choice. It is the Retiree's responsible to pay any fees associated with these request(s). It is also important to remember that not all requests to honor retiring military members are answered and some take a very long time to receive. You can request a congratulatory memo from anyone, but again not all will be granted. Memorabilia from requested private organization such as, sports teams, etc., must follow internal protocol and may take longer to process.

When requesting memorabilia for the Retiree, the member must provide the information below and ensure their name is spelled correctly:

Retiree's Department Point of Contact for Ceremony:		Telephone Number:	
RETIREE INFORMATION			
Last Name:	First Name:	Middle Initial:	
Rank:	Corps:	Designator	
Department:	Title:	Director or Department Chief:	
Home Email:	Home Phone:	Terminal Leave Date:	
Home Address (Street Address, City, State & Zip Code):			
Date of Ceremony:	Time:	Effective Retirement/Fleet Reserve Date:	Years of Service:
**FLAG FLOWN? Yes/No		Location:	Date:
Is the requested date a special day? (Anniversary, Birthday, etc.):			
Retirement Letters of Appreciation:			
Commander in Chief Yes <input type="checkbox"/> No <input type="checkbox"/>		Prior Presidents (specify)	
Senator (state)	Congressman (state)	Governor (state)	
Surgeon General (specify)	Corps Chief (specify)	Senior Enlisted Leader	
Other Military Guest / VIPs:			

Again, this is a ceremony to honor the military career of retirees, please plan ahead to ensure the new Retiree transitions into their next phase of life with a great ceremony.

For more information regarding military retirements, please contact Mr. Monte Clingerman at email address: monte.l.clingerman.civ@mail.mil or telephone number (301) 295-0308.