



# The Chronicle

## Excellence in Action

If you have any topics, questions or comments for The Chronicle, send an e-mail to: [dha.bethesda.ncr-med.mbx.the-chronicle@mail.mil](mailto:dha.bethesda.ncr-med.mbx.the-chronicle@mail.mil)

DoD Instruction 1400.25 Vol. 431  
National Capital Region Medical Directorate Personnel

### Examples of DPMAP Supervisory Critical Elements

#### Leading and Managing People

Leads organizational change, communicate agency's core values/strategic goals. Manages a high-performing team & develops/executes a mission-aligned vision for the organization. Creates a positive, safe work environment that allows employees to excel. Acts on hiring & promotion requirements to support timely & effective recruiting/promotion of a high caliber workforce IAW measurements identified in organizational staffing/hiring goals. Oversees compliance w/ HIPAA/Privacy Act rules to reduce/mitigate risk & ensures employees protect confidentiality of PII/PHI IAW law. Promotes risk reduction through breach or loss of privacy info via appropriate guidance.

#### Performance Standard(s): MET

1. Models appropriate leadership/professional behavior by respecting others, directing/motivating staff, & maintaining confidentiality.
2. Engages/collaborates with HR, Manpower, and Resources to ensure required job skills are identified/accurate, requirements/authorizations documented/verified, & funding available at least once within the performance cycle.
3. Transitions new hires through prompt orientation into the position/provides access to resources to successfully perform within 30 days of appointment.

4. Maintains knowledge of privacy/security requirements for Federal agencies under statute. Ensures employees are familiar w/ breach reporting requirements/enforce prompt reporting.
5. Prepares and leads quarterly employee coaching and engagement plans that develop employees and align with organizational strategic goals.
6. Trains employees annually on privacy act policies and procedures with 85-94% completion rate.

#### Performance Management

Effectively monitors employee performance by preparing performance plans, progress reviews and appraisals IAW guidelines in a timely manner. Communicates regularly with employees, monitors employee performance, addresses poor performance and takes appropriate action in a timely manner. Recognizes employees continuously and prioritizes awards.

#### Performance Standard(s): MET

1. Completes all performance management actions within 30 days to include communicating clear work expectations.
2. Holds employees accountable, through quarterly check-ins, and promptly addresses performance and conduct issues within 2 days of reported incidents.
3. Links employee plans to the Director's goals/focus areas and organizational goals.

#### Equal Employment Opportunity (EEO) and Diversity/Inclusion

Fosters an inclusive workplace where diversity & individual differences are valued/leveraged to achieve mission via personal leadership & appropriate managerial action. Demonstrates behaviors that conform to EEO laws/regulations/policies/strategic plans, including fairness/cooperation/respect the rights of employees/customers.

#### Performance Standard(s): MET

1. Meets established Civil Rights/EEO goals for recruitment, selection, promotion, training, awards, and other personnel activities.

2. Proactively encourages a fair/equitable workplace using problem solving and Alternative Dispute Resolution (ADR) to address EEO complaints/other employee issues.
3. Trains employees quarterly on EEO/diversity principles through workshops and seminars.
4. Tracks and monitors diversity metrics and ensures coordination with HR in the recruitment process & expands applicant pool diversity.
5. Ensure subordinate supervisors are equipped w/effective communication tools & receive interpersonal skills training to avoid disputes due to ineffective communications.
6. Works w/HR in the recruitment process & expands diversity of applicant pools.
7. Ensures that employees receive required Civil Rights, EEO, and Sexual Harassment training within established timeframes. Provides Civil Rights/EEO/Sexual Harassment/Diversity information (DHA material) to employees through information sessions, staff meetings, etc. at least 2 times a year.
8. Maintains Civil Rights/EEO/Sexual Harassment/Diversity information for employees in visible locations throughout the office so employees are aware of relevant POCs.
9. Fully cooperates with EEO officials, counselors & investigators.
10. Proactively identifies employees with disabilities and religious needs and establishes policies and work schedules that accommodate them in the workplace.
11. Models appropriate behavior by treating employees, peers, supervisors, and customers with respect, fairness, and politeness with no more than 1 valid complaint.

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*“Ultimately, leadership is not about glorious crowning acts. It's about keeping your team focused on a goal and motivated to do their best to achieve it, especially when the stakes are high and the consequences really matter. It is about laying the groundwork for others' success, and then standing back and letting them shine.” Chris Hadfield*

## Troubleshooting - DPMAP

1. Check in the CPOL Portal if the employee's position is coded as Covered under New Beginnings, under Employee Data, Position Info, General tab.
2. Check the self-service hierarchy in the CPOL Portal to see if the employee is coded as reporting to the correct supervisor.
3. When you aren't sure what has been done with the plan/appraisal, or what stage it is in, use the contact your Super User tool. Search for the employee's plan that is having a problem; choose "Track Progress" on the drop down menu under "Choose an Action" and click the <Go> button. This will show you who has done what, what stage the plan/appraisal is in, and list the names of who did what. You can click on the <Print> button and print this out also!
4. Always check to see what status the plan/appraisal is in since this affects what can be done and how. If the Plan is in an "Approved" status, the employee cannot edit the performance elements, only the Rating Official (RO). The RO can make changes to the performance elements and narratives, but they will have to re-approve the plan. Only the RO can change the Appraisal Period Start, End, and Effective dates.
5. Check who the "Current Owner" of the plan/appraisal is. In order to make changes to the plan/appraisal, you must be the current owner.
6. If performance elements were modified or are in a "Pending" status for any reason (check the Step 3: Performance Elements and Standards tab), or if the plan is in a "Pending" or "Modified" status, even though it was once in an "Approved" status, the plan must be re-approved on the Step 5: Re-approvals tab in the Plan.
7. Plans that have been "Approved" can only be closed if the employee has acknowledged it, not deleted. If the plan is "Approved" but the employee has not acknowledged it yet, it can still be deleted. Plans that have not yet been approved yet can be deleted.
8. You cannot have duplicate plans, i.e., two plans with the exact same Appraisal

Period Start, End, and Effective dates. The system may allow it to be created, but you won't be able to do anything with it. Delete the ones that are not approved.

9. If a RO or Higher Level Reviewer (HLR) leaves, must change the RO and/or HLR name on employee's existing performance plans or when the employee chooses "Transfer to Rating Official" it will automatically be sent to whomever is listed as the RO on the plan, even if the self-service hierarchy has been updated.

## DPMAP Frequently Asked Questions

### What is the appraisal cycle (e.g. rating period) under DPMAP?

The standard appraisal cycle for DPMAP employees is April 1 through March 31 with the effective date of June 1 across the Department of Defense. However, since the NCR MD recently transitioned to DPMAP 2017-18, our first appraisal cycle began on July 1, 2017 through March 31, 2018 with an effective date of June 1, 2018.

### What is the minimum rating period under DPMAP?

Ninety (90) calendar days is the minimum rating period under DPMAP.

### What is the highest rating an employee can receive under DPMAP?

Level 5 is the highest rating an employee can receive under DPMAP. The following are the full range of ratings an employee can receive under DPMAP.

Level 5 – Outstanding  
Level 3 – Fully Successful  
Level 1 – Unacceptable

### Is a Level 3 (Fully Successful) rating an indication of a valued employee?

A Level 3 overall rating describes a valued employee who met and perhaps even exceeded some performance expectations.

### How many and what types of performance discussions will supervisors have with their employees regarding performance?

Supervisors shall conduct a minimum of three performance discussions during the appraisal cycle. These include the initial performance plan meeting to discuss performance expectations, a mid-year progress review, and the final performance appraisal discussion. Additional performance discussions are strongly encouraged throughout the appraisal cycle.

### What is the difference between a performance element and a performance standard?

Performance elements tell employees what to do and performance standards tell employees how to do it. Performance standards are written at the Fully Successful level, and should be written using the SMART criteria. The SMART criteria means the standard is Specific, Measurable, Achievable, Relevant, and Timely.

### How many performance elements are typically included in a performance plan?

Typically three to five elements are adequate to establish performance expectations. However, under DPMAP, the performance plan must have at least one element but cannot exceed 10 elements.

**Note:** Supervisors' performance plans must have 50% or more supervisory elements versus technical elements.

### If performance requirements change during the appraisal cycle can performance elements/standards be modified to reflect the change?

Employees' performance elements/standards can be modified during the appraisal cycle if performance requirements change. However, employees must be provided at least ninety days to perform against the modified elements/standards before they can be rated on them.



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## PATHWAYS: Hiring initiatives for Students and Recent Graduates

The Federal Government is seeking to hire a diverse range of Students and Recent Graduates through the Pathways Program which consists of the Internship Program, the Presidential Management Fellows Program and the Recent Graduates Program. This article will provide you an overview of the programs so that you can inform Students and Recent Graduates of this great hiring initiative. NCR MD will implement the Internship and Recent Graduates programs this Fall.

Executive Order 13562 – Recruiting and Hiring Students and Recent Graduates established the Pathway Program so that “the Federal Government benefits from a diverse workforce that includes students and recent graduates, who infuse the workplace with their enthusiasm, talents and unique perspectives.” This is a win-win program which is advantageous for both the Federal Government and the Students/Recent Graduates. Through this program, the Federal Government can attract and recruit Students/Recent Graduates to certain government career positions without the structured process of hiring “applicants who have significant previous work experience.”

The Internship Program is administered by the hiring agency and is open to students who are currently enrolled in qualifying accredited programs from high school to graduate levels. The program provides the opportunity for paid work and exploring Federal careers while still in school. Applicants for this program can be recruited at the GS 5-7 levels. Students who successfully complete this program may be eligible for conversion to a permanent job in the Federal Government.

The Presidential Management Fellows (PMF) program is centrally administered by the PMF Program Office within OPM. It is a flagship leadership development program at the entry level for graduate and professional degree applicants. The intent of this program is to select the best therefore the application process is rigorous. Applicants have to compete to become a finalist. Individuals who have completed a qualifying advance degree within the last two years may compete for this program.

The Recent Graduates Program is administered by the hiring agency and is geared towards students who have completed a qualifying degree within the previous two years. Applicants applying under this program may be brought in at grade levels GS 9 – 11 or even a 12 if the position involves research. Successful applicants under this program are placed in a dynamic, development program with the potential to lead to a career with the Federal Government.

More information on the Pathways program can be found at <https://www.opm.gov/policy-data-oversight/hiring-information/students-recent-graduates/> or <https://www.usajobs.gov/Help/working-in-government/unique-hiring-paths/students/>.

Help shape the Federal Government by sharing this information with a well-deserved Student or Recent Graduate.

## Managing Change

Change is an inescapable part of life, especially in the ever changing world of work. Everyone at some point or another in their life will face changes at work that are stressful and overwhelming. Being that change is so common in today's workforce, it is essential for employees to equip themselves with the tools necessary to positively cope with organizational change to reduce stress levels and remain a healthy and productive employee during these times. The following are simple and effective ways to positively manage change in the workplace.

**Seek support.** Try talking with family, friends, a counselor, or another resource available to you such as EAP.

**Control what you can and let go of the rest.** Make a list of what part of the change you have control over verses what parts you do not have control over. Find a way to let go of the aspects that are outside of your control such as meditation, exercise, yoga, reading, music and dance therapy, etc.

**Acknowledge your feelings about the change.** Allow yourself permission to have feelings about the change, but don't get stuck in a web of negative emotions. Find ways to cope with the feelings you have in a healthy way.

**Seek to find the positive part of the change.** This can be difficult, but try to find even one small positive about the change and focus on that. Ask yourself, *what is one good part of this change?*

**Get more organized.** Ask questions, take notes and learn all you can about the change. If you hear rumors floating around make sure to ask upper management to get the correct information.

**Avoid unhealthy coping strategies.** Work change often triggers high stress levels; avoid using alcohol, drugs or other unhealthy coping strategies to deal with the stress. These problems ultimately lead to more problems and negatively impact your health and safety.

Everyone faces challenges in life from time to time. No problem is too big or small.

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

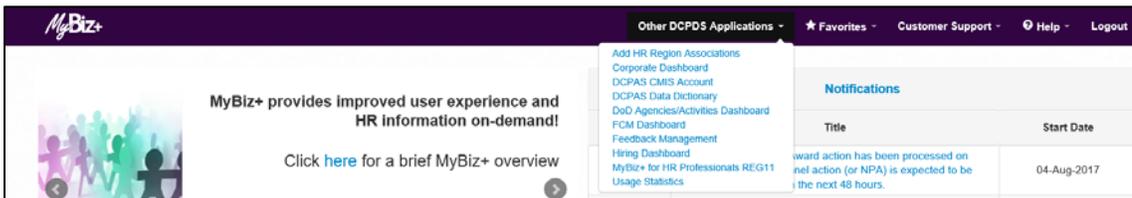
*“Without change there is no innovation, creativity, or incentive for improvement. Those who initiate change will have a better opportunity to manage the change that is inevitable” William Pollard*

## Resolving DPMAP Military User Issues

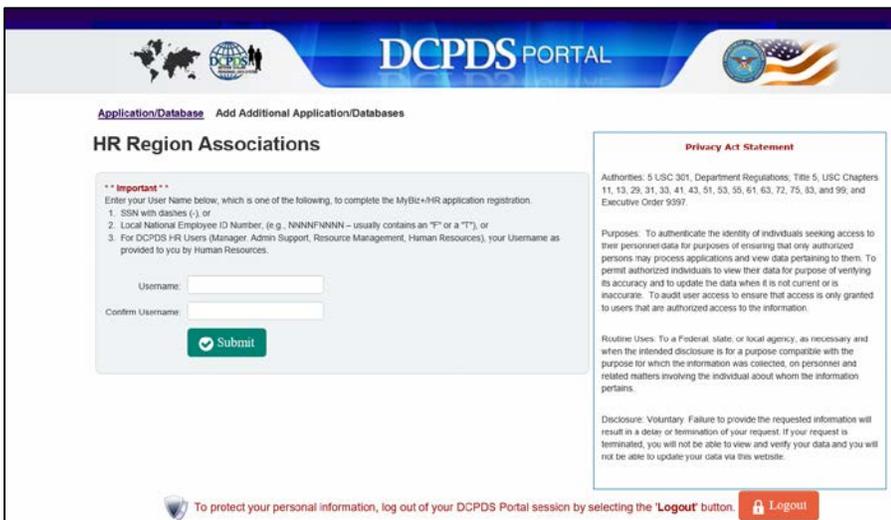
- 1) Click on the DCPDS Portal link: <https://compo.dcpds.cpms.osd.mil/>
- 2) The below DCPDS Portal screen will display
- 3) Click on Smart Card Log In



- 4) MyBiz+ screen below will display
- 5) Click on Other DCPDS Applications
- 6) Click on Add HR Region Associations



- 7) Enter SSN with dashes into the User Name and Confirm User Name
- 8) Click Submit



- 9) User should now have an MyBiz+ Army tile and the other Component tile

