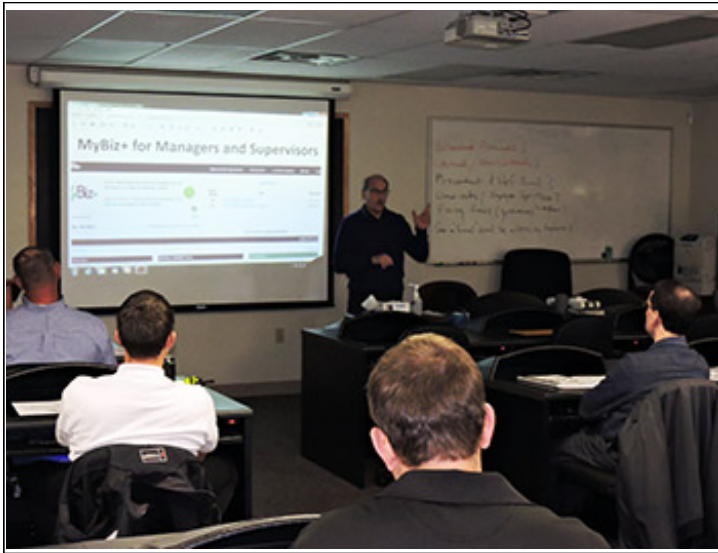


New civilian personnel system training continues as transition approaches

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Elton Manske, director of human resources for Carlisle Barracks, explains some of the finer points of the new Defense Performance Management and Appraisal Program, which will replace the existing Total Army Performance Appraisal System for civilian employee evaluations.

Carlisle Barracks employees continue to learn about a new appraisal program impacting Army War College and Carlisle Barracks employees covered by the Total Army Performance Appraisal

System, as the Army continues to make progress in creating a culture of engagement and high performance.

This program, known as New Beginnings, is a collaborative labor-management effort to improve human resource practices and policies in the Army.

Elton Manske, director of human resources for Carlisle Barracks, is hosting a series of training sessions for employees who will be effected by the new system. Kathy Benton, Management Analyst in the Army War College G-1 has also conducted training sessions for the USAWC staff.

A major initiative under New Beginnings is the implementation of the enterprise-wide Defense Performance Management and Appraisal Program, which is designed to implement significant human resource practices and policies, including the implementation of a new department-wide performance management and appraisal program. New Beginnings also encompasses reforms in the areas of hiring flexibilities, training and development and workforce incentives. It effects all Army General Schedule civilian employees currently covered by the TAPES and their civilian and military supervisors.

The new Defense Performance Management and Appraisal Program is intended to both enhance employee satisfaction and organizational performance by:

- Identifying and emphasizing Core Values
- Linking what employees do to organizational missions/functions and priorities
- Emphasizing supervisor - employee interaction = Engagement
- Establishing 'objective' vs. 'subjective' performance standards
- Providing accountability for performance plans and timely, effective performance counseling via an online, auditable appraisal system

New Beginnings program officials said the program will also work to improve capabilities in recruiting, developing and rewarding to a dynamic and effective workforce. The program is designed to encourage communication between supervisors and employees leading to a more collaborative process in the performance management arena resulting in employees receiving appropriate recognition for their performance under DPMAP.

"Two things to remember, the first being transparency," "Under TAPES, the communication design seemed largely one way, supervisor to employee, which is not effective for our dynamic operating environment and 21st century workforce," said Steve Stacy, the command's DPMAP action officer and a human resources specialist.

"Assuming both parties conduct their required responsibilities under DPMAP as expected, there should no 'surprises' for either individual at the end of the appraisal cycle. Second, unlike TAPES, DPMAP is an automated, computer-based system with features that make it far easier for employees to compile their accomplishments for review by their supervisors, and for supervisors to document the accomplishments of each of their employees and assign ratings," Stacy added. "To facilitate this, employees and supervisors should monitor and document individual performance accomplishments throughout the appraisal period. This will make it easier to write these accomplishments up at the end of the appraisal cycle."