



DoDEA ADMINISTRATIVE INSTRUCTION 7045.01

DoDEA COMPREHENSIVE PLANNING SYSTEM

Originating Division: Capabilities and Initiatives

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Approved by: Thomas M. Brady, Director

Purpose: This Issuance establishes policy, assigns responsibilities, and provides direction for the DoDEA Comprehensive Planning System in accordance with the authority in DoD Directive 7045.14.

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SECTION 1: GENERAL ISSUANCE INFORMATION

1.1. APPLICABILITY. This Issuance applies to the Office of the Director, DoDEA; the Principal Deputy Director and Associate Director for Academics, DoDEA; the Associate Director for Financial and Business Operations, DoDEA; the Chief of Staff, DoDEA; the Director for Student Excellence, DoDEA Americas/Associate Director for Performance and Accountability (formerly the Director, Domestic Dependent Elementary and Secondary Schools, and Department of Defense Dependents Schools, Cuba (DDESS/DoDDS-Cuba)); the Director for Student Excellence, DoDEA Europe (formerly the Director, Department of Defense Dependents Schools, Europe (DoDDS-E)); the Director for Student Excellence, DoDEA Pacific (formerly the Director, Department of Defense Dependents Schools, Pacific, and Domestic Dependent Elementary and Secondary Schools, Guam (DoDDS-P/DDESS-Guam)); (referred to collectively in this issuance as "DoDEA Region Directors for Student Excellence"); and all DoDEA region, district, community, and school leaders and support staff.

1.2. POLICY. It is DoDEA policy that:

- a. A comprehensive planning system will be utilized pursuant to DoD Directive 7045.14.
- b. The Comprehensive Planning System (CPS) consists of a four-year iterative cycle. The Comprehensive Planning and Resourcing Directive Type Memo (DTM) will be published annually to define planning, budgeting, and acquisition requirements and timelines.
- c. All DoDEA functional areas (divisions, regions, Centers for Instructional Leadership (CIL), districts and schools) are involved in the planning process resulting in prioritized capabilities based on strategy, annual resource allocation, and program formulation for student achievement.
- d. Personnel performance goals are linked to DoDEA's strategic and subsequent action plans through DoD Performance Management Appraisal Plan(s) (DPMAP) in accordance with Volumes 430 and 431 of DoD Instruction 1400.25.
- e. The CPS facilitates execution reviews of past decisions and action. The reviews shall assess actual execution performance based on strategic goals and objectives. Recommendations from these reviews shall be linked to decisions on future resource allocations.

1.3. INFORMATION COLLECTION. This Issuance may result in the collection of information due to its policy and procedures. Any collection of information must follow all applicable Federal, DoD, and DoDEA regulations, policies, and guidance.

SECTION 2: RESPONSIBILITIES

2.1. DODEA DIRECTOR. The DoDEA Director:

- a. Oversees the implementation of the CPS in DoDEA in accordance with DoD policy and other DoDEA policies.
- b. Provides leadership support for the CPS and holds subordinate managers accountable for utilizing the planning system as a means to accomplish the Activity's mission.
- c. Provides DoDEA Director's Internal Focus (internal communication) annually.
- d. Provides DoDEA Director's Intent (external publication) annually.
- e. Approves the Blueprint for Continuous Improvement (DoDEA's strategic plan) and/or annual updates provided by the Strategic Plan Review Committee.
- f. Annually reviews Region action plan proposals and annually approves functional area action plans: Division action plans, Region action plans, Center for Instructional Leadership (CIL) action plans, and District and School Continuous Improvement Plans.
- g. Attends the annual DoDEA Integrated Planning and Execution Working Group.
- h. Provides guidance and supporting requirements for Program Budget Advisory Committee (PBAC) of execution year validation and programming year prioritization.
- i. Annually identifies the Strategic Plan Review Committee to review and update the strategic plan based on the needs of DoDEA and attend the Analyze and Adjust and Concept Development Fall Meeting.

2.2. DODEA ASSOCIATE DIRECTORS AND HEADQUARTERS CHIEF OF STAFF.

The DoDEA Associate Directors and Headquarters (HQ) Chief of Staff:

- a. Review, comply with, and complete all requirements of the CPS outlined in this Issuance. Review the Blueprint for Continuous Improvement, DoDEA Director's Internal Focus and Intent, and relevant annual updates in order to inform and adjust action plans.
- b. Provide leadership support for the CPS and hold subordinate managers accountable for utilizing the planning system as a means to accomplish DoDEA's mission.
- c. Annually review and approve functional area plan proposals as appropriate for alignment, cohesion, and submission to PBAC. DoDEA Associate Director of Academics will coordinate and de-conflict education budgets requirements between Headquarters, Regions, CILs and Districts.

- d. Submit approved functional area plan proposals as appropriate (e.g., Division action plans, CIL action plans, and District and School Continuous Improvement Plans) to include Advanced Acquisition Plan (AAP) and Budget, to prepare June PBAC for approval and funding determination.
- e. Attend the annual DoDEA Integrated Planning and Execution Working Group.
- f. Provide supporting requirements for PBAC of execution year validation and programming year prioritization.
- g. Submit approved post-PBAC functional area plans as appropriate.
- h. Attend the Analyze and Adjust and Concept Development Fall Meeting.

2.3. DODEA DIVISION CHIEFS. The DoDEA Division Chiefs:

a. Review, comply with, and complete all requirements of the CPS outlined in this Issuance. Review the Blueprint for Continuous Improvement, DoDEA Director's Internal Focus and Intent, and relevant annual updates in order to inform and adjust action plans.

b. Develop comprehensive Division action plans for four-year cycle in accordance with this Issuance. The planning cycle is iterative.

(1) Develop a Division Action Plan Proposal annually. The proposal will include a plan for the skeleton, forecasting, programming, and execution years and may contain edits of previous plans.

(2) Attend and participate in the DoDEA Winter Planning Meeting for cross-functional plan development with the Division Action Plan Proposal for programming and execution years.

(3) Annually compile and submit execution and programming year budgets based on Division action plans in accordance with annually published Budget Guidance and Business Rules in the Comprehensive Planning and Resourcing DTM.

(4) Annually compile and submit execution and programming year AAP requirements based on Division action plans in accordance with annually published Budget Guidance and Business Rules in the Comprehensive Planning and Resourcing DTM.

(5) Submit Division Action Plan Proposal annually for review to appropriate Senior Executive prior to PBAC. Revise plan proposal as required by respective Senior Executive.

(6) Submit Senior Executive approved Division Action Plan Proposal to include AAP and Budget to Capabilities and Initiatives and RM for coordination of initiatives and budgetary resourcing prior to June PBAC for approval and funding determination to prepare June PBAC for approval and funding determination.

(7) Attend the annual DoDEA Integrated Planning and Execution Working Group.

(8) Provide supporting requirements for PBAC of execution year validation and programming year prioritization.

(9) Revise and resubmit final (post-PBAC) Division action plans.

c. Implement approved Division action plans.

d. Attend Analyze and Adjust and Concept Development Fall Meeting as identified by DoDEA Director for the Strategic Plan Review Committee.

2.4. DODEA CAPABILITIES AND INITIATIVES CHIEF. The DoDEA Capabilities and Initiatives Chief:

a. Facilitates the CPS process:

(1) Develops templates and provides timely CPS training to workforce.

(2) Maintains a systemic Project Management Office (PMO) to monitor and report on the execution of functional area actions and progress toward meeting strategic plan goals.

(3) Monitors progress of functional area action plans.

(4) Partners with the DoDEA Associate Director for Performance and Accountability, and Research, Accountability, and Evaluation Chief to identify, define, and measure progress on educational organizational metrics (key results indicators and key performance indicators) that are appropriately connected to student needs and performance. Collects, analyzes, and reports annual progress of plan execution and performance.

b. Provides Subject Matter Expert (SME) guidance and support for functional area action plan development.

c. Coordinates/executes annual DoDEA Integrated Planning and Execution Working Group, Analyze and Adjust and Concept Development Fall Meeting and winter planning meetings.

d. Publishes the DoDEA Blueprint for Continuous Improvement (Strategic Plan) Annual Report based on annual recommendations from the DoDEA Strategic Plan Review Committee and approval of DoDEA Director.

e. Supports RM with above school level staffing document development.

f. Coordinates the publishing of annual Comprehensive Planning and Resourcing DTM to define planning, budgeting, business rules, and acquisition requirements and timelines.

g. Distributes approved functional area action plans.

h. Fulfills all responsibilities outlined in Section 2.3 of this Issuance.

2.5. DODEA RESOURCE MANAGEMENT CHIEF. The DoDEA RM Chief:

- a. Annually provides Budget Guidance and Business Rules as a part of the Comprehensive Planning and Resourcing DTM to Capabilities and Initiatives for publication:
 - (1) Develops Zero Based Budget (ZBB) Data timelines.
 - (2) Develops general formulation guidance, Budget Management System guidance, and Business Rules for Headquarters, Region, District, and School-level budgets.
- b. Conducts the PBAC for execution year validation and programming year prioritization at the annual DoDEA Integrated Planning and Execution Working Group.
- c. Compiles and publishes prioritized list of unfunded requirements.
- d. Publishes all PBAC results to all stakeholders.
- e. Redistributes unexecuted funds to published PBAC listing of prioritized but unfunded requirements.
- f. Distributes staffing documents.
- g. Fulfills all responsibilities outlined in Section 2.3 of this Issuance.

2.6. DODEA PROCUREMENT CHIEF. The DoDEA Procurement Chief:

- a. Develops the overall AAP program.
- b. Annually provides AAP Guidance and Business Rules as a part of the Comprehensive Planning and Resourcing DTM to Capabilities and Initiatives for publication.
- c. Publishes a post-PBAC AAP.
- d. Fulfills all responsibilities outlined in Section 2.3 of this Issuance.

2.7. DODEA ASSOCIATE DIRECTOR FOR PERFORMANCE AND ACCOUNTABILITY AND THE RESEARCH, ACCOUNTABILITY, AND EVALUATION CHIEF. The DoDEA Associate Director for Performance and Accountability and the DoDEA Research, Accountability, and Evaluation Chief:

- a. Analyzes and reports on student achievement indicators to inform functional area action plan development.
- b. Provides SME guidance and support for functional area action plan development.

c. Partners with the Capabilities and Initiatives Chief to identify, define, and measure progress on educational organizational metrics (key results indicators and key performance indicators) that are appropriately connected to student needs and performance.

d. Collaborates with the DoDEA Capabilities and Initiatives Chief to develop and report on the Comprehensive Planning System Accountability System.

2.8. DODEA REGION DIRECTORS FOR STUDENT EXCELLENCE. The DoDEA Region Directors for Student Excellence (DSEs):

a. Review, comply with, and complete all requirements of the CPS outlined in this Issuance. Review the Blueprint for Continuous Improvement, DoDEA Director's Internal Focus and Intent, and relevant annual updates in order to inform and adjust action plans.

b. Provide leadership support for the CPS and holds respective region Chief of Staff and CIL Chief, District Superintendents, and subordinate employees accountable for utilizing the planning system as a means to accomplish DoDEA's mission.

c. Annually review CIL Action Plan and District Continuous Improvement Plan Proposals for alignment and cohesion prior to PBAC. Submit plan proposals to DoDEA Associate Director of Academics to coordinate and de-conflict education budget requirements. Coordinate edits as required.

d. Develop comprehensive Region action plans for four-year cycle in accordance with this Issuance. The planning cycle is iterative.

(1) Develop a Region Action Plan Proposal annually. The proposal will include a plan for the skeleton, forecasting, programming, and execution years and may contain edits of previous plans.

(2) Attend and participate in the DoDEA Winter Planning Meeting for cross-functional plan development with the Region and CIL Action Plan Proposals and District Continuous Improvement Plan proposals for programming and execution years.

(3) Annually compile and submit execution and programming year budgets based on Region action plans in accordance with annually published Budget Guidance and Business Rules in the Comprehensive Planning and Resourcing DTM.

(4) Annually compile and submit execution and programming year AAP requirements based on Region action plans.

(5) Submit Region Action Plan Proposal annually for review to DoDEA Director prior to PBAC. Revise plan proposal as required.

(6) Submit DSE-approved CIL Action Plan and District Continuous Improvement Plan Proposals and DoDEA Director-approved Region Action Plan Proposal, to include AAP and Budget, to Associate Director for Academics, Capabilities and Initiatives Chief and RM Chief,

for coordination of initiatives and budgetary resourcing prior to June PBAC for approval and funding determination.

(7) Attend the annual DoDEA Integrated Planning and Execution Working Group.

(8) Provide supporting requirements for PBAC of execution year validation and programming year prioritization.

(9) Submit post-PBAC Region and CIL action plans and District Continuous Improvement Plans.

e. Implement approved Region action plans.

2.9. DODEA CENTER FOR INSTRUCTIONAL LEADERSHIP CHIEFS. The DoDEA CIL Chiefs:

a. Review, comply with, and complete all requirements of the CPS outlined in this Issuance. Review the Blueprint for Continuous Improvement, DoDEA Director's Internal Focus and Intent, and relevant annual updates in order to inform and adjust action plans.

b. Develop comprehensive CIL action plans for four-year cycle in accordance with this Issuance:

(1) Develop a cross-functional CIL Action Plan Proposal from District Continuous Improvement Plans, Region action plan, DoDEA's Strategic Plan, Headquarters programmatic priorities, and respective individual Region needs. The proposal will include a plan for the skeleton, forecasting, programming, and execution years and may contain edits of previous plans.

(2) Annually compile and submit execution and programming year budgets based on strategic priorities and district needs in accordance with annually published Budget Guidance and Business Rules in the Comprehensive Planning and Resourcing DTM.

(3) Annually compile and submit execution and programming year AAP requirements based on strategic priorities and district needs in accordance with annually published Budget Guidance and Business Rules in the Comprehensive Planning and Resourcing DTM.

(4) Submit CIL Action Plan Proposal for review to Region DSE prior to PBAC for approval and funding determination. Revise plan proposal as required for the DSE.

(5) Attend the annual DoDEA Integrated Planning and Execution Working Group.

(6) Provide supporting requirements for PBAC of execution year validation and programming year prioritization.

(7) Revise and submit post-PBAC CIL action plans to DSE.

c. Implement approved CIL action plans.

2.10. DODEA SUPERINTENDENTS. The DoDEA Superintendents:

a. Review, comply with, and complete all requirements of the CPS outlined in this Issuance. Review the Blueprint for Continuous Improvement, DoDEA Director's Internal Focus and Intent, and relevant annual updates in order to inform and adjust continuous improvement plans.

b. Review and approve School Continuous Improvement Plans in conjunction with Community Superintendents.

c. Develop comprehensive District Continuous Improvement Plans for two-year cycle in accordance with this Issuance:

(1) Develop a District Continuous Improvement Plan proposal. Strong proposals will be comprehensive of school improvement priorities, District accreditation requirements, include CIL and Region integration strategies, and align with the DoDEA Strategic Plan. The proposal will include a plan for the skeleton, forecasting, programming, and execution years and may contain edits of previous plans.

(2) Compile and submit execution and programming year budgets based on District Continuous Improvement Plans and in accordance with annually published Budget Guidance and Business Rules in the Comprehensive Planning and Resourcing DTM.

(3) Compile and submit execution and programming year AAP requirements based on District Continuous Improvement Plans in accordance with annually published Budget Guidance and Business Rules in the Comprehensive Planning and Resourcing DTM.

(4) Submit District Continuous Improvement Plan proposals for review to Region DSE prior to PBAC. Revise plan proposal as required for the DSE for PBAC.

(5) Attend the annual DoDEA Integrated Planning and Execution Working Group.

(6) Provide supporting requirements for PBAC of execution year validation and programming year prioritization.

(7) Revise and submit post-PBAC District Continuous Improvement Plans to DSE.

d. Implement approved District Continuous Improvement Plans.

2.11. DODEA PRINCIPALS. The DoDEA Principals:

a. Review, comply with, and complete all requirements of the CPS outlined in this Issuance. Review the Blueprint for Continuous Improvement, DoDEA Director's Internal Focus and Intent, and relevant annual updates in order to inform and adjust continuous improvement plans.

b. Collaborate with other principals within the district to identify shared priorities for leadership support from the CIL.

c. Develop comprehensive School Continuous Improvement Plans for a two-year cycle that are informed by student achievement data, CIL and Region Action and District Continuous Improvement Plans and the DoDEA Strategic Plan in accordance with this Issuance. The two-year cycle allows schools to adjust improvement priorities based on student needs and achievement data. The longer four-year planning cycle provided by Headquarters and Regions will provide a framework for strategic priorities.

d. Submit School Continuous Improvement Plans for review to DoDEA District Superintendents.

e. Revise and resubmit final School Continuous Improvement Plan based on District Superintendent and/or Community Superintendent feedback and PBAC results.

f. Implement approved School Continuous Improvement Plans.

g. Implement a schedule to monitor, evaluate progress, and adjust plans as necessary.

2.12. DODEA STRATEGIC PLAN REVIEW COMMITTEE. The DoDEA Strategic Plan Review Committee:

a. Is annually appointed by the DoDEA Director.

b. Reviews the current strategic plan (Blueprint for Continuous Improvement), environmental scan, and data identifying organizational performance towards identified goals annually.

c. Provides annual recommendations to the DoDEA Director for plan updates.

d. Attends the Analyze and Adjust and Concept Development Fall Meeting.

2.13. DODEA SUPERVISORS. The DoDEA Supervisors:

a. Review, comply with, and complete all requirements of the CPS outlined in this Issuance. Review the Blueprint for Continuous Improvement, functional area plans, DoDEA Director's Internal Focus and Intent, and relevant annual updates in order to inform employee performance plans.

b. Implement approved functional area action plans under the direction and in coordination with respective functional area senior leader.

c. Develop individual employee's performance plan or, when required, utilize an appropriate DoDEA standardized performance plans for each direct reporting employee using the DPMAP automated tool that reflects and aligns with the Strategic, Division, CIL, Region, District and School plans, as applicable. If the DPMAP automated tool is not available or the employee does not have access to a computer, a supervisor shall use the Department of Defense (DD) Form 2906, "Civilian Performance Plan, Progress Review and Appraisal" to document the

performance plan. In accordance with Volume 431 of DoD Instruction 1400.25, each employee must have a written performance plan established and approved normally within 30 (thirty) calendar days of the beginning of the appraisal cycle or the employee's assignment to a new position or set of duties.

(1) Monitor employee performance throughout the appraisal cycle through continuous communication. Adjust performance plans according to progress towards organizational goals. Employees must have at least one (1) documented progress review and that must be documented in the DPMAP automated tool or DD Form 2906, "Civilian Performance Plan, Progress Review and Appraisal," if used, in accordance with Volume 431 of DoD Instruction 1400.25.

(2) Evaluate direct report employee performance against the elements and standards in approved performance plans and assign a rating of record based on work performed during the appraisal cycle using the DPMAP automated tool or DD Form 2906, "DoD Performance Plan and Rating," if used, in accordance with Volume 431 of DoD Instruction 1400.25.

(3) The evaluation shall indicate employee performance in support of strategic, division, CIL, and/or Region action plans and District and/or School Continuous Improvement Plans as applicable. The annual appraisal shall be based on the employee's achievement and accountability to the functional area plan and outcomes. Rating of records for employees who promote, transfer, or leave during the appraisal cycle shall be completed in accordance with Volume 431 of DoD Instruction 1400.25.

(4) Recognize employee performance and proactively provide verbal feedback.

2.14. DODEA EMPLOYEE. The DoDEA Employee:

a. Reviews and complies with the DoDEA CPS Policy. Reviews the Blueprint for Continuous Improvement, DoDEA Director's Internal Focus and Intent, and relevant annual updates in order to contribute to annual performance plan, as applicable.

b. Implements approved functional area action plans under the direction and in coordination with respective functional area senior leader.

c. Develops an individual employee performance plan, or when required, utilize an appropriate DoDEA standardized performance plan, in coordination with supervisor, normally within thirty (30) calendar days of the beginning of the appraisal cycle or the DoDEA employee's assignment to a new position or set of duties using the DPMAP automated tool. If the DPMAP automated tool is not available or the employee does not have access to a computer, the DD Form 2906, "Civilian Performance Plan, Progress Review and Appraisal" shall be used to document the performance plan. Plans shall reflect and link to the Blueprint for Continuous Improvement and appropriate functional area action plans (Division plans, CIL plans, Region plans, District and/or School Continuous Improvement Plans), as applicable.

d. Communicates successes and accomplishments to supervisors throughout the performance cycle, and while not mandatory, is highly encouraged and valuable for progress reviews during

and at the end of the appraisal cycle where the DoDEA employee's input becomes a part of the employee performance file.

SECTION 3: DoDEA COMPREHENSIVE PLANNING SYSTEM

3.1. GENERAL.

a. Framework. The CPS is a systematic process that provides the foundation for DoDEA's efforts to organize and prioritize collective energies, abilities, and resources to achieve identified goals. It is a deliberate approach for integrated planning, budgeting, and accountability and is built around a four-year cycle which includes an annual planning and review process. The system integrates the DoDEA Strategic Plan (Blueprint for Continuous Improvement); Division action plans; Region Action Plans; AAP; President's Budget Estimation Submission (PBES); ZBB; comprehensive District and School Continuous Improvement Plans; CIL action plans; and individual employee performance plans and accountability. All stakeholders are the beneficiaries of better planning and execution.

b. Process. The annual process includes:

- (1) Review of the past organizational performance and progress toward meeting established goals.
- (2) An updated environmental scan to systematically survey and interpret data to identify internal and external opportunities and threats.
- (3) Establishment, communication, and publication of the next fiscal year's organizational priorities and focus.
- (4) Deliberate cross-functional area action planning developed at varying degrees of specificity for four (4) years at a time which outlines the required actions to meet established strategic goals (Division, Region, and CIL plans).
- (5) Development of four (4) year budget.
- (6) Advanced acquisition strategy and plan.
- (7) District Continuous Improvement Plans developed at varying degrees of specificity for two (2) years at a time which outlines the required actions to meet established strategic continuous improvement goals.
- (8) School Continuous Improvement Plans developed at varying degrees of specificity for two (2) years at a time which outlines the required actions to meet established strategic continuous improvement goals.
- (9) CIL action plans to be responsive and supportive of region action plans and District and School Continuous Improvement.
- (10) Annual report on progress toward meeting objectives and strategic plan goals.

c. Benefit. DoDEA will realize the following benefits from the CPS:

- (1) Connection between resources and strategy.
- (2) Alignment of efforts and performance throughout all echelons and to the individual employee.
- (3) Improved estimation and execution of budget.
- (4) Increased employee engagement through linking personal performance to the organizational mission and goals.
- (5) Improved execution of initiatives.
- (6) Availability of actionable data to inform decisions.
- (7) Efficient use of human capital resources.
- (8) Improved communication and collaboration.

3.2. GENERAL TIMELINE. The general timeline for the CPS is outlined in a twelve (12) month calendar by responsible position. See Table 1: CPS Suspense Matrix of this Issuance.

Table 1: Comprehensive Planning System Suspense Matrix

**This matrix outlines each specific responsibility identified in the AI. Reference all lines of responsibility as required.*

| | <u>January</u> | <u>February</u> | <u>March</u> | <u>April</u> | <u>May</u> | <u>June</u> | <u>July</u> | <u>August</u> | <u>September</u> | <u>October</u> | <u>November</u> | <u>December</u> |
|--|--|--|--|--|------------|---|--|---|------------------|---|-----------------|-----------------|
| <u>DoDEA Director</u> | <ul style="list-style-type: none"> Director’s Internal Focus published | | <ul style="list-style-type: none"> Review Region Action Plan Proposals prior to PBAC | | | <ul style="list-style-type: none"> Attend DoDEA Integrated Planning and Execution Working Group & PBAC | <ul style="list-style-type: none"> Identify Strategic Plan Review Committee members | <ul style="list-style-type: none"> Director’s Intent - External Communication published Functional area plan final approval | | <ul style="list-style-type: none"> Attends the fall Analyze, Adjust, and Concept Development Meeting | | |
| <u>DoDEA Associate Directors and DoDEA Chief of Staff</u> | <ul style="list-style-type: none"> Review & comply with CPS policy, updates, and Director’s annual strategic intent | | <ul style="list-style-type: none"> Review functional area action plan proposals as appropriate prior to PBAC | <ul style="list-style-type: none"> Associate Director of Academics- Coordinate and de-conflict education budgets | | <ul style="list-style-type: none"> Attend DoDEA Integrated Planning and Execution Working Group & PBAC | | <ul style="list-style-type: none"> Review post - PBAC plans for revisions and final approval | | <ul style="list-style-type: none"> Attends the fall Analyze, Adjust, and Concept Development Meeting | | |
| <u>DoDEA Division Chiefs</u> | <ul style="list-style-type: none"> Review & comply with CPS policy, updates, and Director’s annual strategic intent Update action plans, annual budget & AAP documents | <ul style="list-style-type: none"> Attend DoDEA Winter Planning Meeting | <ul style="list-style-type: none"> Submit ZBB to RM Submit AAP to Procurement Submit Division Action Plan Proposals to respective Associate Director for approval | <ul style="list-style-type: none"> Submit SES-approved Division Action Plan Proposals to Capabilities and Initiatives and RM for PBAC | | <ul style="list-style-type: none"> Attend DoDEA Integrated Planning and Execution Working Group & PBAC | | <ul style="list-style-type: none"> Submit revised, post-PBAC Division action plans for final approval | | <ul style="list-style-type: none"> Implement approved execution year action plan Attend Fall Planning Meeting if identified by DoDEA Director for the Strategic Plan Review Committee | | |

| | <u>January</u> | <u>February</u> | <u>March</u> | <u>April</u> | <u>May</u> | <u>June</u> | <u>July</u> | <u>August</u> | <u>September</u> | <u>October</u> | <u>November</u> | <u>December</u> |
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| <p><u>DoDEA Capabilities and Initiatives Chief</u> <i>*In addition to Division Chief responsibilities above</i></p> | <ul style="list-style-type: none"> • Publish Annual Strategic Plan Report • Provide SME guidance for functional area action plan development • Monitor action plan progress through PMO; develop and provide templates and training as needed | <ul style="list-style-type: none"> • Facilitate DoDEA Winter Planning Meeting • Provide SME guidance for functional area action plan development • Monitor action plan progress through PMO | <ul style="list-style-type: none"> • Provide SME guidance for functional area action plan development • Monitor action plan progress through PMO | <ul style="list-style-type: none"> • Provide SME guidance for functional area action plan development • Monitor action plan progress through PMO | <ul style="list-style-type: none"> • Provide SME guidance for functional area action plan development • Monitor action plan progress through PMO | <ul style="list-style-type: none"> • Plan & facilitate DoDEA Integrated Planning and Execution Working Group & PBAC • Provide SME guidance for functional area action plan development • Monitor action plan progress through PMO | <ul style="list-style-type: none"> • Provide SME guidance for functional area action plan development • Monitor action plan progress through PMO | <ul style="list-style-type: none"> • Provide SME guidance for functional area action plan development • Monitor action plan progress through PMO | <ul style="list-style-type: none"> • Distribute approved plans • Partner with Performance & Accountability to identify, define, and measure progress on educational/ organizational metrics and develop & report on the CPS Accountability System for the annual report • Provide SME guidance for functional area action plan development • Monitor action plan progress through PMO | <ul style="list-style-type: none"> • Facilitates & Attends the fall Analyze, Adjust, and Concept Development Meeting • Support RM with above - school staffing document development • Provide SME guidance for functional area action plan development • Monitor action plan progress through PMO | <ul style="list-style-type: none"> • Publish annual Comprehensive Planning and Resourcing DTM • Provide SME guidance for functional area action plan development • Monitor action plan progress through PMO | <ul style="list-style-type: none"> • Provide SME guidance for functional area action plan development • Monitor action plan progress through PMO |
| <p><u>DoDEA Resource Management Chief</u> <i>*In addition to Division Chief responsibilities above</i></p> | | | <ul style="list-style-type: none"> • Redistribute unexecuted funds to published PBAC listing of prioritized but unfunded requirements | <ul style="list-style-type: none"> • Develop ZBB | | <ul style="list-style-type: none"> • Facilitate annual PBAC and prioritized list of unfunded requirements | <ul style="list-style-type: none"> • Publish PBAC results to all stakeholders • Redistribute unexecuted funds to published PBAC listing of prioritized but unfunded requirements | | <ul style="list-style-type: none"> • Redistribute unexecuted funds to published PBAC listing of prioritized but unfunded requirements | <ul style="list-style-type: none"> • Attend the fall Analyze, Adjust, and Concept Development Meeting • Submit annual Budget Guidance and Business Rules in the Comprehensive Planning and Resourcing DTM | <ul style="list-style-type: none"> • Distributes Staffing documents | |
| <p><u>DoDEA Procurement Chief</u> <i>*In addition to Division Chief responsibilities above</i></p> | | | | <ul style="list-style-type: none"> • Develop AAP | | | <ul style="list-style-type: none"> • Publish post-PBAC AAP, identifying funded and unfunded requirements | | | <ul style="list-style-type: none"> • Submit annual AAP guidance and business rules in the Comprehensive Planning and Resourcing DTM | | |

| | <u>January</u> | <u>February</u> | <u>March</u> | <u>April</u> | <u>May</u> | <u>June</u> | <u>July</u> | <u>August</u> | <u>September</u> | <u>October</u> | <u>November</u> | <u>December</u> |
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| <p><u>DoDEA Associate Director, Performance & Accountability* and DoDEA Research, and Evaluation Chief</u> <i>*In addition to Associate Director responsibilities above</i></p> | <ul style="list-style-type: none"> Analyzes & reports on student achievement indicators to inform functional area action plan development Provides SME and support for functional area action plan development | <ul style="list-style-type: none"> Provides SME and support for functional area action plan development | <ul style="list-style-type: none"> Provides SME and support for functional area action plan development | <ul style="list-style-type: none"> Provides SME and support for functional area action plan development | <ul style="list-style-type: none"> Analyzes & reports on student achievement indicators to inform functional area action plan development Provides SME and support for functional area action plan development | <ul style="list-style-type: none"> Provides SME and support for functional area action plan development | <ul style="list-style-type: none"> Provides SME and support for functional area action plan development | <ul style="list-style-type: none"> Provides SME and support for functional area action plan development | <ul style="list-style-type: none"> Analyzes & reports on student achievement indicators to inform functional area plan development Partner with Capabilities & Initiatives to identify, define, and measure progress on educational organizational metrics Collaborates with Capabilities & Initiatives to develop and report on the CPS Accountability System | <ul style="list-style-type: none"> Partner with Capabilities & Initiatives to identify, define, and measure progress on educational organizational metrics and report on the CPS Accountability System for the annual report | <ul style="list-style-type: none"> Partner with Capabilities & Initiatives to identify, define, and measure progress on organizational metrics and report on the CPS Accountability System for annual report Provides SME and support for functional area action plan development | <ul style="list-style-type: none"> Provides SME and support for functional area action plan development |
| <p><u>DoDEA Region Directors for Student Excellence (DSE)</u></p> | <ul style="list-style-type: none"> Review & comply with CPS policy, updates, and Director's annual strategic intent Update action plans, annual budget & AAP documents | <ul style="list-style-type: none"> Review District Plan Proposals and provide to CIL Attend DoDEA Winter Planning Meeting | <ul style="list-style-type: none"> Review CIL Plan Proposals, AAP and budget Submit Region ZBB to RM Submit Region AAP to Procurement Submit Region Action Plan Proposal to DoDEA Director for approval | <ul style="list-style-type: none"> Submit draft Region and CIL Action Plan Proposal and District Continuous Improvement Plan Proposals, AAP and budget to Capabilities and Initiatives and RM for PBAC Coordinate and de-conflict education budgets | | <ul style="list-style-type: none"> Attend DoDEA Integrated Planning and Execution Working Group & PBAC | | <ul style="list-style-type: none"> Submit revised, post-PBAC Region, CIL action plans and District Continuous Improvement Plans for final approval | | <ul style="list-style-type: none"> Implement approved execution year action plan Attend the fall Analyze, Adjust, and Concept Development Meeting | | |

| | <u>January</u> | <u>February</u> | <u>March</u> | <u>April</u> | <u>May</u> | <u>June</u> | <u>July</u> | <u>August</u> | <u>September</u> | <u>October</u> | <u>November</u> | <u>December</u> |
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| <u>DoDEA Center for Instructional Leadership (CIL) Chiefs</u> | <ul style="list-style-type: none"> Review & comply with CPS policy, updates, and Director's annual strategic intent | | <ul style="list-style-type: none"> Submit ZBB to RM Submit AAP to Procurement Submit Draft CIL Action Plan Proposal, to include AAP and budget for PBAC to DSE | | | <ul style="list-style-type: none"> Attend DoDEA Integrated Planning and Execution Working Group & PBAC | | <ul style="list-style-type: none"> Submit revised, post-PBAC CIL action plans for final approval | | <ul style="list-style-type: none"> Implement approved execution year action plan | | |
| <u>DoDEA Superintendents</u> | <ul style="list-style-type: none"> Review & comply with CPS policy, updates, and Director's annual strategic intent Submit District Continuous Improvement Plan Proposal to DSE | | <ul style="list-style-type: none"> Submit ZBB to RM Submit AAP to Procurement Submit District Continuous Improvement Plan Proposal, to include AAP and budget for PBAC to DSE | | | <ul style="list-style-type: none"> Attend DoDEA Integrated Planning and Execution Working Group & PBAC | | <ul style="list-style-type: none"> Submit revised, post-PBAC District Continuous Improvement Plans for final approval | | <ul style="list-style-type: none"> Implement approved execution year action plan | <ul style="list-style-type: none"> Review and approve School Continuous Improvement plans | |
| <u>DoDEA Principals</u> | <ul style="list-style-type: none"> Review & comply with CPS policy, updates, and Director's annual strategic intent | | | | | | | | | <ul style="list-style-type: none"> Submit School Continuous Improvement Plans to District Superintendent | | |
| <u>DoDEA Strategic Review Committee</u> | | | | | | | | | | <ul style="list-style-type: none"> Review strategic plan and provide recommendations to the DoDEA Director for plan updates. Attends the fall Analyze, Adjust, and Concept Development Meeting | | |

| | <u>January</u> | <u>February</u> | <u>March</u> | <u>April</u> | <u>May</u> | <u>June</u> | <u>July</u> | <u>August</u> | <u>September</u> | <u>October</u> | <u>November</u> | <u>December</u> |
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| <u>DoDEA Supervisors</u> | <ul style="list-style-type: none"> Review & comply with CPS policy, updates, and Director's annual strategic intent | | | <ul style="list-style-type: none"> DPMAP annual cycle closeout | <ul style="list-style-type: none"> DPMAP annual performance rating closeout due DPMAP new cycle Appraisal Plan(s) due | | | | | <ul style="list-style-type: none"> Implement Approved Execution Year action plan | <ul style="list-style-type: none"> DPMAP progress review due. *One progress review is required, this is suggested midpoint per the May-April appraisal cycle | |
| <u>DoDEA Employees</u> | <ul style="list-style-type: none"> Review & comply with CPS policy, updates, and Director's annual strategic intent | | | <ul style="list-style-type: none"> DPMAP annual cycle closeout | <ul style="list-style-type: none"> DPMAP annual performance rating closeout due DPMAP new cycle Appraisal Plan(s) due | | | | | <ul style="list-style-type: none"> Implement Approved Execution Year functional area action plan | | |

SECTION 4: COMPONENTS OF THE COMPREHENSIVE PLANNING SYSTEM

4.1. STRATEGIC PLAN (BLUEPRINT FOR CONTINUOUS IMPROVEMENT).

a. Framework. The DoDEA Strategic Plan (Blueprint for Continuous Improvement) communicates strategic goals and actions for achieving identified goals. It provides the focus and coherence to the organization and serves as a basis for all actions. The Blueprint for Continuous Improvement directs our collective energies and resources as we strive to realize our vision. The Blueprint for Continuous Improvement will be updated as progress is made, and students' needs and the environment change, over the life of the document. Updates to the plan will be published annually in January.

(1) The Strategic Plan Committee. The Capabilities and Initiative Division is responsible for facilitating the DoDEA Strategic Plan process ensuring stakeholder input, collaboration, and engagement. The DoDEA Director is the final approval authority. The DoDEA Director will appoint a team who are charged to update the Blueprint for Continuous Improvement as a living document and provide performance-based annual updates. Recommendations are based on leadership's vision for the future, analysis of the existing data, stakeholder input, and the expertise of committee members.

(2) Elements. The DoDEA Strategic Plan includes the following elements: Vision, Mission, Values, Goal Statements, Strategic Initiatives, Critical Success Factors (CSFs), and Results Indicators.

(a) Vision: DoDEA's vision is Excellence in Education for Every Student, Every Day, Everywhere.

(b) Mission: DoDEA's mission is to Educate, Engage, and Empower military-connected students to succeed in a dynamic world.

(c) Values: DoDEA's values are:

1. Student Centered: Students are at the heart of all we do.

2. Excellence: We strive to exceed expectations in all we do.

3. Continuous Improvement: Our organization, its systems, and processes will be continually reexamined and improved.

4. Diversity: We honor the uniqueness of each individual and embrace diverse beliefs and backgrounds. We respect differences and create inclusive environments which contribute to a better society for all.

5. Individual Potential: Individuals develop within an environment that nurtures intellectual, social, emotional, physical, and creative growth.

6. Lifelong Learning: Learning is an active process of discovery where we cultivate curiosity, perseverance, and the desire to learn.

7. Shared Responsibility: Partnerships among families, students, staff, and community members are characterized by mutual commitment and collaborative effort and enrich the lives of our students.

8. Trust: We value relationships based on integrity, mutual respect, and open two-way communication. We cultivate a safe and risk-free culture that encourages and inspires innovation.

(d) Goal Statements: In order to realize its vision, DoDEA has divided the work of supporting student achievement into five Goals: Student Excellence, School Excellence, Talent Excellence, Organizational Excellence, and Outreach Excellence. The goals will be supported by strategic initiatives.

(e) Strategic Initiatives: Strategic Initiatives are high-level, cross-functional initiatives that impact the entire organization. These are long-term initiatives that will last a number of years, but that can be revised and updated as progress is made or DoDEA's needs change. Each goal is supported by two to three (2-3) strategic initiatives. The number of initiatives is limited to balance the need for progress and DoDEA's capacity to operationalize change.

(f) Critical Success Factors: Depending on its nature, a strategic initiative requires the work of many DoDEA employees to be successful. CSFs define the most important actions that must be accomplished to implement the Strategic Initiative. If the actions described by the CSFs are not completed, the strategic initiative cannot be successful. These can be either short or long term projects that require significant effort to complete.

(g) Key Results Indicators: Key Results Indicators (KRI) measure the progress that is made towards each goal. These metrics assess the aggregate results of many actions that contribute to the success of a goal. Monitoring progress is essential to DoDEA's shift to a continuous improvement model. As progress is made, plans can either stay the course or be adjusted as additional supports are required. Updates to the Blueprint for Continuous Improvement will include metrics to assess progress towards each strategic initiative.

b. Requirements.

(1) Updates.

(a) Annual environmental scans will drive plan updates.

(b) Updates to the Blueprint for Continuous Improvement will be made annually as a part of the analyze and review process for continuous improvement. The updated plan will be published in conjunction with the annual report of progress.

(c) The DoDEA Director will appoint a team of senior leaders to provide performance-based annual updates.

(2) **Performance Report.** An annual report will be published reflecting progress towards goals established in the Blueprint for Continuous Improvement:

(a) The Capabilities and Initiative Division is responsible for this performance report.

(b) The report will be distributed to stakeholders in January reflecting the performance of the previous fiscal year.

c. Annual Suspense.

(1) The Blueprint for Continuous Improvement Plan Annual Report will be published in January.

(2) Updates will be included in an annual report.

4.2. DIRECTOR'S FOCUS. The DoDEA Director is responsible for communicating the DoDEA Director's focus:

a. Framework. The DoDEA Director will publish a DoDEA Director's focus two (2) times per year. The publications will be released in January (internal publication) and August (external publication).

b. Requirements.

(1) Provides internal communication of DoDEA Director's priorities to guide strategic planning and functional area plans.

(2) Provides external publication of DoDEA Director's focus to all DoDEA stakeholders.

c. Annual Suspense.

(1) January communication to DoDEA workforce identifying DoDEA Director's organizational priorities and focus for functional area planning.

(2) August publication to all DoDEA stakeholders identifying DoDEA Director's priorities and areas of focus.

4.3. DODEA BUDGET (ZERO-BASED BUDGET). The DoDEA RM Chief is responsible for the development and management of the DoDEA budget.

a. Framework. In accordance with DoD 7000.14-R, DoDEA will comply with financial management statutory and regulatory requirements applicable to the Department of Defense.

b. Requirements. Effective budgeting and execution is essential to the planning process. In order to evaluate progress towards required obligations, the DoD Regulation 7000.14-R will be followed. The triannual review of all open commitments, obligations, accounts payable, and

accounts receivable provides the ability to determine status of funds and to make appropriate decisions for obligations. The following obligation milestones in Section 4.3.c. of this Issuance are required for organizational financial goal achievement. DoDEA's workforce must be mindful of these requirements and guide daily work efforts and products to align with these milestones set forth by the Office of the Secretary of Defense (OSD).

c. Annual Suspense. Suspense dates are identified within Fiscal Year (FY) Quarter.

(1) FY Quarter 1 (October - December).

(a) RM will annually publish the Budget Guidance and Business Rules in the annual Comprehensive Planning and Resourcing DTM outlining specific fiscal year dates to guide fund obligation upon guidance from DoD and OSD.

(b) DoDEA's RM Division will publish an annual FY ZBB Data Timeline outlining skeleton and forecasting years' budget entry deadlines.

(2) FY Quarter 2 (January- March). 50% (fifty percent) Obligation Rate milestone is due by the last business day of March.

(3) FY Quarter 3 (April - June).

(a) Mid-year Review: April.

(b) PBAC meets.

(4) FY Quarter 4 (July - September).

(a) 80% (eighty percent) Obligation Rate milestone is due by the last business day of July.

(b) Government purchase card (GPC) purchases closed: Late August.

(c) School and district level accounts closed: Late August.

(d) Headquarters divisions accounts closed: Late August.

(e) Region level accounts closed, funds returned to HQ: Early September.

(f) All contractual actions completed and awarded: Mid-September.

(g) Defense Agency Initiative (DAI) Final Closeout: 30 September.

4.4. PROGRAM BUDGET ADVISORY COMMITTEE.

a. Framework. The PBAC is for budget prioritization and the approval process functional area action plans. This committee serves as the senior leadership advisory group to consider all aspects of internal resource management. The PBAC serves as a forum for discussion and

advises the DoDEA Director on implementation plans for the programming and effective use of resources. The PBAC will be comprised of all DoDEA Senior Executives, Headquarters Division Chiefs, Headquarters and Region Chiefs of Staff, and District Superintendents.

b. Requirements. The PBAC will:

- (1) Interpret the budget and manpower guidance received from DoD and OSD and integrate DoDEA's Blueprint for Continuous Improvement, DoDEA Director's Intent, and functional area proposed planning.
- (2) Develop a plan for preparing a budget which will efficiently accomplish DoDEA's mission.
- (3) Ensure adequate budget to achieve mission and prioritize proposed initiatives.
- (4) Apply methods and standards of performance data and other experience factors to specific program and budget areas.
- (5) Present a coordinated budget estimate and functional area plans for approval.

c. Annual Suspense. The PBAC will be held annually in June in conjunction with the DoDEA Integrated Planning and Execution Working Group resulting in a proposed budget estimate and functional area plans for the DoDEA Director.

4.5. ADVANCED ACQUISITION PLAN. The DoDEA Procurement Chief, shall be responsible for developing and managing the AAP.

a. Framework. Effective acquisition is essential to the planning process. Advance acquisition planning is the forecasting and planning of acquisition to ensure the DoDEA's needs are met in the most effective, economical and timely manner. It shall be used to maximize benefits of competition and ensure better quality of products at significant cost savings.

b. Requirements. DoDEA will facilitate advance acquisition planning. DoDEA's workforce must be mindful of these requirements and guide daily work efforts and products to align with these milestones set forth by DoDEA's Procurement Division. AAP entries should be identified from functional area action plan proposals.

c. Annual Suspense. The annual approved AAP will be published by July for October execution. All AAP entries are due in March for inclusion in the PBAC for programming and execution years.

4.6. DIVISION ACTION PLAN DEVELOPMENT. All functional area Division Chiefs are responsible for Division action plans.

a. Framework. Division action plans operationalize the mission and Blueprint for Continuous Improvement (strategic plan). Action plans identify the focus of the division for any

given year. The plans outline the required actions that must be taken to meet mission and strategic goals based on the collaboration described in Section 4.6.b.3 of this Issuance. Division planning is an ongoing approach to finding optimal solutions in meeting the Division's objectives and supporting DoDEA's mission. Student achievement data and organizational performance shall be linked to priorities and action planning.

b. Requirements. Action plans will have four (4) years of varying degrees of specificity: skeleton, forecasting, programing, and execution, each with increasing levels of detail.

(1) Planning documents for a 4-year planning cycle:

- (a) Skeleton Year.
- (b) Forecasting year.
- (c) Programming year.
- (d) Execution year.

(2) Components of each plan should have for each an identified Division objective:

- (a) Alignment to Strategic Plan goal.
- (b) Alignment to a DoDEA Strategic Plan goal initiative.
- (c) Identified division objectives and strategies.
- (d) Identified achievement metric.
- (e) Risk/Probability/Impact/Mitigation.
- (f) Activities and Milestones:

1. Budgetary Requirement/Funding Status per Budget Management System (BMS)/AAP submission.

2. Integration points.

3. Lead/Team members.

4. Start/End dates.

(3) Integration: Division action plans will be cross-functional. The plans will be aligned with the Blueprint for Continuous Improvement (strategic plan), and inform CIL and Region action plans, District Continuous Improvement Plans; and School Continuous Improvement Plans. Division action plans will be provided to CILs, Regions, Districts, and schools to inform the development of action and continuous improvement plans. Structured working groups in the fall, winter, and summer will allow for cross-functional collaboration. Continuous communication is critical to the success of plan development and execution.

c. Annual Suspense.

- (1) The winter planning session requires Division action plans for execution and programming years.
- (2) Division action plans for execution and programming years are due annually in April for PBAC preparation.
- (3) The summer planning session requires a Division action plan for the execution and programming years and a draft plan of the forecasting and skeleton years.
- (4) Revised (from June PBAC) Division action plans are due annually by August.

4.7. CENTER FOR INSTRUCTIONAL LEADERSHIP PLANS. CIL Chiefs are responsible for CIL action plans.

a. Framework. CIL action plans will be aligned with the Blueprint for Continuous Improvement (strategic plan) and developed from Division and Region action plans and District Continuous Improvement Plans. Student achievement data and organizational performance shall be linked to priorities and action planning.

b. Requirements. Action plans will have four (4) years of varying degrees of specificity: skeleton, forecasting, programing, and execution, each with increasing levels of detail.

- (1) Planning documents for a 4-year planning cycle:
 - (a) Skeleton year.
 - (b) Forecasting year.
 - (c) Programming year.
 - (d) Execution year.
- (2) Components of each plan should have for each an identified CIL goal:
 - (a) Alignment to Strategic Plan goal.
 - (b) Alignment to a DoDEA Strategic Plan goal initiative.
 - (c) Identified of CIL objectives and strategies.
 - (d) Identified achievement metric.
 - (e) Risk/Probability/Impact/Mitigation.
 - (f) Activities and Milestones:

1. Budgetary Requirement/Funding Status per BMS/AAP submission.
2. Integration points.
3. Lead/Team members.
4. Start/End dates.

(3) Integration: CIL action plans will be cross-functional. The plans will be aligned with the Blueprint for Continuous Improvement (strategic plan), Division and Region action plans, and will be informed by District Continuous Improvement Plans and School Continuous Improvement Plans. Division and Region action plans and District Continuous Improvement Plans will be provided to Region CIL to inform the development of CIL action plans. Structured working groups in the fall, winter, and summer will allow for cross-functional collaboration. Continuous communication is critical to the success of plan development and execution.

c. Annual Suspense.

- (1) The winter planning session requires CIL action plans for execution and programming years.
- (2) CIL action plans for execution and programming years are due annually in April for PBAC preparation.
- (3) The summer planning session requires a CIL action plan for execution and programming years and draft action plans of the forecasting and skeleton years.
- (4) Revised (from June PBAC) CIL action plans are due annually by August.

4.8. REGIONAL ACTION PLAN DEVELOPMENT. Directors of Student Excellence are responsible for the assigned Region action plan.

a. Framework. Region action plans operationalize the mission and Blueprint for Continuous Improvement (strategic plan). Action plans identify the focus of the region for any given year. The plans outline the required actions that must be taken to meet mission and strategic goals based on the collaboration described in Section 4.8.b.3 of this Issuance. Region planning is an ongoing approach to finding optimal solutions in meeting the Region's objectives and supporting DoDEA's mission. Student achievement data and organizational performance shall be linked to priorities and action planning.

b. Requirements. Action plans will have four (4) years of varying degrees of specificity: skeleton, forecasting, programing, and execution, each with increasing levels of detail.

- (1) Planning documents for a 4-year planning cycle:
 - (a) Skeleton Year.
 - (b) Forecasting year.

- (c) Programming year.
- (d) Execution year.
- (2) Components of each plan should have for each an identified Region objective:
 - (a) Alignment to Strategic Plan goal.
 - (b) Alignment to a DoDEA Strategic Plan goal initiative.
 - (c) Identified division objectives and strategies.
 - (d) Identified achievement metric.
 - (e) Risk/Probability/Impact/Mitigation.
 - (f) Activities and Milestones:
 - 1. Budgetary Requirement/Funding Status per Budget Management System (BMS)/AAP submission.
 - 2. Integration points.
 - 3. Lead/Team members.
 - 4. Start/End dates.
- (3) Integration: Region action plans will be cross-functional. The plans will be aligned with the Blueprint for Continuous Improvement (strategic plan), and inform CIL; District Continuous Improvement Plans; and School Continuous Improvement Plans. Region action plans will be provided to Headquarters, CILs, Districts, and schools to inform the development of action and continuous improvement plans. Structured working groups in the fall, winter, and summer will allow for cross-functional collaboration. Continuous communication is critical to the success of plan development and execution.

c. Annual Suspense.

- (1) The winter planning session requires Region action plan for execution and programming years.
- (2) Region action plans for execution and programming years are due annually in March for PBAC preparation.
- (3) The summer planning session requires a Region action plan for the execution and programming years and a draft plan of the forecasting and skeleton years.
- (4) Revised (from June PBAC) Region action plans are due annually by August.

4.9. DISTRICT CONTINUOUS IMPROVEMENT PLANS. District Superintendents are responsible for District Continuous Improvement Plans.

a. Framework. District Continuous Improvement Plans will be aligned with the Blueprint for Continuous Improvement (strategic plan), responsive to Division and Region action plans and School Continuous Improvement Plans and developed to meet and/or exceed accreditation requirements. Student achievement data and organizational performance shall be linked to priorities and action planning.

b. Requirements. Action plans will have two (2) years of varying degrees of specificity: programming, and execution, each with increasing levels of detail.

- (1) Planning documents for a 2-year planning cycle:
 - (a) Programming year.
 - (b) Execution year.
- (2) Components of each plan should have for each an identified District goal:
 - (a) Alignment to Strategic Plan goal.
 - (b) Alignment to a DoDEA Strategic Plan goal initiative.
 - (c) Identified District objectives and strategies.
 - (d) Identified achievement metric.
 - (e) Risk/Probability/Impact/Mitigation.
 - (f) Activities and Milestones:
 1. Budgetary Requirement/Funding Status per BMS/AAP submission.
 2. Integration points.
 3. Lead/Team members.
 4. Start/End dates.

(3) Integration: District Continuous Improvement Plans will be cross-functional. The plans will be aligned with the Blueprint for Continuous Improvement (strategic plan), and responsive to Division action plans and School Continuous Improvement Plans. District Continuous Improvement Plans will be provided to Region CIL to inform the development of CIL action plans. Structured working groups in the fall, winter, and summer will allow for cross-functional collaboration. Continuous communication is critical to the success of plan development and execution.

c. Annual Suspense.

- (1) The winter planning session requires District Continuous Improvement Plans for execution and programming years.
- (2) District Continuous Improvement Plans for execution and programming years are due annually in January.
- (3) The summer planning session requires a District Continuous Improvement Plan for each execution and programming years and draft action plans of the forecasting and skeleton years.
- (4) Revised (from June PBAC) District Continuous Improvement Plans are due annually by August.

4.10. SCHOOL CONTINUOUS IMPROVEMENT PLANS. DoDEA Principals are responsible for School Continuous Improvement Plans.

a. Framework. School Continuous Improvement Plans will be developed and informed by student achievement data and responsive to District Continuous Improvement Plans and DoDEA College and Career Ready Standards.

b. Requirements.

- (1) Planning documents for a 2-year planning cycle:
 - (a) Execution Year.
 - (b) Programming Year.
- (2) Components for each plan will be defined, at minimum, by accrediting and Districts requirements.
- (3) Integration: School Continuous Improvement Plans will be cross-functional. The plans will be aligned with the Blueprint for Continuous Improvement (strategic plan), Division and Region action plans, and inform District Continuous Improvement Plans. School Continuous Improvement Plans will be provided to the District to inform the development of District Continuous Improvement Plans and to the CIL for CIL action plan development. Continuous communication is critical to the success of plan development and execution.

c. Annual Suspense. School Continuous Improvement Plans are due annually for approval by the District Superintendent by October.

4.11. INDIVIDUAL PERFORMANCE PLANS. DoDEA Supervisors and direct reporting DoDEA employees are responsible for individual performance plans.

a. Framework. In accordance with Volumes 430 and 431 of DoD Instruction 1400.25, the DPMAP is the governing system for DoDEA's performance appraisal program. The program provides a framework for supervisors and managers to communicate expectations and job performance, links individual employee performance and organizational goals, facilitates fair and meaningful assessment of employee performance, and establishes a systematic process for planning, monitoring, evaluating, recognizing, and rewarding employee performance that contributes to mission success. The appraisal system nurtures a high-performance culture that promotes meaningful and ongoing dialogue between employees and supervisors. It holds both the employee and supervisor accountable for performance and supports and is consistent with merit system principles.

b. Requirements. It is incumbent of the DoDEA employee and DoDEA supervisor to work together to develop a mutually agreed upon performance plan. Employee standards must be aligned to the functional area and DoDEA's Blueprint for Continuous Improvement.

c. Annual Suspense.

(1) Each DoDEA employee will have an approved performance plan annually.

(a) The appraisal cycle for employees covered by the DPMAP is May 1 through April 30 of each calendar year.

(b) As identified in Volume 431 of DoD Instruction 1400.25, each employee must have a written performance plan established and approved normally within 30 calendar days of the beginning of the appraisal cycle or the employee's assignment to a new position or set of duties.

(2) A written rating of record must be provided at the end of the appraisal cycle for each employee who has been under an approved performance plan for ninety (90) calendar days during the cycle.

(a) The appraisal cycle for employees covered by the DPMAP is May 1 through April 30 of each calendar year.

(b) Each DoDEA employee who has been under an approved performance plan for ninety (90) calendar days during the cycle will have an annual rating of record based on the work performed during the appraisal cycle from May 1 through April 30.

(c) A written rating of record for employees who transfer, promote or depart shall be in accordance with Volume 431 of DoD Instruction 1400.25.

4.12. HUMAN CAPITAL PLAN. In accordance with Part 250 of Title 5, Code of Federal Regulations, DoDEA shall have a Human Capital Plan.

a. Framework. DoDEA's workforce is its number one asset. Part 250, Subpart B of Title 5, Code of Federal Regulations, establishes the requirements for a Strategic Human Capital Management framework, a Human Capital Operating Plan, Human Capital Review with Office

of Personnel Management (OPM), and institutionalizes HRStat review process. DoDEA's commitment to continuous improvement is directly linked to human capital planning and development. A strong Human Capital Development Program will improve responsiveness to workforce changes and foster the development of skills and knowledge needed for the forward progression of DoDEA's competency and capacity.

b. Requirements. It is the goal of the Human Capital Framework to develop strong human capital practices for achieving Activity goals and objectives. The framework will include:

(1) Strategic Planning and Alignment.

(a) A system that ensures human capital programs are aligned with Activity mission, goals, and objectives through analysis, planning, investment, and measurement.

(b) Human Capital Management strategies will include:

1. Integrated strategic plans, annual performance plans and goals, and relevant budget and acquisition plans.

2. Contain measureable and observable performance targets.

3. Communicate in an open and transparent manner to facilitate cross-activity collaboration to adherence mission objectives.

(2) Talent Management.

(a) Facilitated by the Capabilities and Initiatives Strategic Talent Manager in concert with all DoDEA divisions.

(b) Plan and manage current and future workforce needs.

(c) Design, develop, and implement proven strategies and techniques and practices to attract, hire, develop, and retain talent.

(d) Make progress towards closing any knowledge, skill, and competency gaps throughout the Activity.

(3) Performance Culture.

(a) Strategies and processes to foster a culture of engagement and collaboration.

(b) A diverse, results-oriented, high performing workforce.

(c) A performance management system that differentiates level of performance of staff, and provides regular feedback, and links individual performance to organizational goals.

(4) Evaluation.

(a) Ensures compliance with merit system principles.

(b) Identifies, implements, and monitors process improvements.

c. Annual Suspense.

(1) Annual Human Capital Operating Plan Review during strategic plan review and update.

(2) Annual Human Capital Review with OPM.

(3) Quarterly HRStat reviews.

4.13. ACCOUNTABILITY SYSTEM. The DoDEA Capabilities and Initiatives Chief, shall be responsible for developing and managing the Comprehensive Planning System Accountability System.

a. Framework. Thorough and coordinated planning is essential to the success of the CPS. This Issuance outlines the planning requirements and processes of the planning system. Organizational Performance Management outlining specific performance and outcomes metrics will be addressed in separate guidance.

b. Requirements.

(1) Managers and leaders are held accountable for the requirements outlined in this Issuance.

(2) DoDEA supervisors are held accountable for linking employee performance to Strategic, Division, Region, CIL, District and school plans, as applicable.

(3) All DoDEA employees are held accountable for daily progress towards achieving milestone, activities, and objectives in support of the Strategic Plan and DoDEA mission.

c. Annual Suspense. Suspense dates are identified in Section 3.2 of this Issuance.

GLOSSARY

G.1. ACRONYMS.

| | |
|-------|---|
| AAP | advanced acquisition plan |
| BMS | Budget Management System |
| CIL | Center for Instructional Leadership |
| CPS | Comprehensive Planning System |
| CSF | Critical Success Factor |
| DAI | Defense Agency Initiative |
| DD | Department of Defense |
| DPMAP | Department of Defense Performance Management Appraisal Plan |
| DSE | Director for Student Excellence |
| DTM | Directive Type Memo |
| FY | fiscal year |
| GPC | Government purchase card |
| HQ | Headquarters |
| ISS | Instructional Support Specialist |
| KRI | key result indicator |
| OSD | Office of the Secretary of Defense |
| OPM | Office of Personnel Management |
| PBAC | Program Budget Advisory Committee |
| PBES | President's Budget Estimation Submission |
| PMO | Project Management Office |
| RM | Resource Management |
| SES | Senior Executive Service |
| SME | subject matter expert |
| ZBB | zero based budget |

G.2. DEFINITIONS. Unless otherwise noted, these terms and their definitions are for the purpose of this Issuance.

accountability. The obligation to take responsibility for performance in light of commitments and expected outcomes.

action plan. An action plan operationalizes a strategic plan and identifies the focus of the functional area for any given year. The plan outlines the required actions that must take place to accomplish essential operations and to meet goals established in the Blueprint for Continuous Improvement (strategic plan). Action plans are developed in an iterative cycle (skeleton, forecasting, programming, and execution). Plans increase in specificity as they become closer to execution. The skeleton year is the most general, providing an outline of objectives and is a 3 year projection from the current year, the forecasting year includes strategies, additional details to accomplish the objectives and is a 2 year projection from the current year, followed by the programming year that includes milestones, activities, and resource requirements on a 1 year projection from the current year. The execution year is the most specific and is used to implement plans. The programming and execution year plans are reviewed and approved at the PBAC.

Blueprint for Continuous Improvement. DoDEA's strategic plan for school years 2018/19 through 2023/24. The plan communicates strategic goals and actions for achieving identified goals. A blueprint is an actionable plan that communicates and guides the work of all involved in a project. It is flexible and can be updated as the project develops and needs change. It serves as the foundation for all planning within DoDEA and directs our collective energies and resources to realize the vision. The Blueprint for Continuous Improvement will be updated as progress is made, and students' needs and the environment change, over the life of the document and annually published in January.

CIL. CILs are both regional hubs and field offices made up of a highly-trained cadre of staff designed to increase capacity for district and school leadership and, ultimately, teacher leaders. The primary objective of the CIL is to ensure high academic achievement for DoDEA students by developing high-impact superintendents, principals, and Instructional Support Specialists (ISS).

Comprehensive Planning and Resourcing Directive Type Memo. Annual publication to define planning, budgeting, and acquisition requirements and timelines. The directive is compiled and published by the Capabilities and Initiative division.

CPS. A systematic process that provides the foundation for DoDEA's efforts to organize and prioritize collective energies, abilities, and resources to achieve identified goals.

continuous improvement. A research-based, on-going process in which institutions engage for the purpose of increasing its overall effectiveness and making positive, measurable impact on all stakeholders, primarily students, by focusing on and implementing three essential elements: Learn and share, examine and plan, and act and evaluate.

CSF. An action that is necessary for the strategic initiative to succeed.

effective communication. Communication that reaches its target, impacts its audience, and achieves the intended objective for that particular audience. It can be informational, collaborative, and interactive, depending on the intent of the communication.

environmental scan. A data collection process of gathering, analyzing, and using information on DoDEA's internal and external environments for detecting early signs of opportunities and threats that may influence operational and strategic development and decisions.

goals. Long-range performance targets that are consistent with the mission, usually requiring a commitment of resources towards the initiatives critical to goal achievement. Goal achievement is required for an organization to realize its vision.

HRStat. Strategic human capital performance evaluation process that identifies, measures, and analyzes human capital data to inform the impact of an agency's human capital management on organizational results with the intent to improve human capital outcomes.

strategic initiative. A one to two (1-2) year initiative that must be complete to drive the success of a goal.

supervisor. Defined by OPM classification standards; as indicated in the position description title for an employee who supervises 3 or more employees, or as indicated in the supervisory paragraph located in the position description for supervision of 2 employees or less.

values. The values and philosophy of an organization that guide the behavior and decisions of its members. The values constitute the organization's value system.

vision. An idealized view of where an organization will be and/or will look like in the future, assuming all goals are met. It is a statement intended to express both aspiration and inspiration.

REFERENCES

- Code of Federal Regulations, Title 5, Part 250
- Department of Defense (DD) Form 2906, “Civilian Performance Plan, Progress, Review and Appraisal,” March 2016
- DoD Directive 7045.14, “The Planning, Programming, Budgeting and Execution (PPBE) Process,” January 25, 2013, as amended
- DoD Instruction 1400.25, Volume 430, “DoD Civilian Personnel Management System: Performance Management,” August 5, 2014
- DoD Instruction 1400.25, Volume 431, “DoD Civilian Personnel Management System: Performance Management and Appraisal Program,” February 4, 2016
- DoD Instruction 7000.14, “Department of Defense Financial Management Policy and Procedures,” March 3, 2006, as amended
- DoD Regulation 7000.14-R, “Department of Defense Financial Management Regulation (DoD FMR),” current version, located at <http://comptroller.defense.gov/FMR.aspx>

CPS ANNUAL REQUIREMENT CHECKLISTS

CPS ANNUAL REQUIREMENT CHECKLIST – DODEA DIRECTOR

| Requirement | Suspense | Completed |
|--|-----------------|------------------|
| Provide DoDEA Director’s Focus - Internal communication to DoDEA workforce | January | |
| Review Region action plan proposals prior to PBAC | March | |
| Attend DoDEA Integrated Planning and Execution Working Group & PBAC | June | |
| Identify Strategic Plan Review Committee members | July | |
| Provide DoDEA Director’s Intent - External communication published | August | |
| Provide functional area plan final approval | August | |
| Attend the Analyze and Adjust and Concept Development Fall Meeting | October | |

**CPS ANNUAL REQUIREMENT CHECKLIST – DODEA ASSOCIATE DIRECTORS
AND HEADQUARTERS CHIEF OF STAFF**

| Requirement | Suspense | Completed |
|---|-----------------|------------------|
| Review/comply with CPS policy, updates, and DoDEA Director's annual strategic intent | January | |
| Review functional area action plan proposals (Division action plans, and CIL action plans) as appropriate prior to PBAC | March | |
| DoDEA Associate Director of Academics- coordinate and de-conflict Education budgets requirements between Headquarters, Regions, CILs and Districts. | April | |
| Attend DoDEA Integrated Planning and Execution Working Group & PBAC | June | |
| Review post- PBAC plans for revisions and final approval | August | |
| Attend the Analyze and Adjust and Concept Development Fall Meeting | October | |

CPS ANNUAL REQUIREMENT CHECKLIST – DODEA DIVISION CHIEFS

| Requirement | Suspense | Completed |
|--|-----------------|------------------|
| Review/comply with CPS policy, updates, and DoDEA Director's annual strategic intent | January | |
| Update action plans, annual budget & AAP documents | January | |
| Attend DoDEA Winter Planning Meeting | February | |
| Submit ZBB to RM | March | |
| Submit AAP to Procurement | March | |
| Submit Division Action Plan Proposal, to include AAP and Budget for PBAC to respective Associate Director | March | |
| Submit Associate Director approved Division Action Plan Proposal to include AAP and Budget, to prepare June PBAC for approval and funding determination. | April | |
| Attend DoDEA Integrated Planning and Execution Working Group & PBAC | June | |
| Submit revised, post-PBAC Division action plans for final approval | August | |
| Attend Analyze and Adjust and Concept Development Fall Meeting if identified by DoDEA Director for the Strategic Plan Review Committee | October | |
| Implement approved execution year action plan | October | |

CPS ANNUAL REQUIREMENT CHECKLIST – DODEA CAPABILITIES AND INITIATIVES CHIEF

| Requirement | Suspense | Completed |
|---|-----------------|------------------|
| Review/comply with CPS policy, updates, and DoDEA Director's annual strategic intent | January | |
| Update action plans, annual budget & AAP documents | January | |
| Publish Annual Blueprint for Continuous Improvement Report | January | |
| Attend and facilitate DoDEA Winter Planning Meeting | February | |
| Submit ZBB to RM | March | |
| Submit AAP to Procurement | March | |
| Submit Division Action Plan Proposal, to include AAP and Budget for PBAC to Director | March | |
| Submit SES approved Division Action Plan Proposal to include AAP and Budget, to prepare June PBAC for approval and funding determination. | April | |
| Plan & facilitate DoDEA Integrated Planning and Execution Working Group & PBAC | June | |
| Submit revised, post-PBAC Division action plans for final approval | August | |
| Distribute approved plans to field | September | |
| Collects and analyzes data for annual report | September | |
| Attend & facilitate the Analyze and Adjust and Concept Development Fall Meeting | October | |
| Implement approved execution year action plan | October | |
| Publish annual Comprehensive Planning and Resourcing DTM to include budget guidance and business rules from RM and AAP guidance and business rules from Procurement | November | |
| Provide subject matter guidance for functional area action plan development | Ongoing | |
| Monitor action plan progress through PMO; develop and provide templates and training as needed | Ongoing | |

CPS ANNUAL REQUIREMENT CHECKLIST – DODEA RESOURCE MANAGEMENT CHIEF

| Requirement | Suspense | Completed |
|--|-----------------|------------------|
| Review/comply with CPS policy, updates, and DoDEA Director's annual strategic intent | January | |
| Update action plans, annual budget & AAP documents | January | |
| Attend DoDEA Winter Planning Meeting | February | |
| Submit ZBB to RM | March | |
| Submit AAP to Procurement | March | |
| Submit Division Action Plan Proposal, to include AAP and Budget for PBAC to respective Associate Director | March | |
| Redistribute unexecuted funds to published PBAC listing of prioritized but unfunded requirements | March | |
| Develop ZBB for PBAC | April | |
| Submit SES approved Division Action Plan Proposal to include AAP and Budget, to prepare June PBAC for approval and funding determination. | April | |
| Attend DoDEA Integrated Planning and Execution Working Group & PBAC | June | |
| Facilitate annual PBAC and prioritized list of unfunded requirements | June | |
| Redistribute unexecuted funds to published PBAC listing of prioritized but unfunded requirements | July | |
| Submit revised, post-PBAC Division action plans for final approval | August | |
| Redistribute unexecuted funds to published PBAC listing of prioritized but unfunded requirements | September | |
| Attend the fall Analyze, Adjust, and Concept Development Meeting | October | |
| Implement approved execution year action plan | October | |
| Provides annual Budget Guidance and Business Rules to Chief, Capabilities and Initiative to publish in the Comprehensive Planning and Resourcing DTM | October | |
| Distribute Staffing Documents | November | |

CPS ANNUAL REQUIREMENT CHECKLIST – DODEA PROCUREMENT CHIEF

| Requirement | Suspense | Completed |
|---|-----------------|------------------|
| Review/comply with CPS policy, updates, and DoDEA Director's annual strategic intent | January | |
| Update action plans, annual budget & AAP documents | January | |
| Attend DoDEA Winter Planning Meeting | February | |
| Submit ZBB to RM | March | |
| Submit AAP to Procurement | March | |
| Submit Division Action Plan Proposal, to include AAP and Budget for PBAC to respective Associate Director | March | |
| Submit SES approved Division Action Plan Proposal to include AAP and Budget, to prepare June PBAC for approval and funding determination. | April | |
| Attend DoDEA Integrated Planning and Execution Working Group & PBAC | June | |
| Publish post- PBAC AAP, identifying funded and unfunded requirements | July | |
| Submit revised, post-PBAC Division action plans for final approval | August | |
| Implement approved execution year action plan | October | |
| Provides annual AAP guidance and business rules to Chief, Capabilities and Initiative to publish in the Comprehensive Planning and Resourcing DTM | October | |

CPS ANNUAL REQUIREMENT CHECKLIST – DODEA REGION DIRECTORS FOR STUDENT EXCELLENCE

| Requirement | Suspense | Completed |
|--|-----------------|------------------|
| Review/comply with CPS policy, updates, and DoDEA Director's annual strategic intent | January | |
| Update action plans, annual budget & AAP documents | January | |
| Review District Continuous Improvement Plan proposals, to include AAP and Budget and provide to CIL | January | |
| Attend DoDEA Winter Planning Meeting | February | |
| Review CIL Action Plan proposal, to include AAP and Budget | March | |
| Submit ZBB to RM | March | |
| Submit AAP to Procurement | March | |
| Submit Region Action Plan Proposal, to include AAP and Budget for PBAC to DoDEA Director | March | |
| Submit DoDEA Director approved Region Action Plan Proposal and DSE approved CIL Action Plan and District Continuous Improvement Plan Proposals to include AAP and Budget, to prepare June PBAC for approval and funding determination, including the coordination and de-confliction of Education budget requirements. | April | |
| Attend DoDEA Integrated Planning and Execution Working Group & PBAC | June | |
| Submit revised, post-PBAC Region and CIL action plans and District Continuous Improvement Plan for final approval | August | |
| Implement approved execution year action plan | October | |
| Attend the fall Analyze, Adjust, and Concept Development Meeting | October | |

CPS ANNUAL REQUIREMENT CHECKLIST – DODEA CENTER FOR INSTRUCTIONAL LEADERSHIP CHIEF

| Requirement | Suspense | Completed |
|---|-----------------|------------------|
| Review/comply with CPS policy, updates, and DoDEA Director's annual strategic intent | January | |
| Update action plans, annual budget & AAP documents | January | |
| Submit ZBB to RM | March | |
| Submit AAP to Procurement | March | |
| Submit CIL Action Plan Proposal, to include AAP and Budget for PBAC to DSE | March | |
| Attend DoDEA Integrated Planning and Execution Working Group & PBAC | June | |
| Submit revised, post-PBAC CIL action plans for final approval | August | |
| Implement approved execution year action plan | October | |
| Analyze and Adjust and Concept Development Fall Meeting if identified by DoDEA Director for the Strategic Plan Review Committee | October | |

CPS ANNUAL REQUIREMENT CHECKLIST – DODEA SUPERINTENDENTS

| Requirement | Suspense | Completed |
|---|-----------------|------------------|
| Review/comply with CPS policy, updates, and DoDEA Director's annual strategic intent | January | |
| Update action plans, annual budget & AAP documents | January | |
| Submit District Continuous Improvement Plans proposal to DSE for review and CIL integration | January | |
| Submit ZBB to RM | March | |
| Submit AAP to Procurement | March | |
| Submit final District Continuous Improvement Plan proposal, to include AAP and Budget for PBAC to DSE | March | |
| Attend DoDEA Integrated Planning and Execution Working Group & PBAC | June | |
| Submit revised, post-PBAC District Continuous Improvement Plans for final approval | August | |
| Implement approved execution year action plan | October | |
| Analyze and Adjust and Concept Development Fall Meeting if identified by DoDEA Director for the Strategic Plan Review Committee | October | |
| Review and Approve School Continuous Improvement Plans | November | |

CPS ANNUAL REQUIREMENT CHECKLIST – DODEA PRINCIPALS

| Requirement | Suspense | Completed |
|--|-----------------|------------------|
| Review/comply with CPS policy, updates, and DoDEA Director's annual strategic intent | January | |
| Submit School Continuous Improvement Plans to District Superintendent | October | |

CPS ANNUAL REQUIREMENT CHECKLIST – DODEA SUPERVISORS

| Requirement | Suspense | Completed |
|--|--|------------------|
| Review/comply with CPS policy, updates, and DoDEA Director's annual strategic intent | January | |
| Closeout direct report DoD Performance Management Appraisal Plan(s) *Rating of records for employees who promote, transfer, or leave during the appraisal cycle shall be completed in accordance with Volume 431 of DoD Instruction 1400.25. | May* | |
| Initiate DoD Performance Management Appraisal Plan(s) for direct report employees within the standard DoDEA appraisal cycle. *Each employee must have a written performance plan established. Out of cycle DoD Performance Management Appraisal Plans shall be created and approved normally within thirty (30) calendar days of the employee's assignment to a new position or set of duties. | May 30* | |
| Implement approved execution year action plan | October | |
| Monitor employee performance throughout the appraisal cycle through continuous communication. Adjust performance plans according to progress towards organizational goals. *Employees must have at least one progress review documented in the DPMP automated tool or DD Form 2906, "Civilian Performance Plan, Progress Review and Appraisal," if used, in accordance with Volume 431 of DoD Instruction 1400.25. November is a suggested mid-point per the May-April appraisal cycle. | November, as applicable* Throughout the appraisal cycle | |
| Recognize employee performance and proactively provide verbal feedback. | Throughout the appraisal cycle | |

CPS ANNUAL REQUIREMENT CHECKLIST – DODEA EMPLOYEE

| Requirement | Suspense | Completed |
|---|---|------------------|
| Review/comply with CPS policy, updates, and DoDEA Director's annual strategic intent | January | |
| Voluntarily submit employee input for closeout and final rating of DoD Performance Management Appraisal Plan. (Communication of successes and accomplishments to supervisors throughout the performance cycle, while not mandatory, is highly encouraged and valuable for progress reviews during and at the end of the appraisal cycle where the employee input becomes a part of the employee performance file.) | May | |
| Develop, in coordination with supervisor, DoD Performance Management Appraisal Plan *Each employee must have a written performance plan. Out of cycle DoD Performance Management Appraisal Plans shall be created and approved normally within 30 calendar days of the employee’s assignment to a new position or set of duties. | May 30* | |
| Implement approved execution year action plan | October | |
| Communicate successes and accomplishments to supervisors. (This is not mandatory. It is highly encouraged and valuable for progress reviews during and at the end of the appraisal cycle where the employee input becomes a part of the employee performance file. *Employees must have at least one progress review documented in the DPMP automated tool or DD Form 2906, “Civilian Performance Plan, Progress Review and Appraisal,” if used, in accordance with Volume 431 of DoD Instruction 1400.25. November is a suggested mid-point per the May-April appraisal cycle.) | November * & Throughout the appraisal cycle | |