UNDER SECRETARY OF DEFENSE
5000 DEFENSE PENTAGON
WASHINGTON, DC 20301-5000

INTELLIGENCE

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MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE
INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE
DIRECTOR, NATIONAL SECURITY AGENCY/CENTRAL SECURITY SERVICE
DIRECTOR, DEFENSE THREAT REDUCTION AGENCY
DIRECTOR, DEFENSE INTELLIGENCE AGENCY
DIRECTOR, NATIONAL RECONNAISSANCE OFFICE
DIRECTOR, NATIONAL GEOSPATIAL-INTELLIGENCE AGENCY
DIRECTOR, DEFENSE SECURITY SERVICE
DIRECTOR, MISSILE DEFENSE AGENCY
DIRECTOR, DEFENSE PRISONER OF WAR/MISSING IN ACTION PROGRAM OFFICE
DIRECTOR, DEPARTMENT OF DEFENSE CONSOLIDATED ADJUDICATION FACILITY
CHIEF OF STAFF, OFFICE OF THE UNDER SECRETARY OF DEFENSE FOR INTELLIGENCE

SUBJECT: Defense Civilian Intelligence Personnel System Performance Management Close-out Guidance for 2014

As you prepare your Component for the close-out of the sixth annual Defense Civilian Intelligence Personnel System (DCIPS) performance evaluation period, I want to remind all of the importance of a rigorous performance management process. The recent past has brought challenges to our workforce, including furloughs, pay freezes and limitations on performance awards. Those challenges have made it even more important to ensure we are making meaningful distinctions in performance so that we are able to reward those who, based on their performance evaluations of record, are most deserving.

Each year, the Human Capital Management Office (HCMO) performs an extensive evaluation of the performance management results of the prior performance periods which includes the identification of trends and patterns. The results, which have been shared with your Component, continue to show a gradual annual increase in average performance ratings, and a trend of assigning higher performance evaluation ratings to employees in the higher bands and grades. Your dedication to communicating the importance of upholding performance standards and accurately evaluating employee performance, consistent with merit principles, will help resolve this issue. The need remains to encourage discussions of these matters throughout the chain of command to engage all those involved in performance management. Also keep in mind that DCIPS prohibits forced distributions and quotas and instead demands rigorous and consistent application of policy and standards to ensure an equitable process and meaningful distinctions in performance.

I encourage you to discuss your expectations and review last year's results with your direct reports before your Component begins the year-end performance evaluation process. DCIPS provides many tools to assist in this process including policy, performance standards, training, communication materials, and reports on prior year results. The DCIPS website, http://dcips.dtic.mil, contains many of the tools to assist your Component. My staff is also available to assist you with any specific issues or training requirements that you may have. My point of contact is Ms. Sara Ratcliff, Director, HCMO at (703) 604-1124 or sara.b.ratcliff.civ@mail.mil. The Director, HCMO is authorized to provide additional guidance and policy clarification, as necessary.

Michael G. Vickers

cc:
Director of National Intelligence
Deputy Assistant Secretary of Defense for Civilian Personnel Policy