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

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INTELLIGENCE

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

SUBJECT: Defense Civilian Intelligence Personnel System Performance Management Close-out Guidance for 2012

As you prepare your components for the close-out of the fourth annual Defense Civilian Intelligence Personnel System (DCIPS) performance evaluation period, I ask you to join me in recommitting to performance management policy and standards and to DCIPS performance management as a system to assess and distinguish between levels of employee performance. I also ask that you are firm in your support of the very important tenet that DCIPS prohibits forced distributions and quotas, and instead relies on common and consistent application of policy and standards.

Reviews of DCIPS performance results from past years show, a slight ratings increase affecting aggregate averages. I believe this is worthy of discussion at both the enterprise and component levels. In addition, there is an emerging trend showing larger percentages of the higher evaluations going to employees in the higher bands and grades. As with above, this is worthy of discussion in the context of ensuring that performance objectives are appropriate for the employee's work level, and that performance standards are applied appropriate to an employee's performance in support of their objectives and elements.

I encourage you as senior leaders to discuss your expectations, component guidance and a review of last year's results with your direct reports prior to preparing the evaluations of record. Such discussions should then progress through the chain of command to engage all those involved in performance management from the senior leadership levels to the Performance Management Performance Review Authorities and their reviewing officials, to reviewing officials sharing with their rating officials. This cascade of discussions should carry through to

rating officials setting expectations with their employees. DCIPS provides tools in the form of policy, performance standards, training and communication materials in addition to information on prior year results that can assist in these discussions. Such engagements help support a shared understanding of expectations and process, application of policy, and build trust and support transparency in advance of the evaluations of record being finalized.

Rigorous performance management processes are essential in a performance culture that supports mission success. Mr. Timothy Clayton, Director, Human Capital Management Office, at (703) 604-1124, is my point of contact on this issue, and is authorized to provide additional supplemental guidance and policy clarification, as necessary.

Michael G. Vickers

cc:
Deputy Assistant Secretary of Defense for Civilian Personnel Policy
Associate Director of National Intelligence, Intelligence Community Chief Human Capital Officer
Defense Intelligence Human Resources Board Members