UNDER SECRETARY OF DEFENSE
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WASHINGTON, DC 20301-5000

MAY 3 2011

INTELLIGENCE

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
DIRECTOR, DEFENSE INTELLIGENCE AGENCY
DIRECTOR, DEFENSE SECURITY SERVICE
DIRECTOR, NATIONAL GEOSPATIAL-INTELLIGENCE AGENCY
DIRECTOR, NATIONAL RECONNAISANCE OFFICE
DIRECTOR, NATIONAL SECURITY AGENCY / CENTRAL SECURITY SERVICE

SUBJECT: The Defense Civilian Intelligence Personnel System (DCIPS) Way Ahead

As the recently appointed Under Secretary of Defense for Intelligence, I am pleased to share with you my support for DCIPS and my expectations as we move forward with this important system. As with my predecessors, DCIPS is a priority to me. I believe the success of our personnel system is a critical component to the success of our employees in meeting mission requirements, and I see DCIPS as fostering a performance culture that leads the Defense Intelligence Enterprise toward greater integration, collaboration and teamwork.

The DCIPS Program Executive Office (PEO), with support from your representatives, has refined DCIPS policies and processes and has educated the workforce on the benefits of this management system. The DCIPS PEO has held focus sessions, town halls and conferences with HR professionals, supervisors and employees to share information, listen to observations, and capture questions regarding DCIPS. These events provided an opportunity for frank exchanges of ideas and critiques of the system. This valuable feedback is being used to refine DCIPS policies, training and communications.

Improving communications and establishing a stronger foundation for change will require your engagement. I am relying on you to champion DCIPS and to engage with all levels of your workforce, especially those mid-level and first-line supervisors. Your support of DCIPS is essential to successfully implementing these changes. To ensure consistency, my staff will provide change management and communication tools for your use.

In closing, I want to thank you and your staffs for your support of DCIPS during this period of change. It is my expectation that these changes will result in an improved DCIPS that will align mission goals to individual performance objectives, provide flexibility to hire and reward employees, and provide a common approach to ensure consistency and fairness across the Defense Intelligence Enterprise.

Michael G. Vickers

cc:
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