



Department of the Army  
Volume 2013

# Defense Civilian Intelligence Personnel System Program Evaluation

March 2012

# ***SUMMARY of CHANGE***

AP-V 2013

Defense Civilian Intelligence Personnel System (DCIPS) Program Evaluation

This new Army Policy Volume provides program evaluation policies and procedures governing civilian employees of the Defense Civilian Intelligence Personnel System.

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## Department of the Army DCIPS Policy

### VOLUME 2013 – Defense Civilian Intelligence Personnel System Program Evaluation

#### 1. Purpose

a. *Overall Policy.* Refer to Department of the Army Policy-Volume 2001 (AP-V 2001), Defense Civilian Intelligence Personnel System (DCIPS) Introduction (Reference (a)).

b. *This Volume.* In accordance with references listed in Enclosure 1, this volume establishes Army policies, responsibilities and procedures for the DCIPS program evaluation and further supplements and must be used in concert with Reference (b), and Army policy guidance on program evaluation of civilian personnel programs. Additional supplementation is not authorized except in accordance with Enclosure 2, paragraph 7.b. which allows Commanders to supplement as necessary to support their command-specific program evaluation activities.

#### 2. References

See Enclosure 1

#### 3. Applicability

*This policy applies to Army civilian positions, employees or organizations as described in Reference (a) engaged in or in support of an intelligence or intelligence-related mission.*

#### 4. Definitions

See Glossary.

#### 5. Policy

*It is Army Policy that DCIPS shall be evaluated on a regular basis as a collective responsibility. Evaluations will support establishing human capital goals, demonstrate progress in achieving goals, and examine human capital trends in the Army. In addition, evaluations will be designed to determine the effectiveness of DCIPS in contributing to Army's human capital strategy. Evaluations shall address the specific application and results of DCIPS policies, procedures, and programs in addition to the more general dynamics and responsiveness of DCIPS to the mission and strategic goals of the Department of the Army.*

#### 6. Responsibilities

See Reference (a) and Enclosure 2.

#### 7. Procedures

See Enclosure 3.

#### 8. Releasability

Unlimited. This policy is approved for public release.

## **9. Effective Date**

This policy is effective immediately.

## **Enclosures**

1. References, *page 5*
2. Responsibilities, *page 6*
3. Procedures, *page 9*

## **Glossary**

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ENCLOSURE 1

REFERENCES

(a) AP-V 2001, *Defense Civilian Intelligence Personnel System Introduction*, March xx, 2012

(b) DoD Instruction 1400.25, Volume 2013, "Under Secretary of Defense for Intelligence, DoD Civilian Personnel Management System: Program Evaluation," April 17, 2012

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## ENCLOSURE 2

### RESPONSIBILITIES

*Responsibilities in this enclosure supplement and must be conducted in concert with those listed in Reference (a).*

#### **1. The Secretary of the Army**

*The Secretary of the Army will:*

- a. Publish regulations and guidance implementing DCIPS program evaluation policy for DCIPS employees.*
- b. Monitor compliance and respond to reporting requirements established by the USD(I).*
- c. Conduct internal evaluations of the effectiveness of DCIPS in coordination with the requirements established by the USD(I).*
- d. Establish and implement human capital metrics and relevant methodologies for analysis.*
- e. Take appropriate actions in response to the results of Army and IC-wide evaluations.*
- f. Delegate the authority, as appropriate, to implement this policy.*

#### **2. The Assistant Secretary of the Army for Manpower and Reserve Affairs (ASA (M&RA))**

*The ASA (M&RA) will:*

- a. Provide program evaluation data and other reports to USD(I), as required.*
- b. Provide strategic direction for Army DCIPS program evaluation activities.*

#### **3. The Headquarters Department of the Army, Assistant Deputy Chief of Staff, G-1 (Civilian Personnel) (AG-1(CP))**

*The AG-1(CP) will:*

- a. In conjunction with the HQDA, ADCS, G-2, formulate the policy and procedures for Army DCIPS program evaluation activities.*
- b. In conjunction with the HQDA, ADCS, G-2, execute (as agreed upon) the overall Army DCIPS program evaluation methodology.*

#### **4. The Headquarters Department of the Army, Deputy Chief of Staff, G-2 (HQDA, DCS, G-2)**

*The HQDA, DCS, G-2 will:*

- a. In conjunction with the HQDA, DCS, G-1, formulate the policy and procedures for DCIPS program evaluation activities.*
- b. In conjunction with the HQDA, DCS, G-1, develop the overall program evaluation methodology.*

**5. The Headquarters Department of the Army, Assistant Deputy Chief of Staff, G-2 (HQDA, ADCS, G-2)**

The HQDA, ADCS, G-2 will:

- a. In conjunction with the HQDA, ADCS, G-1, formulate the policy and procedures for Army DCIPS program evaluation activities.
- b. In conjunction with the HQDA, ADCS, G-1, execute (as agreed upon) the overall Army DCIPS program evaluation methodology and activities.
- c. Provide executive advice and consultation to the HQDA, DCS, G-2 and support the full spectrum of DCIPS program evaluation activities through supervision of Director, IPMO.
- d. Ensure the implementation of DCIPS program evaluation activities and compliance with policy guidance.
- e. Monitor program evaluation activities within the Commands (see paragraph 7 of this enclosure).

**6. The Headquarters Department of the Army, Office of the Deputy Chief of Staff, G-2, Director, Intelligence Personnel Management Office (IPMO)(HQDA, ODCS, G-2, IPMO)**

The Director of the IPMO will develop, implement and administer recommendations to strategic human capital programs in response to Army DCIPS program evaluation outcomes where required and as directed by the HQDA DCS, G-2 in coordination with USD(I), HQDA AG-1(CP), the Civilian Human Resource Agency (CHRA) and other agencies as necessary.

**7. Commanders of the Army Commands (ACOMs), Army Service Component Commands (ASCCs), Direct Reporting Units (DRUs) and the Administrative Assistant to the Secretary of the Army (AASA)**

Commanders will:

- a. Support program evaluation activities in accordance with Army DCIPS policy.
- b. Supplement this policy where appropriate to meet command-specific program evaluation objectives. This authority may be further delegated to the Senior Intelligence Officer in writing.
- c. Delegate program evaluation authority, as appropriate, in accordance with HQDA, G-2, Delegated Civilian Human Resources (CHR) Authorities.

**8. Assistant Deputy Chief of Staff, G-1, Civilian Human Resources Agency (CHRA), Civilian Personnel Advisory Centers (CPACs)**

CHRA, CPACs will support the Army DCIPS program evaluation requirements and standards by maintaining the records and documentation necessary to support the Army DCIPS program evaluation data gathering requirements. This includes, but is not limited to:

- a. Army DCIPS employee personnel records.
- b. Army DCIPS training data as entered into DCPDS based on information provided by the serviced DCIPS organizations and commands.
- c. Army DCIPS personnel transactional data.

**9. Supervisors and Managers**

*Supervisors and Managers will:*

*a. Ensure DCIPS is implemented in compliance with governing policies, procedures, and program requirements.*

*b. Support Army DCIPS program evaluation activities as identified in Enclosure 3, paragraph 3.a.(2).*

**10. Army DCIPS Employees**

*Employees will support Army DCIPS program evaluation activities as identified in Enclosure 3, paragraph 3.a.(2).*

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## ENCLOSURE 3

### PROCEDURES

#### **1. Evaluation program objectives**

Evaluations of DCIPS will have the following objectives:

a. Determine the degree to which DCIPS policy, programs and responsibilities are known, understood and carried out equitably and effectively by DCIPS managers, supervisors and employees.

b. Confirm that all applicable laws, Executive Orders, rules and regulations are being followed.

c. Support the Army's efforts to set and prioritize human capital goals, determine progress in achieving goals and examine human capital management's contribution to the Army's mission.

d. Provide the Army information to aid in the development of strategic human capital planning initiatives and identify opportunities for the development of new policy, procedures or designs to improve mission results, equity and operational efficiency.

e. Identify best practices in DCIPS management and foster their application in the Army.

#### **2. Planning for evaluations**

*The HQDA DCS, G-2 in coordination with HQDA DCS, G-1 and in consultation with USD(I) will develop an Annual DCIPS Program Evaluation Plan. This Plan shall:*

a. Be developed and published no later than March of each calendar year.

b. State the scope and coverage of the evaluation and its key performance indicators.

c. Identify how the evaluation will be executed including team membership, leadership and responsibilities, data requirements, planned on-site visits and interviews, procedures, etc.

#### **3. Conducting evaluations**

a. Required features in all Army DCIPS program evaluations. All DCIPS program evaluations shall:

(1) Follow a published project management plan that identifies key research questions, assessment criteria, critical milestones, responsible parties, primary/secondary information and data sources, coordination, reporting and dissemination requirements, and delivery schedule.

(2) Assess employee and manager satisfaction with the efficiency and effectiveness of Army DCIPS policies, processes, and outcomes. Such assessments shall be integral parts of the annual evaluations and shall be based on gathering/sampling qualitative and quantitative data.

(3) Utilize core metrics identified in Reference (b)

(4) *Be compliant with applicable Regulations.*

b. *Data sources.* DCIPS evaluations shall wherever possible be based on existing reporting data readily available within the Army's human resource information systems. Evaluations can incorporate existing or standard external data sets, including those

developed within the Office of the Director of National Intelligence, elsewhere in the Federal Government, or commercially.

*c. Methodologies in Army DCIPS program evaluations.* All DCIPS program evaluations shall undertake rigorous, state-of-the-art, multi-method approach that may include gathering/sampling workforce data; applying human capital metrics; utilizing surveys, focus groups, and interviews; and gathering and analyzing other specialized program performance data, depending on evaluation goal(s).

(1) *HQDA DCS, G-2* in conjunction with *HQDA, DCS, G-1* will use surveys, interviews, data calls and database reports for annual and special purpose evaluation requirements *as agreed upon*.

(2) *HQDA, DCS, G-2* in conjunction with *HQDA, DCS, G-1* will develop and approve *Army DCIPS program evaluation methodologies*.

*d. Required features in all Army DCIPS evaluation reports.* *Army DCIPS program evaluation reports must meet the reporting requirements and standards developed by the Department of the Army* All DCIPS evaluation reports shall provide a summary of key findings and recommendations, a narrative that examines and interprets DCIPS data against benchmarks or metrics, an assessment of the data's implications on the Army's mission, and recommendations for *corrective actions as appropriate*.

(1) Reports shall be developed *and provided* to the USD(I) and the Defense Intelligence Human Resources Board (DIHRB) (i.e., senior representatives from each Defense Intelligence Component) when required.

(2) *At a minimum, reports will include coverage of the following areas:*

(a) *Introduction (to include the objective of the evaluation, the scope of the evaluation, and other organization-specific factors such as mission, function, geographic dispersion, and workforce demographics).*

(b) *Leadership summary.*

(c) *Program operations (to include recruitment and retention, performance management, management-employee relations, and other areas of interest; see paragraph 4 of this enclosure for specific metrics).*

(d) *Recommended and required actions.*

(e) *Appendices (data / findings specific to the organization that expand on the findings in the report).*

#### **4. Metrics**

Army DCIPS program evaluations shall measure system performance against core functional metrics identified in Reference (b). These metrics include, but are not limited to:

*a. Staffing metrics.*

*b. Compensation metrics.*

*c. Performance management metrics.*

*d. Employee relations metrics.*

*e. Professional development metrics.*

*f. Other Functional Areas.*

**5. Incorporating findings into policy**

a. HQDA, DCS, G-2 shall incorporate *key findings and recommendations* into Army DCIPS as appropriate.

b. Recommendations for changes to DoD DCIPS enterprise policy will be developed and submitted through command channels to USD(I).

c. The HQDA, ODCS, G-2, IPMO shall incorporate results from *key findings* in future Army DCIPS training as appropriate.

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## GLOSSARY

### DEFINITIONS

#### **Defense Intelligence Human Resources Board**

A group of senior level representatives from Defense Intelligence Components who develop and make recommendations to the USD(I) referencing Department of Defense Human Capital Policy.

#### **Program Evaluation**

Assessments designed to determine the effectiveness of DCIPS in contributing to the DoD human capital strategy. These evaluations shall address the specific application and results of DCIPS policies, procedures, and programs in addition to the more general dynamics and responsiveness of DCIPS to the mission and strategic goals of the Defense and Intelligence Communities.

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