



INTELLIGENCE

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

AUG 6 2010

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

SUBJECT: Streamlining Defense Civilian Intelligence Personnel System (DCIPS)  
Performance Management Closeout for the 2009-2010 Performance Cycle

Employee and supervisor concerns regarding administrative burden, duplication, and unnecessary complexity of the DCIPS performance management process were noted in the National Academy of Public Administration's report on DCIPS. While implementing change is inherently hardest in the first year, the Office of the Under Secretary of Defense for Intelligence (OUSDI), working with representatives from your components, looked into these issues to identify opportunities for both immediate and long-term improvements. They identified areas for immediate action that would support streamlining of the process and reduce associated administrative burden.

Department of Defense Instruction 1400.25-V2011, DCIPS Performance Management, requires rating officials to prepare narrative and numerical evaluations for each eligible employee for both performance objectives and performance elements. Complaints from employees and supervisors note the burden of writing extensive narratives while policy notes such narratives should be brief. Policy requires addressing each performance objective and element. In many cases the implementation of this guidance into the performance management tools created mandatory text blocks aligned to each performance element and each objective. While this is one way to implement the policy, it is acceptable to have summary narratives in which the objectives and elements are described against the performance and outcomes of the work performed. Summary narratives can be a highly effective and streamlined format for documenting employee performance.

I ask that you look at your internal procedures and guidance to identify additional opportunities for streamlining the process within the current policy. If you feel it is



desirable to amend your performance tool or issue guidance to work around that tool for this cycle, please work with my point of contact in the OUSD(I) Human Capital Management Office, Mr. Gary Cunningham, 703-602-8602.



James R. Clapper, Jr.

cc:

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