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Refocusing the Defense Civilian Intelligence Personnel System: DCIPS Change Management Plan

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1.0 (U) Introduction

(U) This document was prepared by the Defense Civilian Intelligence Personnel System Program Executive Office (DCIPS PEO). It is intended to provide the DCIPS components with a clear understanding of why a focus on change management is necessary for the long term, as we move forward in making DCIPS a stronger human resource management system. Additionally, it is critical that we act in unison as we transition all components to DCIPS Grades, with the exception of the National Geospatial-Intelligence Agency (NGA). DCIPS has operated through periods of change and redirection. As we move forward, we must focus on bringing clarity and stability to the DCIPS policy framework affecting our workforce, and inculcating the flexibilities inherent in the DCIPS design to build and sustain an excellent and agile Defense Intelligence workforce in support of the national security mission. To accomplish those objectives, we require an effective change management approach supported by well-thought-out and developed communication and training approaches that support and reinforce the cultural change. This document is a starting point and will continually evolve as DCIPS transitions.

2.0 (U) Methodology

(U) Our approach to managing the changes envisioned include presentation of the case for change, identification of the current state, clear articulation of expectations for the future state, and setting out the path we will follow to achieve the future state. The communications plan and training plan are the technical "roadmaps" that will assist the DCIPS PEO and the Defense Intelligence Components to get to the desired end state.

3.0 (U) The Case for Change

(U) The Defense Civilian Intelligence Personnel System (DCIPS) was authorized in the FY 1997 National Defense Authorization Act, but the flexibilities it contained took on new urgency following the September 11, 2001 attacks on the Pentagon and the World Trade Center. Both the 9/11 Commission and the Weapons of Mass Destruction Commission reports that were prepared following 9/11 and the invasion of Iraq identified disparate personnel policies within the Intelligence Community (IC) as a contributing factor in the perpetuation of a culture that eschewed collaboration across organizational boundaries. Following from those reports, and separate Congressional hearings and investigations, the Intelligence Reform and Terrorism Prevention Act of 2004 was enacted, creating the Director of National Intelligence and directing that he issue personnel regulations that would support and reinforce the DNI mandate to unify the Intelligence Community.

(U) Since the creation of the DNI, the Department and the ODNI have worked collaboratively on the development of a common human capital policy framework that would support unification of the IC, with DCIPS as the embodiment of what has become known as the National Intelligence Civilian Compensation Program (NICCP) framework within the Defense Intelligence Enterprise. DCIPS continues to provide the common policy framework and uniform performance management approach that underpin the DNI's and the SECDEF's mandate to

unify the IC in support of the national security mission. Fully implemented, DCIPS provides for employees transparent personnel processes, clear performance expectations that link them to the mission and a level playing field across the enterprise that supports their development across organizational lines. For supervisors, managers and senior leaders, DCIPS provides a level playing field that enables mobility and agility of the workforce in support of mission, provides the means to identify, develop, and leverage the talents of the workforce to continuously improve the performance of Intelligence support to the nation. But to build support for leveraging resources and moving from "what's best for the component" to "what's best for the enterprise", the foundational principles and utility of DCIPS must be clearly communicated to all employees regardless of location, occupation or managerial level.

(U) In January 2010, the National Academy of Public Administration (NAPA) was engaged to conduct a review of DCIPS. The National Defense Authorization Act for Fiscal Year 2010 (NDAA FY2010) directed the review and at the same time suspended certain pay authorities, including the base-pay setting portions related to performance until December 31, 2010. The NAPA report (link available at http://dcips.dtic.mil) was delivered in June 2010 and found that the design of DCIPS was fundamentally sound but noted that implementation had been flawed. It addressed in detail DCIPS design, implementation and impact, and made 25 recommendations. On August 3, 2010, the Secretary of Defense informed Congress that he had considered the NAPA findings and recommendations, but he would not accept their recommendation that he move forward with implementation of the DCIPS policies that would link employee base pay increases to performance in the Defense Intelligence enterprise, except within the National Geospatial-Intelligence Agency that had been operating under pay for performance for over a decade. Those Defense Intelligence organizations that had been converted to the DCIPS pay-for-performance structure would transition to a General Schedule–like grade structure that would be overlaid into the DCIPS policy framework. In his accompanying action plan, the SECDEF directed that the following recommendations from NAPA be implemented:

- Complete and disseminate all DCIPS governing policies in the context of his decision.
- Prepare and publish a comprehensive change management plan.
- Establish a Program Office within OUSD(I) with overall responsibility for implementation of DCIPS within the Department.
- Address performance management.
- Conduct and assess equity analysis.
- Provide regularized oversight and reporting.

(U) This plan responds to recommendation ten of the NAPA report "…develop a comprehensive change management plan for proceeding with DCIPS implementation that takes the current climate into account including the effects of earlier implementation efforts, the NDAA and the Panel's recommendations".

(U) Communicating change is always a challenge. Communicating this change is made even more so because of the uncertainty introduced into the workforce as a result of the suspension of the pay-for-performance provisions of DCIPS by the NDAA FY2010 compounded by flaws in the initial DCIPS implementation identified in the NAPA report. This uncertainty has bred

confusion, distrust and anger within the workforce. Adding to the challenge is the fact that DCIPS employees are a geographically dispersed workforce of approximately 50,000 employees in ten components, each with a unique component culture. Based on experiences of implementing DCIPS pay bands and pay-for-performance elements over the past few years, we believe acceptance of the program on the part of all employees will require deliberate and consistent efforts by senior leaders across the enterprise, supported by the DCIPS PEO, office and DCIPS leads at each component. Acceptance will directly correlate to the clear and consistent communications and training offered to employees and supervisors.

(U) As DCIPS moves forward, this change management strategy, having acknowledged that initial DCIPS implementation contained flaws, will now focus on leveraging the potential of DCIPS to reinforce a culture founded on integration, collaboration and performance in support of the national security mission. The introduction of a graded structure into DCIPS will serve to reintroduce a familiar construct into the work life of our employees and reduce the uncertainty and anxiety that they were experiencing as a result of the original plan to link future base-pay increases to individual performance. Now we must instill in the workforce the understanding that DCIPS, with the exception of the link of base-pay to individual performance and the introduction of a graded structure, has not fundamentally changed. Performance management remains the foundational tenet as the basis for linking the employee's efforts to organizational objectives, and driving higher organizational performance through an integrated and collaborative IC. Key messaging must drive home this definition of a performance culture and ensure that it resonates with employees and managers alike. These messages reflect the goals of both the Under Secretary of Defense for Intelligence for the Defense Intelligence Enterprise, and the Director of National Intelligence for the entire Intelligence Community.

4.0 (U) Current State

(U) This plan is intended to cover each DCIPS Component; however, because the National Geospatial-Intelligence Agency will remain in the DCIPS pay banded pay-for-performance environment, not all initiatives in this change management strategy apply to them. Senior leaders, DCIPS leads/program offices and DCIPS champions will lead the refocusing of DCIPS, to include training, communication, transition to DCIPS Grades, and all other facets related to this DCIPS refocusing. The DCIPS PEO will provide overarching guidance and strategies to help successfully refocus DCIPS, and will also provide forums where components can engage for the purposes of sharing information and collaborating with each other and where employees can find information and provide input. A clear understanding of the scope of the DCIPS refocusing effort establishes clear expectations. A matrix of roles and responsibilities associated with the DCIPS change management effort can be found in the DCIPS communications plan and the DCIPS Transition Guidance.

(U) DCIPS is currently operating across the Defense Intelligence Enterprise, with DCIPS INTERIM policies in place. DCIPS INTERIM policies provided alternative policy for pay issues during the NDAA mandated suspension of certain pay authorities. While the suspension period has ended,

with the refocusing of DCIPS the decision was made to continue under DCIPS INTERIM policies until transition to DCIPS Grades. All other DCIPS policies remain in effect as originally written.

(U) Initially, with the conversion to DCIPS pay bands and implementation of the common DCIPS, policies, guidance and training were made available to all components through the DCIPS PEO, and passed down to the individual DCIPS components. This method was useful in sharing information, but flaws have been identified in the quality, quantity and consistency of training and messaging that was received by each employee, often varying by component and/or geographic location.

(U) With the DCIPS INTERIM period, and the suspension that prevented full pay pools, there is a lack of clear identity of DCIPS as a pay-for-performance system. This combined with the pending transition to DCIPS Grades has the workforce understandably questioning the future of DCIPS. Transition and communications must focus on DCIPS in the full cycle of Human Capital areas. The initial focus should be on the transition itself and performance management, an area where all DCIPS components have completed at least one full cycle. Furthermore, under DCIPS performance management, and the area with perhaps the least amount of change as we transition to a graded environment.

5.0 (U) Future/End State

(U) DCIPS is the personnel management system for the Defense Intelligence Enterprise. It is the instrument that connects the employee to the mission. It provides a commonality and consistency in personnel policies and practices that did not exist. The future state of DCIPS is the common enterprise system, a system that supports the mission by helping to attract, retain, and reward the workforce we need for success in our crucial national security missions. DCIPS is designed to be flexible, to adapt to change, and to function with a commonality that ensures like results for like employees across the enterprise, yet provides the flexibility to embrace the individual cultures of the Defense Intelligence components.

(U) We must take an integrated communications approach, therefore, all change management activities and materials should be branded identically to provide the overall look and feel of a comprehensive program. Some consideration should be given to ensure appropriate branding accompanies all communications and training accomplished during and following, transition. The message for this refocusing is that DCIPS remains, DCIPS is not going away, and that DCIPS is flexible enough to evolve as needed through natural evolution or Department, community or Congressional direction. As DCIPS progresses and evolves, evaluation of communication and branding efforts may suggest changes are appropriate. Focus sessions will continue to be held on these efforts to determine if, when and what changes are appropriate to communication and branding efforts. For all communications efforts now and into the future, messaging will be consistent and communication with leadership and with the DCIPS PEO must be ongoing; questions and inquiries must be addressed promptly and honestly to help all employees understand DCIPS and evolutionary changes.

6.0 (U) Challenges or Barriers

(U) The DoD Intelligence components are diverse organizations that fall within different command structures across the Department and are located geographically all over the world. Organizational cultures are varied and pervasive, and organizations take justifiable pride in their uniqueness. Representatives from the Defense Intelligence components have worked together to develop a common DCIPS structure and framework that encourage increased partnering and collaboration across the community. However, organizations are also used to working independently and are committed to their internal processes. An additional challenge lies as a result of the suspension of pay authorities and the DCIPS INTERIM, those portions of the workforce that had transitioned to pay bands, had to suspend activities before they were able to experience the outcome, and could be seen as distrustful of plans for the way forward. From the component perspective, they have experienced a history of failed changes and therefore their capacity for change is lessened. Ensuring consistent messaging during the refocusing of DCIPS will require a conscious effort.

7.0 (U) Drivers of Transformational Change

(U) Audiences who have a critical role or responsibility in the outcome of the refocusing of DCIPS are identified below, and again in the communications plan. Each segment has particular needs for information based on their role in the implementation of the change. And, each has specific responsibilities in managing both individual and organizational change.

(U) Component Workforce – Training, communication and awareness activities are designed to not only help employees learn how to fulfill their responsibilities in the DCIPS process, but also to help them better understand the goals of the system and gain confidence that management processes will be fair and equitable. It essentially must respond to "what's in it for me." Employees at all levels must be held accountable for the results of their own work, thus shifting the culture toward recognizing the value and impact each individual has on the performance of the entire organization. The resulting mission-focused, results-oriented workforce will have the capability to perform successfully, as well as the tools and motivation to meet any challenge in achieving mission success. It is important to consider our global workforce when developing communication approaches and training schedules. The locations of personnel and HR support offices can present additional challenges and may require site-specific planning and procedures.

(*U) Managers/Supervisors* – Managers and supervisors are the first line of support to employees and should be capable of answering many of the employees' questions. The more supervisors and managers understand about the personnel system, performance management and the tools associated with it, the more effective they will be as change agents and DCIPS champions. Managers and supervisors can support employees' sense of meaningful or purposeful work by explicitly guiding an understanding of the link between objectives and tangible outcomes. It is a missed opportunity if leaders fail to help employees connect the dots between their day-to-day responsibilities and the success of the organizations. Supervisors must demonstrate new behaviors to support a performance culture such as effectively and honestly communicating

with employees about their performance, conducting periodic reviews and developing measurable objectives that support mission accomplishment and can be measured by impact and results. Employees often trust their first line supervisor more than anyone else in the management chain, so the importance of ensuring buy-in at this level cannot be overstated.

(U) Non-DCIPS Supervisors - There is a unique challenge for supervisors who are not in DCIPS but manage employees who are. These non-DCIPS supervisors are primarily military supervisors and supervisors who are civilians covered by other personnel systems. Non-DCIPS supervisors fall outside of the accountability built into the DCIPS, especially for DCIPS performance management, creating challenges in instilling a sense of responsibility and a mechanism to ensure appropriate feedback to employees. To support engagement and buy-in of these supervisors, training must be developed that provides them the tools and understanding to support DCIPS, and communications should include them. Component heads should clearly communicate to these non-DCIPS supervisors that accountability to DCIPS principles and policies is expected and will translate into their native personnel systems.

(U) Senior Leadership - DCIPS is not just an HR system; it is a management tool that can be used to improve productivity and accountability throughout the Enterprise. The number one success factor in leading this refocusing change is visible and active executive engagement. Senior leadership must demonstrate and articulate their support in roles such as change agent, facilitator, and trust builder during all phases of the transition. Not only do they need to oversee the transition, but they must also ensure that subordinate supervisors understand the process and are fulfilling their responsibilities. The ongoing and visible support of senior leadership is arguably the most important change management tool of all.

(U) HR Professionals - To successfully perform their jobs, HR professionals need to learn all DCIPS policy details, how to implement new procedures and support the flexibilities inherent in the system. They will provide their expertise and technical skills as change agents and implementers to senior leadership, managers/supervisors and the workforce as a whole. Their buy-in is as important as their knowledge of the system. When HR professionals demonstrate positive attitudes along with their ability to answer questions and provide support, they inspire confidence in the system.

(U) External Stakeholders – USD(I) will coordinate with OSD Public Affairs and Legislative affairs to provide external communications as necessary regarding DCIPS. Component Program Managers should engage their local Public/Legislative Affairs Offices regarding any external communications. USD(I) will provide assistance as needed.

8.0 (U) Readiness for Transition to DCIPS Grades

(U) To ensure that the enterprise is prepared to support a smooth transition to DCIPS Grades, a 12-step checklist, in the form of a dashboard, has been developed and is required for component use. The checklist is located in the DCIPS Readiness Assessment Tool which is accessible by identified representatives at each component. The DCIPS PEO will utilize formal

and informal interaction with transition team leads, as well as monitoring of the dashboard to determine individual component readiness and identify areas where additional support would be appropriate.

Checklist:

1. Program Management. This includes identifying a program manager, subordinate program managers, developing a program plan, gaining USD(I) approval of the plan and reporting progress.
2. Local Policies. This includes reviewing and commenting on all DCIPS Enterprise policies, developing and gaining approval of all local implementing policies, endorsement from USD(I) and publishing and publicizing policies to internal organizations.
3. Communications. This includes developing a formal transition communications plan aligned with the USD(I) plan, instructing Sr. Leadership on communicating with their organization, planning events and activities associated with transition, identifying communications focal points and receiving USD(I) approval of communications plan.
4. Training. Ensuring that all USD(I) training requirements are incorporated in local plan. Developing formal training plans for HR professionals, employees and managers. Coordinating supplemental curricula with USD(I), planning for delivery of training and developing schedules as well as identifying train-the-trainer classes. Verifying access for on-line training.
5. Information Technology Support. Reviewing readiness of all local technology support systems, closing identified gaps and ensuring IT is working.
6. Data Cleanup. Encompasses reviewing personnel records to ensure they are correct, complete, and current and notifying affected employee of errors.
7. Position Alignment. Developing a process for reviewing all position description in accordance with USD(I) guidance, completing that review and alignment of those positions and reporting findings and lessons learned. Aligning each employee to his/her position and determining the appropriate step and salary based on USD(I) guidance.
8. Employee notification. Preparing notifications to all affected employee and identifying a process for timely reconsiderations.
9. Processing preparation. This includes reviewing that all processes are in place to process all transition actions timely and accurately and identifying and scheduling augmentation resources that may be required.
10. Present formal brief. Preparing and scheduling formal readiness brief for DCIPS PEO and providing an advance copy of all readiness evidence to USD(I).
11. USD(I) Approval. Receiving formal approval to proceed with transition.
12. Post-transition checks.

9.0 (U) Roadmap – Communications Plan and Training Strategy

9.1 (U) Communications Plan

(U) This plan lays out the approach that the Defense Intelligence components will use to communicate and engage with their workforces regarding the changes associated with the re-

focusing of DCIPS. It is intended to promote understanding and acceptance of the new direction for DCIPS following the Secretary of Defense's decision on August 4, 2010 to shift from linking employee base pay increases to individual performance, outside of the National Geospatial-Intelligence Agency, and instead focus on reinforcing a performance culture within the Defense Intelligence Enterprise.

(U) The plan includes strategies and tactics for using targeted and integrated communications to build and reinforce workforce understanding of the importance of aligning individual performance to organizational and mission objectives. It will stress that the DCIPS personnel management framework is fair and equitable, that it reinforces a commonality and consistency within and among components, and that it recognizes and celebrates employee contributions to the Enterprise and the mission through objectives measured by results and impact.

(U) This plan will be updated as DCIPS program requirements change and component needs are identified. The plan:

- Provides an overview of the DCIPS communications strategy;
- Specifies the goals and objectives;
- Identifies the target audiences who require a clear understanding of DCIPS;
- Captures key messages that will encourage buy-in from the stakeholders;
- Proposes a timeline for communicating key messages

9.1.1 (U) Overview

(U) This plan outlines processes and tactics that, when executed effectively, will facilitate a continuous line of two-way communication from USD(I) through the components' leadership and supervisors to individual employees, and back through the same paths. Only by creating such unimpeded channels will we build trust and credibility. It will encourage action, and an understanding of DCIPS' impact on organizational performance. There are three basic means of communication we intend to use. Each means of communication has both strengths and weaknesses, therefore a balanced plan includes:

- *Downward/one-way:* Used to inform, persuade, enthuse, explain, provide a sense of direction, and to prompt action. Examples include: large open meetings, newsletters, email messages, web sites.

  Strength: Effective and efficiently reach large audiences;

  Weakness: No guarantee that messages will be read or understood.
- *Upward/two-way:* Identifies customer needs/wants, develops trust, encourages feedback, stakeholders feel valued and important especially if suggestions are acted upon, increases commitment for follow-through, opportunity for views to be put forth as changes are being planned and before decisions are made. Examples: surveys, focus groups, "walk abouts", acting on feedback, informal meetings or discussion groups, project teams, intranet discussion groups.

  Strength: Provides opportunities to engage in one-on-one discussion and allows audience groups to voice opinions before decisions are made.

Weakness: Can be time-consuming; communication may flow to only a specific segment and not to the full audience; processes need to be well managed.

- *Lateral communication:* Occurs when lessons learned in one part of an organization are transferred or applied to another. This also takes place when other stakeholders are consulted and asked for views or feedback on proposed initiatives.

  Strengths: Each organization does not embark on a communication method that is not effective or does not obtain the expected outcome.

  Weakness: Decisions may take longer to arrive at as a result of multiple opinions.

9.1.2 (U) Goals and Objectives

(U) The DCIPS communication strategy is to help components ensure all messages are consistent, aligned with program goals, and have a specific purpose. Whether communications are developed to inform employees about DCIPS, gather input and feedback, gain buy-in from leadership, or inform Congress, the objectives for all DCIPS communications are the same:

- Create a common language around the meaning of "performance culture" and how DCIPS and performance management are the foundation of that culture.
- Demystify and promote acceptance of the flexibilities and opportunities offered by DCIPS.
- Provide opportunities for a two-way dialog and encourage participation of all those involved in the way forward.
- Foster management practices that will establish the intelligence components as "employers of choice" for highly-skilled intelligence professionals.
- Recognize that the DCIPS way ahead takes into account the lessons learned from the termination of the National Security Personnel System (NSPS), human capital best practices and the direction that the Director of National Intelligence (DNI) is moving with IC Performance Management.
- Focus on visible and active leadership engagement.
- Instill the importance of collaboration across the intelligence community and the Department of Defense.
- Identify the key audiences impacted by the refocusing of DCIPS and design, develop, and deliver messages and tools that support them. Provide the necessary knowledge to enable employees, executives, managers, supervisors, and human resources (HR) practitioners to meet their responsibilities in understanding, implementing and administering DCIPS.
- Define the support offered by the DCIPS Program Executive Office (PEO) and the responsibilities of the components.
- Build upon those successful communication efforts and activities from the last two years.

9.1.3 (U) Challenges

- Different components with their own cultures and tools
- A workforce that is geographically dispersed
- Fear among component leadership that they are losing autonomy and identity by adopting common DCIPS policies
- Confusion related to DCIPS INTERIM
- General resistance to change
- Negative feelings employees may have regarding the system as a whole
- Non-DCIPS supervisors (military and civilian) who manage employees who are under DCIPS

9.1.4 (U) Audiences and Barriers to Overcome

(U) *Component workforce*: Responsible for succeeding and developing themselves within the system.
Barriers to overcome – perceptions of lack of trust in their senior leaders and managers/supervisors to do the right thing; inability of their managers/supervisors to be able to distinguish levels of performance and rate and reward performance without bias; lack of understanding of the system and what it is really intended to do; a negative perception of DCIPS based on past experience.

(U) *Managers/Supervisors:* First- and second-level supervisors and other managers, including those who are not under DCIPS, who are responsible for implementing the system and ensuring that they and their DCIPS employees understand how the system operates; drives and manages organizational and individual performance; aligns work with mission, goals and priorities; ensures that employees feel they are supported in the system; understands their roles and responsibilities; recognizes the importance of continuous dialogue with their employees.
Barriers to overcome – perceptions of "just another requirement"; not enough time; too much work; lack of understanding of how to effectively manage, rate and reward performance; lack of experience in rewarding success; lack of trust in peer managers and supervisors, placing barriers between them and their employees that will set up an "us versus them" dynamic; instilling a sense of responsibility and accountability to DCIPS principles and policies for non-DCIPS supervisors.

(U) *Senior Leadership*: Executives who embrace the value of DCIPS; understand how DCIPS supports other initiatives they are responsible for leading and recognizes how to leverage DCIPS flexibilities to support them; serves as champions for DCIPS; leads the necessary organizational change and holds themselves and their staffs accountable for adopting and sustaining the system.
Barriers to overcome – perceptions of "just another requirement"; not enough time; too much work; insufficient payoffs for their investments; difficulty in managing the overall strategy and framework; challenges of ensuring their message is embraced and shared by the next level of leaders and throughout their organizations, including non-traditional hierarchies and geographically dispersed workforces.

(U) *HR Practitioners*: Responsible for consulting at each audience level to successfully implement new policies and maintain the system. HR professionals are champions too and must embrace DCIPS, and encourage other audiences to do the same.
Barriers to overcome – perceptions that it is too much effort; challenge of operating multiple systems; workload; lack of consulting experience; lack of support, training or understanding of the system; challenges of leading the implementation of policies that are new .

(U) *External Audience*: Congress, media and the public – proactively engage national trade and internal media outlets when significant decisions have been made to the DCIPS way ahead.

9.1.5 (U) Key Messages

(U) Key messages provide consistency in communications. Not all messages are intended for use in every product or targeted for every audience. Key messages are captured below for USD(I) and component use as appropriate.

1. (U) DCIPS unifies the Defense Intelligence Enterprise under a single personnel system founded in a performance culture
    - DCIPS is not gone, only the linking of pay-to-performance in a pay banded structure has been changed
    - Performance management is the cornerstone of DCIPS
    - DCIPS is a personnel management system that aids and follows you through your career
    - DCIPS supports components operating under both DCIPS Grades and DCIPS pay bands; consistency across the enterprise remains a paramount responsibility
2. (U) Performance management drives organizational and mission success
    - Performance management is about communication, processes and continuing dialog
    - Employees have a personal responsibility for their careers in partnership with their supervisors
    - Non-DCIPS supervisors have a responsibility to understand the system and are accountable to DCIPS principles and policies.
    - Individual performance enhances organizational performance, directly impacts mission success and is paramount to our national security
        - DCIPS objectives are aligned to organizational goals
        - Performance elements reflect how employees support the mission
        - Performance measures focus on impact and results
        - Performance will drive bonus and award decisions
3. (U) A common personnel system supports consistency across the Enterprise
    - Common policies and practices apply across the Enterprise
    - Common policies are designed to support mission success and collaboration across the enterprise and the larger IC.
    - Universal terminology will be used across the Enterprise

    - Commonality allows equity analysis across the Enterprise
4. (U) DCIPS is designed to improve agility and reduce barriers to career mobility
    - DCIPS performance management will help you achieve your professional goals
    - Everyone has a role in carrying out performance management responsibilities
    - DCIPS evaluations of record and closeout ratings are portable, they move with you to your next DCIPS assignment in any DCIPS component
5. (U) Intelligence successes are a direct result of a dedicated and collaborative workforce
    - DCIPS supports attracting, retaining and rewarding high quality employees
6. (U) The DCIPS Performance Management system is designed to be fair and transparent
    - Training for raters and reviewers is mandatory. Training opportunities include rater consistency and adverse impacts
    - There are no forced distributions of ratings or quotas
    - Employees have avenues for reconsideration of their performance evaluation of record through informal and formal processes
7. (U) Training is tailored to meet requirements
    - All courses and curriculum across the enterprise are under review
    - We are focusing on training on performance management and communication skills for employees, supervisors and managers
    - Managers and supervisors are being trained on how to initiate the two-way conversation essential to any personnel system

9.1.6 (U) Vehicles and Tactics

(U) Selecting the right mechanisms to deliver messages is an important aspect of the communications process. It ensures that stakeholders receive the information they need in their most preferred manner. Incorporating as many communication tools as possible to deliver a consistent message increases the amount of information that is heard and remembered. Vehicles need to be tried and tested and course correction made when it is clear that there is misunderstanding. The following are several ways to deliver the important DCIPS message:

- *Print Materials*: Products, such as brochures and flyers, used to communicate key concepts of DCIPS and performance management. The materials will be disseminated through the Components and made available as PDFs on the DCIPS websites.
- *Website Updates*: Provides leadership messages, up-to-date information on DCIPS policy decisions, training opportunities, available resources and links to additional information. Information is mirrored on JWICS and SIPRNet sites.
- *Email:* Providing an email address for individuals to reach the DCIPS program executive office is important in demonstrating a commitment to a two-way dialogue. Additionally, it is a method to deliver messages from USD(I) that will initially be sent via email to component senior leadership, who in turn will cascade messages throughout their organization.
- *Communications working group*: Representatives from across the enterprise participate in a regularized meeting to discuss communication goals, exchange best practices and to develop Enterprise communication products.

- *Defense Intelligence Human Resources Board*: Executive representatives from across the Enterprise meet as needed to make decisions/recommendations to the USD(I) regarding DCIPS policy and direction. Co-chaired by the senior representatives of the Under Secretaries of Defense Personnel and Readiness and Intelligence
- *Road Shows:* Employed as necessary to ensure executive leadership is aware of all issue aspects and their implications prior to making critical decisions on policy or DCIPS way ahead. Permits one-on-one discussions with OUSD(I) DCIPS leads.
- *Informal Sessions*: Structured opportunities that provide an effective and efficient way to share best practices, maintain and enhance knowledge, and encourage performance.
- *Training*: Primary vehicle to communicate critical information. By providing a shared, standard baseline curriculum of DCIPS blended learning solutions, we can continuously educate the workforce (civilian and military; employees, supervisors, seniors). The specific organizations may add to training, so long as they do not alter the standard curriculum in any way, thus ensuring the workforce is getting exactly the same baseline information.

9.1.7 (U) Refocusing Responsibilities

(U) The successful refocusing and transition of DCIPS is a shared responsibility among all Defense Components. The DCIPS PEO will provide resources to facilitate consistent messaging through communications products and offer baseline training opportunities. Components then may customize products and supplement training as needed.

(U) Additionally, each component will be represented on the various DCIPS working groups, including the newly formed Communications Working Group. Responsibilities include ensuring DIHRB members and component staff involved with DCIPS are cognizant of policy implications, and is the conduit between their component and DCIPS PEO.

(U) The following table identifies the key refocusing responsibilities between the DCIPS PEO and component DCIPS leads:

DCIPS Refocusing Responsibilities		
Function	**DCIPS PEO**	**DoD Intelligence Component**
General	▪ Develop and maintain DCIPS Communications Plan ▪ Develop Key Messages for communications & marketing ▪ Design and produce communications, marketing and training materials ▪ Host DCIPS boards and working groups.	▪ Identify a representative to partner with the DCIPS PEO and oversee DCIPS communication ▪ Ensure integration and implementation of all aspects of DCIPS communications within the component ▪ Plan and execute communications and marketing activities, ensuring outreach to and inclusion of all employees

DCIPS Refocusing Responsibilities		
Function	**DCIPS PEO**	**DoD Intelligence Component**
		▪ Collect feedback and work with the DCIPS PEO to revise plans as necessary ▪ Customize materials, if necessary, to suit local requirements ▪ Print additional materials as necessary
Communication	▪ Maintain DCIPS web sites on all three platforms: JWICS, SIPRNET and NIPRNET ▪ Maintain on-line forums for DoD Intelligence components to provide status updates and share DCIPS information. Provide a core set of communication documents, including printed materials and briefing templates ▪ Provide consolidated status reports to various audiences as needed ▪ Coordinate with OSD Public Affairs to communicate with external stakeholders	▪ Respond to local inquires generated through the web site ▪ Actively participate in sharing DCIPS related information with other DoD Intelligence Components ▪ Keep on-line forums updated. ▪ Oversee strategic communications roll-out to target audiences and external audiences as required ▪ Customize communication documents as necessary ▪ Engage any available local support (i.e. Corporate Communications; Training)

9.1.8 (U) Timetable Matrix

Date	Event / Tactics	Coordinator – Principal	Audience	Objective
Aug-Dec 2010	Baseline focus groups and town halls	DCIPS PEO	All audiences	Gather info, two-way conversation
Jan 2011	Southbridge Conferences	DCIPS PEO	HR practitioners, change agents, champions	Two-way, Inform, educate
Dec 2010 through Sep 2011	Directive (DCIPS Volumes)updates	DCIPS PEO	HR practitioners	Inform
1st Qtr. 2011	USD(I) message on Performance Objectives and goals for coming	DCIPS PEO	Workforce	Kickoff Performance Planning

	year			
Jan 2011	Congressional Update	DCIPS PEO	SASC/HASC	Provide update on progress toward transition
Jan-Sep 2011	DCIPS Working Group (weekly)	DCIPS PEO	Reps. from Components	Inform, share information
Jan 2011	USD(I) memo to Component leaders on commitment to DCIPS	DCIPS PEO/component leadership	Workforce	Inform and encourage support
Feb 2011	HCMO Bulletin (monthly)	DCIPS PEO	HR, CHCOs	Inform
Feb 2011	DIHRB (monthly)	DCIPS PEO	CHCOs	Provide guidance
Monthly to Transition	DCIPS Comms Working Group	DCIPS PEO	Reps. from Components	Share information
2nd Qtr. 2011	Leadership town hall with USD(I) and DNI	DCIPS PEO	All audiences	Inform
Mar 2011	USD(I) message on Mid- point review	DCIPS PEO and Component	Workforce	Inform and enforce value of continuous feedback
May-Jul 2011	Focus groups and town halls	DCIPS PEO	All audiences	Gather info, two-way conversation
Jul 2011	USD(I) message	DCIPS PEO	Workforce	Performance cycle closeout
Oct 2011	Beginning of Component Transition	Individual Components	All audiences	Inform
Feb 2012	DCIPS Conference	DCIPS PEO	HR, leaders	Inform

9.1.9 (U) Evaluation of Success

(U) The following methods will be used to capture data to then evaluate communication strategies and success in delivering key messages:

- DCIPS Employee Perception Survey
- Focus Groups
- DCIPS working groups
- DCIPS email box
- Annual IC Climate Survey

9.2 (U) DCIPS Training Strategy

9.2.1 (U) Objective

(U) The DCIPS training strategy is designed to help the Defense Intelligence components provide their executives, managers, HR professionals and general workforce with the necessary skills and knowledge to reemphasize performance-based management skills and techniques.

(U) The DCIPS PEO is creating a professional training program that will enhance participant confidence in the administration of DCIPS, thereby furthering change management goals. We will provide a shared, standard baseline curriculum of DCIPS blended learning solutions to continuously educate the workforce (civilian and military; employees, supervisors, seniors).

9.2.2 (U) Development

(U) The DCIPS Training Strategy includes a competency-based training plan that employs a blended approach including Web-based coursework; formal training (using a "train the trainer" methodology); and tools or job aids to reinforce the learning objectives. Thus far, more than 74 different DCIPS-related courses developed by seven different Defense Intelligence components through at least nine different contracting companies, at an unknown cost have been identified. The goal is to collaboratively identify the baseline training needs of the workforce, build a standard curriculum from best practices and provide it to the global workforce through a standard and repeatable process.

9.2.3(U) Scope

(U)The DCIPS Training Transition Team, a subgroup of the DCIPS Working Group made up of training professionals, is collaborating to:

- Identify and implement changes to the curriculum RIGHT NOW,
- Identify current and future training requirements,
- Review available training curriculum,
- Identify the baseline standard required,
- Identify community best practices,
- Implement a curriculum as the community required baseline standard,
- Provide policy and standardized curriculum oversight assistance, and
- Recognize the cost-savings to collaboratively developing an IC-wide training curriculum.

(U) The DCIPS Training Transition Team is a subgroup of the DCIPS working Group and is currently meeting monthly. The immediate focus is on DCIPS INTERIM change where they are identifying and implementing changes to the curriculum right now. It is necessary to make changes today to ensure the workforce is being trained on the right information that is essential in meeting the immediate needs of the workforce. Attention will then be turned toward identifying current and future training requirements: what we need to teach the

workforce that is mandatory, and what is suggested supplemental, or "nice to have". In addition, the recognized requirement for soft skills training is a top priority.

(U) All current training curricula are being reviewed with an eye toward identifying what is currently available that addresses our requirements and what to discard because it may be placing additional or repetitive training development costs on the program. By identifying the baseline standard required, we can discover what the common requirements are and the curriculum objectives that our entire workforce needs. We intend to seek out what curricula currently exists that is getting 'rave reviews'. We can then include what we have learned from our training in the past so we can do better in our training future.

(U) Once the above are identified and agreed to, the baseline curriculum will be a required training piece for each of the courses. The specific organizations may add additional content, but they may not alter the standard, baseline curriculum in any way, thus ensuring the workforce is getting exactly the same information. The focus is on creating a standard, baseline blended solution (online and classroom) with soft-skills and writing assistance labs taught at the right time in the Performance Management Cycle and available to our global workforce.

(U) The DCIPS PEO will identify, develop and implement necessary policy and processes needed to implement the standard baseline curriculum and ensure its survivability. Assistance will be provided to the community to ensure their baseline curriculum is compliant with the standards that have been established.

(U) Several potential cost-saving measures have been identified by collaboratively developing an IC-wide training curriculum. They are:

- Identifying duplicative contracts that have developed courseware and curriculum for the same requirements. Collaboratively identifying the baseline needs of the workforce, building a standard curriculum from the 'best practices' of the community, and providing it to the global workforce through a standard, repeatable process will save future development money and manpower.
- Taking advantage of technology and leaning forward with a blended learning solution will limit the workforce's need to be away from their office as well as relieving the burden on classroom trainers.
- Placing the course materials online instead of mass-producing student and instructor guides will not only provide a production cost-savings, but will allow changes to the content to be accomplished quickly and efficiently, ensuring the global workforce is receiving the right message at the right time.

TAB A – Communication Tools and Purpose by Audience

Senior Leadership		
Responsibility	**Communication Tools**	**Purpose**
-Ability to link DCIPS to the component's mission and future challenges -Take change seriously, make this a priority	E-Mail from Director (Component Chief)	Describe the need for change
-Review strategic goals -Understand responsibility for successful DCIPS transition	Leadership Offsite	Facilitate buy-in, build trust, communicate message, support training
-Participate in decisions regarding transition	Senior Meetings, DIHRB	Allow for open honest communication on program and strategy
-Understand fundamentals and role in DCIPS	Briefings	DCIPS Overview, discuss future expectations
-Ability to apply concepts to daily operations	Brochures, handouts, etc.	Quick reference guides
-Enhance knowledge, gain understanding	DCIPS Web Site	Current updates and program specifics
-Support communication to lower levels -Understand upcoming communications to the workforce	Emails, pre-briefs	Read-aheads on policy implications prior to distributing to the workforce

Managers and Supervisors at All Levels		
Responsibility	**Communication Tools**	**Purpose**
-Understand fundamentals of DCIPS and their role the process	Briefings, training	Gain understanding of basics
-Facilitate buy-in - Act as Change Agents -Relay communications	Work Shops Focus Groups	Address specific concerns, gain buy-in
-Ability to apply concepts to daily operations	Brochures, handouts, etc.	Quick tools
-Support employees -Understand details - Balance the workload	Meetings with leadership team	Ensure they can adequately balance work level with DCIPS tasks

-Enhance knowledge, gain understanding -Prepare for change	DCIPS Web Site	Current updates and program specifics
-Prepare to support communication to lower levels -Understand upcoming communications to the workforce	Emails	Read-aheads on implementation procedures prior to distributing to the workforce

Human Resources Professionals		
Responsibility	**Communication Tools**	**Purpose**
-Understand fundamentals and HR role in DCIPS	Briefings	DCIPS Overview
-Support change efficiently and transition to new processes	Handbook	Provide specific HR procedures and processes
-Facilitate buy-in -Change agents -Relay communications	Work Shops	Address specific concerns, gain buy-in
-Support all audiences -Develop DCIPS expertise -Prepare to begin the transition	Meetings	Review span of control to ensure HR staff can adequately balance their work level with DCIPS implementation tasks
-Apply concepts to daily operations	Brochures, handouts, etc.	Quick reference guides,
-Enhance knowledge, gain understanding -Prepare for change	DCIPS Web Site	Current updates and program specifics
-Support communication to lower levels -Understand upcoming workforce comms	Emails, meetings	Read-aheads on transition procedures prior to distributing to the workforce

Workforce		
Responsibility	**Communication Tools**	**Purpose**
-Take change seriously, make DCIPS a priority	E-Mail from Component Chief to Workforce	Describe the need for change, demonstrate support for DCIPS and provide current information
-Support leadership, keep abreast of current program objectives	Town halls with Senior Leaders	Link DCIPS to strategic goals and future challenges. Eliminate uncertainties and reinforce trust.

-Understand fundamentals, employee role in DCIPS	Briefings	DCIPS Overview
-Understand DCIPS way ahead	Static Displays	Handouts, PMO representatives to answer questions
-Develop positive attitude toward change, confidence in management's ability to implement	Workshops, Focus Groups	Small group discussions of program implementation with DCIPS representatives in a focused setting
-Apply concepts to daily operations	Brochures, handouts, etc.	Quick reference guides
-Enhance knowledge, gain understanding -Prepare for change	DCIPS Web Site	Current updates and program specifics
-Gain knowledge, become confident in transition	"Ask DCIPS" Email address	Two-way communication.
-Understand upcoming transition	Emails from PMO	Updates on status, training opportunities, milestones, etc.