INTELLIGENCE

UNDER SECRETARY OF DEFENSE
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WASHINGTON, DC 20301-5000

MAY 8 2008

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

SUBJECT: Defense Civilian Intelligence Personnel System (DCIPS) Philosophy

People are our greatest resource and we have created DCIPS as a pay-for-performance system to provide an additional tool to our managers as they transform the Defense Intelligence enterprise. Successfully implemented, DCIPS will enable us to link organizational mission priorities to individual performance through robust performance management, and to reward those employees who deliver results.

Our message to the workforce needs to be clear and consistent--performance matters and we will recognize high performance through salary increases and bonuses allocated annually by pay pools. Offering salary increases of up to 5 percent or temporary promotions as a means to encourage acceptance of assignments are inconsistent with our message, and reduce funding available to pay pools for performance recognition. To reinforce our message, I have directed the Director of the Human Capital Management Office (HCMO) not to include these specific flexibilities in DCIPS policy.

Separately, we will ensure that significant flexibilities are available to respond to specific recruitment and retention issues that do not detract from our core message that performance is the basis for future pay increases. The HCMO will continue to work with your staffs to develop recommendations for Defense Intelligence Human Resources Board (DIHRB) decision. As always, you may request an exception to policy.

I appreciate your continued commitment to DCIPS implementation. The OUSD(I) point of contact is Ms. Ellen McCarthy, who can be reached at 703-604-1124.

James R. Clapper, Jr.

cc:
Defense Intelligence Human Resources Board Secretariat