



From the Desk of Mr. James T. Faust, Assistant Deputy Chief of Staff, G-2

Maintaining a Performance Culture: Serving for the Mission

22 July 2011

Army Intelligence employees don't serve just for pay. They serve to support the mission. We serve to protect our nation and to meet the needs of the Army, Army Intelligence and the larger Intelligence Community (IC). The Defense Civilian Intelligence Personnel System (DCIPS) is the Defense IC's personnel management system and is the foundation to support a high-performance workforce focused on the mission.

DCIPS unifies the DoD IC under a single performance system. It is a tool for leaders to manage the complete human capital lifecycle of the Army's DCIPS workforce and for employees to manage their civil service career. DCIPS aligns employee performance with mission success and distinguishes levels of performance and recognition.

DCIPS offers a transparent performance management process that aligns employee performance expectations with organizational objectives to drive mission success. DCIPS also aligns individual work with mission and organizational goals and acts as a catalyst for communication between employees and their supervisors.

As with every system, the Army is always looking for ways to make the DCIPS structure more efficient and effective and identify ways in which we can provide more support to DCIPS employees. DCIPS has evolved over the past decade but it will continue to be the DoD IC's human capital personnel management system linking employee's performance to bonuses, recognition and rewards.

At the end of September 2010, the Army completed its first year under DCIPS. Since then we've gathered lessons learned and are incorporating them to enhance DCIPS as a robust tool for managing the Army DCIPS workforce. We are looking forward to the next phase of DCIPS as it continues to evolve, and we will welcome your feedback on how to make this an even better human capital system.

I recognize DCIPS has experienced many changes over the past 2 years—and there is more yet to come. I appreciate the patience and support that all DCIPS employees have shown as the Army moves forward with DCIPS. We will continue to demonstrate a strong Army performance culture aligned to our mission, vision, and values and ensure that our leaders create conditions for employee success.

Our end-state is clear. We will continue supporting a performance culture with high standards in place to recognize and to reward employee performance and contributions (monetarily and non-monetarily); where Army DCIPS employees have career broadening opportunities from their first day to their last; where leadership provides a vision that strengthens collaboration and two-way communication; and where our day-to-day work has direct impact on Army readiness and capability and supports the overall strategic plan of the Army, Defense, and National Intelligence Enterprise.

Over the next year, DCIPS will transition from pay bands to grades. It is important for all of us to continue to be flexible. I ask our leaders to continue to be an active, visible group that supports the transition to grades and continues to maintain a high-performance workforce. For Army DCIPS employees, I ask you to remain patient and continue your valuable and hard work. If we all focus on achieving our performance goals, I'm confident that we'll successfully complete this transition and Army intelligence will evolve into an even stronger and more united workforce.

