



INTELLIGENCE

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

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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/ CENTRAL  
SECURITY SERVICE

SUBJECT: Successful Transition of the Defense Civilian Intelligence Workforce to the  
Defense Civilian Intelligence Personnel System (DCIPS) Pay Bands and  
Grades

I want to extend my appreciation to you for all the hard work that went into the successful transition of the Enterprise. We are now united under one common system that supports both DCIPS pay bands and grades.

In October 2011, I shared that meeting the evolving scope and complexity of threats challenging our nation is my highest priority. To meet these challenges we must be vigilant in our efforts to 1) improve strategic workforce planning, 2) professionalize the workforce, 3) increase foreign language and area capability skills, and 4) utilize the DCIPS policies to enable the recruitment, development, and retention of a highly-skilled workforce. With the assistance of your staffs, we have critical policies in place and we face these challenges knowing that we are united by one common system. I am confident in our future as an Enterprise focused on supporting the mission, improving performance and achieving results.

I encourage you to discuss this shared enterprise-wide accomplishment with your leadership and workforce, and to use this opportunity to reinforce your organizational goals. My point of contact in the Office of the Under Secretary of Defense for Intelligence is Mr. Timothy Clayton, Director, Human Capital Management Office at (703) 604-1124 or [timothy.clayton@osd.mil](mailto:timothy.clayton@osd.mil).

Michael G. Vickers

cc:  
Director of National Intelligence  
Under Secretary of Defense for Personnel and Readiness

