
INTELLIGENCE COMMUNITY DIRECTIVE NUMBER 652



OCCUPATIONAL STRUCTURE FOR THE INTELLIGENCE COMMUNITY CIVILIAN WORKFORCE (EFFECTIVE: 28 APRIL 2008)

A. AUTHORITY. The National Security Act of 1947, as amended; the Intelligence Reform and Terrorism Prevention Act of 2004 (IRTPA); and other applicable provisions of law.

B. IMPLEMENTATION AND ADMINISTRATION. The Director of National Intelligence (DNI) and the heads of the executive departments and independent agencies with Intelligence Community (IC) employees have agreed upon and approve this IC Directive (ICD or "Directive"). The DNI and the executive departments and independent agencies with the requisite statutory authority will exercise their respective authorities to implement and administer this ICD consistent with its provisions and the provisions of ICD 650, "National Intelligence Civilian Compensation Program: Guiding Principles and Framework". This ICD does not waive the respective statutory authorities of the DNI or the heads of the executive departments and independent agencies with IC employees to carry out their respective missions and functions.¹

C. PURPOSE. The IRTPA authorizes the DNI to prescribe, in consultation with the heads of IC agencies and elements, and the heads of their respective departments, personnel policies and programs that, among other things, enable the IC to recruit, motivate, and retain highly qualified individuals for the effective conduct of intelligence activities, and facilitate the rotation of IC employees between IC components and to the ODNI and the national intelligence centers. To this end, and in accordance with the provisions of ICD 650, this Directive establishes common, core policies and processes for structuring, categorizing, and classifying IC civilian work that are to be incorporated into the classification policies, programs, and practices established and

¹ A legal determination as to whether the language in this paragraph is necessary under the IRTPA, in order for the DNI to execute this ICD, has not been made. However, in order to advance the policies established and agreed upon herein, and in accordance with the spirit and intent of the IRTPA, this language has been included in this ICD.

administered by those executive departments and independent agencies that have the statutory authority to do so.

D. APPLICABILITY. This Directive applies to the executive departments and independent agencies as defined by the National Security Act of 1947, as amended, that have IC employees and the requisite statutory authority to implement its provisions; and to civilian employees of other departments or agencies with such authority that may be designated by the President, or designated jointly by the DNI and the head of the executive department or agency concerned, as an IC component, regardless of funding source. This Directive also applies to employees appointed on a time-limited basis, or certain other civilian employees of an executive department, as designated by the head of that department, to the extent permitted by law. This Directive does not apply to senior executives or equivalent senior level positions or personnel (that is, positions classified above the General Schedule grade of 15, or employees of equivalent personal rank), members of the Foreign Service, Federal Wage System employees, military personnel, or contract personnel.

E. DEFINITIONS.

1. Basic Intelligence Community Occupational Structure. The following taxonomy serves as the basic occupational structure for IC civilian employees and positions. Elements are listed in the order most useful for understanding each element and its relationship to the others, beginning with the broadest designations and moving downward through occupations, categories, and levels that encompass individual positions.

a. Mission Categories. The highest classification in the IC occupational structure comprising broad sets of related occupations representing a particular function. For the purpose of job classification, a position is characterized in a particular mission category based on its duties and responsibilities; however, for purposes of budget accountability it may be funded by a different National Intelligence Program (NIP) budget category.

b. Occupational Groups. One or more functionally-related occupations that share distinct, common technical qualifications, competency requirements, career paths, and progression patterns. Occupations are mapped to appropriate Mission Categories. Position titles are the labels applied by IC components to systematically defined sets of work activities that identify specialized tasks and competencies needed to perform a specific job.

c. Work Categories. Common types of work, i.e., Technician/Administrative Support; Professional; and Supervision/Management.

d. Work Levels. General standards that define work in terms of increasing complexity, span of authority/responsibility, level of supervision (received or exercised), scope and impact of decisions, and work relationships associated with a particular work category.

2. Competencies. The measurable or observable knowledge, skills, abilities, behaviors, and other characteristics needed to perform a type of work or function.

3. Executive Departments and Independent Agencies with IC Employees. For purposes of this Directive, the Departments of State, the Treasury, Defense, Justice, Energy, Homeland Security, the Office of the Director of National Intelligence (ODNI), the Central Intelligence

Agency, and any other agency or element designated by executive order or law as part of the Intelligence Community.

4. IC components. For purposes of this Directive, the intelligence agencies and elements that belong to the executive departments or that constitute independent agencies.

5. IC Human Capital Board (IC HCB or Board). As specified in ICD 650, an executive-level collaborative body, designated or separately established by the DNI with responsibility for making recommendations to the DNI and the heads of the executive departments and independent agencies that have the requisite statutory pay-setting authority, on the implementation and administration of the National Intelligence Civilian Compensation Program (NICCP). The board may also perform such other functions as may be specified in the NICCP's various enabling directives, and may address and make recommendations on other IC-wide human capital and related matters as it sees fit.

6. National Intelligence Civilian Compensation Program. The core policies and processes collectively established by this ICD, ICD 650, ICD 653, "Pay-Setting and Administration Policies for the Intelligence Community Civilian Workforce," and ICD 654, "Performance-Based Pay for the Intelligence Community Civilian Workforce". The NICCP will be implemented and administered in conjunction with civilian performance management system policies separately established by ICD 651, "Performance Management System Requirements for the Intelligence Community Civilian Workforce."

7. Proficiency. The level of competency-specific knowledge, skill, ability, behavior, or other characteristic required of an employee at a particular work level within a work category and occupation.

8. Senior Program Executive (SPE). A senior IC official on the DNI's immediate staff or the head of an IC element or sub-element vested by the ODNI with IC-wide policy and/or program responsibility for a particular professional community (for example, intelligence analysis and production), professional discipline (such as financial management or acquisition), or mission function (such as counterterrorism, open source collection, or clandestine operations). IC SPEs include: the Deputy Directors of National Intelligence; the Directors of the National Counterterrorism Center and National Counterproliferation Center; the National Counterintelligence Executive; Associate Directors of National Intelligence; IC Chief Officers; and other senior ODNI and IC officials designated by the DNI.

F. POLICY.

1. The IC occupational structure provides the foundation for categorizing and classifying IC work. The heads of the executive departments and independent agencies with IC employees will exercise their relevant statutory authorities to develop, implement, and administer classification policies and practices that use the IC occupational structure to categorize and evaluate the work of their IC civilians and positions.

2. The DNI, in coordination and collaboration with the heads of the executive departments and independent agencies with IC employees, will identify occupations and associated criteria that are common to all IC employees and incorporate them into IC occupational directories.

3. The heads of the executive departments and independent agencies with IC employees and their IC components will apply the IC occupational structure, common occupations, and occupational criteria, and may, at their discretion, establish additional classification standards, so long as those component-specific standards do not duplicate or modify the common occupations and standards.

G. RESPONSIBILITIES.

1. **Director of National Intelligence.** The DNI, in collaboration and coordination with the heads of the executive departments and independent agencies with IC employees, establishes common, core policies and processes for the occupational structures established and administered by those executive departments and independent agencies with IC employees or their IC components; and ensures, through oversight, program evaluation, and other support as appropriate, that those occupational structures and supporting practices effectively meet the requirements of this Directive.

2. **Heads of the Executive Departments and Independent Agencies with IC Employees.** These individuals are responsible for establishing occupational structures and supporting classification practices for their work, and are subject to DNI and other appropriate program evaluation and oversight, to ensure that those structures and supporting practices conform to the common, core policies and criteria established by this Directive and other applicable authorities. They are also responsible for ensuring that their management officials and employees receive initial and ongoing training in the implementation and operation of those structures and practices.

H. IC OCCUPATIONAL STRUCTURE POLICIES AND CORE CRITERIA. The core occupational structure is composed of mission categories, occupational groups, work categories, and work levels. These elements and criteria will be applied as described below, based on factors such as mission or function; nature of work; qualifications; competencies and proficiencies; career or pay progression patterns; relevant labor-market features; and other characteristics of relevant occupations or positions.

1. **Mission Categories.** The following mission categories are derived from those in the NIP budget structure, and will be used by IC components to categorize occupations or positions performing similar or related missions or functions. For purposes of this ICD, the work performed by civilian employees or required by positions may be classified in a mission area that is different from their funding source. The occupational groups that map to these mission areas will be determined by the appropriate Senior Program Executive.

a. **Collection and Operations.** Occupations or positions whose incumbents engage in the collection and reporting of information obtained from intelligence sources by various means, including human and technical means, as well as occupations whose incumbents engage in intelligence and counterintelligence operations, and technical support of collection and operations.

b. **Processing and Exploitation.** Occupations or positions whose incumbents engage in the conversion of information collected from various intelligence sources into a form that can be analyzed to produce an intelligence product.

c. Analysis and Production. Occupations or positions whose incumbents engage in the preparation of a finished intelligence product from information obtained and processed from one or more intelligence sources in support of customer requirements.

d. Research and Technology. Occupations or positions whose incumbents engage in basic, applied, and advanced scientific and engineering research and development.

e. Enterprise Information Technology. Occupations or positions whose incumbents support an organization's information systems. This category includes telecommunications, network operations, operation and maintenance of common user systems, and computing infrastructure. Additionally, this category includes occupations or positions whose incumbents engage in assuring the security of department or national security systems and information by providing knowledge and technology to suppliers and clients (i.e., those engaged in Information Assurance).

f. Enterprise Management and Support. Occupations or positions whose incumbents engage in sustaining activities that support an organization, to include human resources, finance, logistics, security, legal, acquisition, and other program areas.

g. Mission Management. Occupations or positions whose incumbents engage in the coordination and integration of IC-wide intelligence requirements, resources, and activities.

2. Occupational Groups. Subject to section F.3 above, the heads of the executive departments and independent agencies with IC employees may develop occupations and/or specialties to meet their specific mission requirements as appropriate; and may, at their discretion, establish specific classification standards for these occupations. All such standards must describe and align work to the IC work categories and work levels in accordance with provisions of this Directive. Copies of department/agency standards will be provided to the ODNI to be incorporated and maintained in an appropriate IC reference directory to ensure cross-community availability and consistency.

3. Work Categories. The following required work categories describe broad sets of related occupational groups characterized by common types of work. In applying these criteria, IC components will base their decisions on the work category most applicable to the predominant type of work performed or assigned (e.g., primary purpose of the work, required qualifications) except as otherwise provided by this Directive.

a. Technician/Administrative Support. Positions with duties and responsibilities that primarily involve support for the operations and functions of a particular type of work or organizational unit. Such support activities are technical or administrative in nature, and qualifications generally are acquired through practical experience, supplemented by on-the-job and/or skills-specific training. Such work tends to have fewer career progression stages and work levels. Positions in this category typically are covered by the Fair Labor Standards Act.

b. Professional. Positions with duties and responsibilities that primarily involve professional or specialized work that requires the interpretation and application of concepts, theories, and judgment. As a minimum, all groups in this category require either a bachelor's degree or equivalent experience for entry. However, some occupations in this category have positive education requirements (i.e., a requirement for a particular type or level of academic degree). This work category features multiple career progression stages and work levels.

c. Supervision/Management. Positions with primary duties and responsibilities for planning, directing, and coordinating the operation of units within components, overseeing daily operations, managing material, financial and/or human resources; and developing and/or executing strategy, formulating and/or implementing policies.

4. Work Levels. IC components will use the following work level descriptions to describe and align work in each of the defined Work Categories.

a. Entry/Developmental. Applicable to both Technician/Administrative Support and Professional Work Categories, entry level Technician/Support work at this level involves learning and applying fundamental skills and concepts using established procedures and standard practices to work problems of limited scope based on detailed instructions from the supervisor or instructor. Developmental work at this level involves acquiring the competencies needed to perform successfully at the full performance level through appropriate formal training, actual on-the-job experience, or both, as appropriate for the designated Work Category.

b. Full Performance. Applicable to both the Technician/Administrative Support and Professional Work Categories, work at this level involves independently performing the full range of nonsupervisory duties appropriate for the designated Work Category. Employees at this level have successfully completed required entry-level training and/or developmental activities, have a full understanding of the technical or specialty field, independently handle situations or assignments with minimal day-to-day instruction or supervision, and receive general guidance and direction on new projects or assignments. Full performance employees exercise independent judgment in selecting and applying appropriate work methods, procedures, techniques, and practices in accomplishing their duties and responsibilities. Actions at this level may have impact beyond the work unit and, as a result, employees at this level typically collaborate with their peers internally and externally.

c. Senior. Applicable to both the Technician/Administrative Support and Professional Work Categories, work at this level involves a wide range of complex assignments and non-routine situations that require extensive knowledge and experience in the technical or specialty field as appropriate for the designated Work Category. Receiving broad objectives and guidelines from the supervisor, senior employees independently handle a wide-range of complex assignments and non-routine situations and exercise independent judgment to identify and take alternative courses of action. Following broad objectives and guidelines, employees act independently to establish priorities and deadlines within expectations established by the supervisor and exercise individual judgment to choose alternative guidelines to complete assignments. Employees may lead and coordinate special projects, teams, tasks, and initiatives and may be required to build and utilize collaborative networks with key contacts within and outside of their immediate organization. Actions at this level are likely to have an impact beyond the employee's immediate organization.

d. Expert. Applicable to the Professional Work Category, work at this level involves an extraordinary degree of specialized knowledge or expertise to perform highly complex and ambiguous assignments that normally require integration and synthesis of a number of unrelated disciplines and disparate concepts. Employees at this level set priorities, goals, and deadlines, and make final determinations on how to plan and accomplish their work. Components rely on employees at this level for the accomplishment of critical mission goals and objectives and as a result, employees may lead the activities of other senior and expert employees, teams, projects,

or task forces. Employees at this level create formal networks involving coordination among groups across the IC and other external organizations.

e. Supervisor. Supervisory positions involve planning, directing, assigning, leading, and monitoring work of the unit, hiring or selecting employees, and managing and appraising employee and organizational performance. Supervisors make decisions that impact the resources (people, budget, material) of the work unit, ensure the technical quality and timeliness of the work produced by employees in the unit, and collaborate with supervisors across the organization in unstructured situations. Supervisors may be designated at different work levels based on the types of employees supervised and the scope of related functions, responsibilities, and resources.

f. Manager. Managerial positions involve supervision of other subordinate managers and/or supervisors, and/or direction of units, functions, or projects (which may be staffed by civilian, military, and/or contract personnel). Managers are responsible for justifying, directing, and allocating resources (people, budget, material) across the organization through one or more levels of supervision, and for setting organizational goals, objectives, and priorities. They handle highly complex, sensitive, or ambiguous challenges facing the organization(s); interact with, influence and persuade high-ranking officials within and outside the organization, agency and other external organizations; and make decisions that have an impact within and outside of the immediate organization and agency. Managers may be designated at different work levels based on the scope of the functions, responsibilities, resources, and interactions.

5. Proficiency levels. Unless otherwise established by law or applicable mandate external to the IC, each executive department or independent agency with IC employees will apply the definitions below to determine the proficiency level required of a competency or set of competencies associated with a particular occupational group, occupation, specialty, work category, and/or work level. Note that proficiency levels required of a given competency for a particular position may be below or above those typically required for a given work level (e.g., a position at the Senior Work Level may require a number of competencies at the Advanced-level proficiency and a few competencies at the Full Performance-level or Expert-level of proficiency).

a. Basic/Developmental proficiencies (Proficiency Level 1) are typically required for competencies associated with work performed at the pre-entry or Entry/Developmental Work Level (or GS/GG equivalent).

b. Full Performance proficiencies (Proficiency Level 2) are typically required for competencies associated with work performed at the Full Performance Work Level (or GS/GG equivalent).

c. Advanced-level proficiencies (Proficiency Level 3) are typically required for competencies associated with work performed at the Senior Work Level (or GS/GG equivalent).

d. Expert-level proficiencies (Proficiency Level 4) are typically required for competencies associated with work performed at the Expert Work Level (or GS/GG equivalent).

I. OVERSIGHT. The DNI and the heads of the executive departments and independent agencies with IC employees will conduct oversight of occupational structures and provisions established in accordance with this Directive.

1. Program Coordination. Occupational structures and classification policies established or modified to effect the policies of this Directive that impact multiple employees will be coordinated with the DNI (or the Associate DNI for Human Capital as the ODNI senior designee).

2. Reporting and Program Evaluation. The DNI will, in coordination with the heads of the executive departments and independent agencies with IC employees, establish reporting requirements for the purpose of conducting oversight of IC occupational structures and classification policies.

J. REVIEW AND REVISIONS.

1. The DNI, in conjunction with the heads of the executive departments and independent agencies with IC employees, will review this ICD biennially (from the date of issuance) to determine whether its requirements should be retained or modified.

2. The DNI, and/or the head of an executive department or independent agency with IC employees, may request revisions to this ICD at any time.

3. Where applicable, the heads of executive departments and independent agencies with IC employees may use their respective authorities to deviate from this ICD when necessary to carry out their independent missions and functions. Prior notification will be provided to the ODNI when an agency or element establishes a written policy or practice impacting multiple employees that deviates from the ICD. Notification is not required for deviations in individual cases.

K. EFFECTIVE DATE. This ICD is effective upon signature. All executive departments and independent agencies with the requisite statutory authority will, consistent with that authority, implement the provisions of this Directive in conformance with their required implementation plans and timelines. For those executive departments without such statutory authority, implementation will be deferred unless and until such authority is granted. At that time, the DNI (or the Associate DNI for Human Capital as the ODNI senior designee) and the heads of those departments (or their senior designees) will, through separate Memoranda of Understanding, set forth a mutually acceptable implementation plan with respect to both integration and timing that meets the legal, policy, and program requirements of both parties.



J. M. McConnell
Director of National Intelligence

28 APR 08

Date