



Department of Defense INSTRUCTION

NUMBER 1400.25-V2007
April 17, 2012

USD(P&R)

SUBJECT: DoD Civilian Personnel Management System: Defense Civilian Intelligence Personnel System (DCIPS) Occupational Structure

References: See Enclosure 1

1. PURPOSE

a. Instruction. This Instruction is composed of several Volumes, each containing its own purpose. The purpose of the overall Instruction, in accordance with the authority in DoD Directive (DoDD) 5124.02 (Reference (a)), is to establish and implement policy, establish procedures, provide guidelines and model programs, delegate authority, and assign responsibilities regarding civilian personnel management within the Department of Defense.

b. Volume.

(1) 2000 Volume Series. The 2000 Volume series of this Instruction, in accordance with the authority in Reference (a) and DoDDs 5143.01, 1400.25, and 1400.35 (References (b), (c), and (d)), establishes policy, assigns responsibilities, and provides guidance for DCIPS. Hereinafter the 2000 Volume series of this Instruction shall be referred to as “the DCIPS Volumes.”

(2) This Volume. In accordance with the authority in References (a) and (c), and in accordance with Intelligence Community Directive 652 (Reference (e)) and pursuant to sections 1601-1614 of title 10, United States Code (U.S.C.) (Reference (f)), this Volume of this Instruction reissues DoD Instruction 1400.25-V2007 (Reference (g)) to update the policies and responsibilities for the design and administration of the DCIPS occupational structure and supports the application of the occupational structure to individual positions covered by DCIPS.

2. APPLICABILITY. This Volume:

a. Applies to OSD, the Military Departments, the Office of the Chairman of the Joint Chiefs of Staff and the Joint Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other

organizational entities within the Department of Defense that employ individuals under DCIPS (hereinafter referred to collectively as the “DoD Components with DCIPS Positions”).

b. Does not apply to:

(1) Employees covered by the Federal Wage System or equivalent, non-appropriated fund employees, or foreign national employees employed under other than DCIPS authority.

(2) Members of the Defense Intelligence Senior Executive Service (DISES) or the Defense Intelligence Senior Level (DISL), or other experts (e.g., Highly Qualified Experts (HQE)) who work at the DISES or DISL equivalent, unless specifically addressed in other Volumes of this Instruction.

3. DEFINITIONS. See Glossary.

4. POLICY. It is DoD policy that:

a. DCIPS positions shall be categorized and aligned in accordance with the provisions of Appendixes 1 through 4 to Enclosure 3 of this Volume and within guidelines on the total number of allowable positions above the Full Performance Work Level of the Professional Work Category expressed as a percentage of the total non-DISES and non-DISL DCIPS positions.

b. Each position and title shall be mapped to a series and title established by the Office of Personnel Management or this Volume.

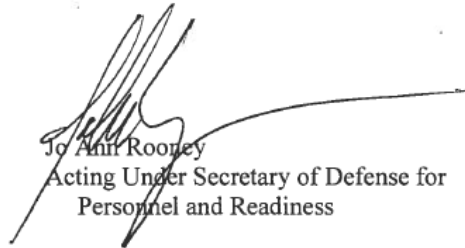
5. RESPONSIBILITIES. See Enclosure 2.

6. PROCEDURES. Enclosure 3 provides an overview of the DCIPS occupational structure and procedures for its implementation.

7. RELEASABILITY. UNLIMITED. This Instruction is approved for public release and is available on the Internet from the DoD Issuances Website at <http://www.dtic.mil/whs/directives>.

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8. EFFECTIVE DATE. This Volume is effective on April 17, 2012, pursuant to section 1613 of Reference (f).



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Acting Under Secretary of Defense for
Personnel and Readiness

Enclosures

1. References
2. Responsibilities
3. DCIPS Occupational Structure Procedures

Glossary

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ENCLOSURE 1

REFERENCES

- (a) DoD Directive 5124.02, "Under Secretary of Defense for Personnel and Readiness (USD(P&R)), June 23, 2008
- (b) DoD Directive 5143.01, "Under Secretary of Defense for Intelligence (USD(I)), November 23, 2005
- (c) DoD Directive 1400.25, "DoD Civilian Personnel Management System," November 25, 1996
- (d) DoD Directive 1400.35, "Defense Civilian Intelligence Personnel System (DCIPS)," September 24, 2007
- (e) Intelligence Community Directive Number 652, "Occupational Structure for the Intelligence Community Civilian Workforce," April 28, 2008
- (f) Sections 1601-1614 of title 10, United States Code
- (g) DoD Instruction 1400.25-V2007, "DoD Civilian Personnel Management System: Defense Civilian Intelligence Personnel System (DCIPS) Occupational Structure," August 17, 2009 (hereby cancelled)
- (h) Chapter 23 and section 9903 of title 5, United States Code
- (i) Sections 201-219 of title 29, United States Code
- (j) U.S. Office of Personnel Management Standard, "Introduction to the Position Classification Standards," August 2009

ENCLOSURE 2

RESPONSIBILITIES

1. UNDER SECRETARY OF DEFENSE FOR PERSONNEL AND READINESS (USD(P&R)). The USD(P&R), in conjunction with the Under Secretary of Defense for Intelligence (USD(I)), shall develop and maintain DCIPS policies and monitor their effects on DoD-wide personnel readiness.

2. USD(I). The USD(I) shall, in conjunction with the USD(P&R), prescribe policies governing the design and administration of the DCIPS occupational structure in accordance with References (d) and (f) and chapter 23 of title 5, U.S.C. (Reference (h)), and monitor compliance with these policies within the DoD Components with DCIPS positions.

3. HEADS OF THE DoD COMPONENTS WITH DCIPS POSITIONS. The Heads of the DoD Components with DCIPS positions:
 - a. Shall implement the provisions of this Volume within their Components as appropriate, and monitor Component programs for compliance with the provisions of this Volume by:
 - (1) Establishing procedures for evaluation of DCIPS positions using systematic application of DCIPS position alignment criteria to ensure an effective and efficient workforce alignment in support of the mission.
 - (2) Ensuring that each DCIPS position is reviewed for appropriate alignment as it becomes vacant or as mission requirements change.

 - b. May develop and implement supplemental guidance, in coordination with the USD(I), as required to address unique intelligence-related work performed within the Component, provided that such guidance is in compliance with the requirements of this Volume.

ENCLOSURE 3

DCIPS OCCUPATIONAL STRUCTURE PROCEDURES

1. GENERAL STRUCTURE

a. The DCIPS occupational structure is consistent with Office of the Director of National Intelligence (ODNI) guidance (Reference (e)). It aligns with the ODNI mission and work categories and work levels to ensure positions are established and maintained to accomplish the DoD intelligence mission.

b. The DCIPS occupational and position structure provides the basis on which organizations operating under either a rank-in-position or rank-in-person personnel management construct shall establish workforce requirements to structure their recruitment, retention, and development programs in support of the intelligence mission.

c. The DCIPS occupational structure provides the foundation for managing the DCIPS pay structure. It consists of the following elements: mission categories, occupational groups, work categories, work levels, pay band (for those DCIPS Components operating under the DCIPS pay banded structure using pay plan IA) and grades (for those DCIPS Components operating under the GG graded structure using pay plan GG), job titles, and competencies. (See Part II, Definitions.)

d. DCIPS graded positions shall be grouped in accordance with the work category and work level descriptors in Appendixes 2 and 3 to this enclosure. DoD Components with DCIPS positions shall regularly review positions in accordance with subparagraph 3.a.(2) of Enclosure 2 of this Volume to ensure they are properly aligned to mission category, occupational series and title, work category, work level, and pay band (for those DCIPS Components operating under DCIPS Pay Bands, or GG grade (for those DCIPS Components operating under the GG graded structure) based on work requirements.

2. MAINTAINING COMPONENT POSITION STRUCTURES

a. DoD Components with DCIPS positions will maintain an ongoing program to assign all DCIPS positions to the appropriate mission category, occupational series, title, work category, and work level in accordance with mission requirements of the Component. Those Components whose positions are also assigned to the GG graded structure will assign such grades to each position, as appropriate in accordance with the grading criteria contained in this Volume.

b. Prior to the assignment of an employee to a DCIPS position, Components will verify that the position is appropriately aligned to the DCIPS occupational structure in accordance with the guidance provided in this Volume.

c. Those Components operating under a rank-in-person personnel management construct are covered by the guidance contained in this Volume, but may assign personnel to their positions in accordance with staffing practices for rank-in-person organizations established under Volume 2005 of this Instruction.

d. Work level distributions for DoD Components with DCIPS positions will comply with such limitations on numbers of positions above the Full Performance Level of the Professional Work Category as may be established by the USD(I). Heads of the DoD Components with DCIPS positions may request exceptions to established Work Level position limitations if supported through mission-focused workforce analysis and evaluation of Component work against DCIPS criteria for aligning positions to the DCIPS occupational structure.

e. Until DoD or DCIPS guidance on individual occupational titling practices aligned to the requirements of this Volume is published, the DoD Components with DCIPS positions may continue to assign occupational series and titles to DCIPS positions in accordance with policies in effect within their respective Components on the date of publication of this Volume.

f. On publication of DoD or DCIPS occupational titling practices aligned to the requirements of this Volume, all DCIPS positions shall be realigned to occupational series and titles using the procedures established in this Volume.

Appendixes

1. DCIPS Mission Categories
2. Work Categories
3. Work Levels
4. DCIPS Grading Standard for GG Graded Positions
5. DCIPS Occupational Structure

APPENDIX 1 TO ENCLOSURE 3

DCIPS MISSION CATEGORIES

1. GENERAL. The mission categories in this appendix are derived from those in the National Intelligence Program budget structure. They shall be used to the extent practical to categorize DCIPS occupations or positions performing similar or related missions or functions. For the purposes of this Volume, the work performed by civilian employees or required by positions may be aligned to a mission category that is different from the funding source of the position. The occupational groups that map to these mission categories may be further defined by the appropriate functional community.

2. DCIPS MISSION CATEGORIES

a. Collection and Operations. This category includes 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 in technical support of collection and operations.

b. Processing and Exploitation. This category includes 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. This category includes 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. This category includes occupations or positions whose incumbents engage in basic, applied, and advanced scientific and engineering research and development.

e. Enterprise Information Technology. This category includes occupations or positions whose incumbents support an organization's information systems, such as 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 DoD or national security systems and information by providing knowledge and technology to suppliers and clients (i.e., those engaged in information assurance).

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f. Enterprise Management and Support. This category includes 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. This category includes occupations or positions whose incumbents engage in the coordination and integration of Intelligence Community-wide requirements, resources, and activities.

APPENDIX 2 TO ENCLOSURE 3

WORK CATEGORIES

1. GENERAL. Each DCIPS position shall be assigned to a work category according to the criteria in this appendix. These required work categories describe broad sets of related occupational groups characterized by common types of work within the DCIPS enterprise. In applying these criteria, the DoD Components with DCIPS positions shall base their decisions on the work category most applicable to the predominant type of work assigned to the position and performed by the incumbent (e.g., primary purpose of the work, required qualifications).

2. DCIPS WORK CATEGORIES

a. Technician/Administrative Support. This work category includes 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, and qualifications generally are acquired through practical experience supplemented by on-the-job or skills-specific training. Such work tends to have fewer career progression stages and work levels. Positions in this category typically are covered by sections 201-219 of title 29, U.S.C. (Reference (i)), also known as the Fair Labor Standards Act).

b. Professional. This work category includes positions with duties and responsibilities that primarily involve professional or specialized work that requires the interpretation and application of concepts, theories, and judgment. At 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. This category includes positions with duties and responsibilities that primarily involve planning, directing, and coordinating the operation of units within DoD Components; overseeing daily operations, managing material, financial or human resources; and developing and executing strategy, formulating and implementing policies.

APPENDIX 3 TO ENCLOSURE 3

WORK LEVELS

1. GENERAL. DoD Components with DCIPS positions shall use the work level descriptions in this appendix to describe and align DCIPS work in each of the work categories established in Appendix 2 of this enclosure. Positions at the Full Performance, Senior, or Expert Work Levels in the Professional Work Category may also be defined as supervisors or managers, if appropriate, based on the functional role the positions are designed to fulfill.

2. DCIPS WORK LEVELS

a. Entry/Developmental. In both the Professional and the Technician/Administrative Support Work Categories, work at this level includes learning and applying basic procedures and acquiring competencies through training or on-the-job experience. Positions in the Technician/Administrative Support Work Category at this level may involve independent performance of duties. Technician/Administrative Support positions should be placed in this work level when their primary function is the execution of established office procedures and standard program practices, and when typical career patterns for the occupation do not extend to the complexity, variety, and scope of the Full Performance Work Level.

b. Full Performance. Work at this level involves independently performing the full range of non-supervisory duties assigned to the employee. Employees at this level have successfully completed required entry-level training or developmental activities either within the employing organization or prior to joining the organization. Employees at this work level 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. Within established priorities and deadlines, 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 internally and externally with their peers.

c. Senior. 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. Receiving broad objectives and guidelines from the supervisor, Senior Work Level 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. 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. DoD Components with DCIPS positions 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 senior and other expert employees, teams, projects, or task forces. Employees at this level create formal networks involving coordination among groups across the Intelligence Community and other external organizations.

3. APPLYING DCIPS WORK LEVELS TO THE SUPERVISION/MANAGEMENT WORK CATEGORY

a. Supervision. Work of this type involves planning, directing, assigning, leading, and monitoring the work of the unit; hiring or selecting employees; managing and appraising employee and organizational performance; disciplining employees; resolving employee complaints; and supporting the development of employees. Supervisors make decisions that impact the resources (people, budget, materials) 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.

b. Management. Work of this type involves supervision of other subordinate managers or supervisors or direction of units, functions, or projects that may be staffed by civilian or military personnel. Managers are responsible for justification, direction, and allocation of 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; 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.

APPENDIX 4 TO ENCLOSURE 3

DCIPS GRADING STANDARD FOR GG GRADED POSITIONS

1. INTRODUCTION AND PURPOSE

a. DCIPS organizations using the GG graded structure shall use the guidance in this appendix to assign GG grades to nonsupervisory and supervisory/managerial positions following assignment of the DCIPS mission category, work category, and work level using guidance contained in Appendixes 1, 2, and 3 of this enclosure.

b. The DCIPS grading standard for GG positions is the standard for assigning grades in the alignment of all DCIPS positions in the GG grade structure, grades GG-1 through GG-15. The standard is derived from the Office of Personnel Management's Factor Evaluation System Primary Standard (Reference (j)) and has its origins in the standard previously used to classify positions under the Department of Defense Civilian Intelligence Personnel Management System that has been superseded by DCIPS. This standard consists of two parts. Part I provides grading criteria for nonsupervisory positions; Part II provides standards for assigning grades to supervisory and managerial positions.

2. PART I. GRADING CRITERIA FOR NONSUPERVISORY DCIPS POSITIONS. Grading criteria for nonsupervisory DCIPS positions assesses five job-content factors that when appropriately applied and summed allow for consistent placement of DCIPS positions into the DCIPS work level and GG structure across occupations and work categories. For each factor below, a degree of difficulty and its associated point total is assigned to a position. See Table 1 for DCIPS nonsupervisory grade conversion.

a. Factor A Essential Knowledge. This factor measures the nature and extent of information or facts that employees must understand to do acceptable work (e.g., steps, procedures, practices, rules, policies, theories, principles, and concepts) and the nature and extent of the skills needed to apply this knowledge.

(1) Degree A-1 – 5 Points. The work requires knowledge of simple, routine, or repetitive tasks or operations that typically include step-by-step instructions and require little or no previous training, experience; or skill to operate simple equipment requiring little or no previous training or experience.

(2) Degree A-2 – 15 Points. The work requires knowledge of basic or commonly used rules, procedures, or operations that typically require some previous training or experience; or basic skills to operate equipment requiring some previous training or experience, such as keyboard equipment or reproduction equipment.

(3) Degree A-3 – 20 Points. The work requires knowledge of a body of standardized rules, procedures, or operations requiring considerable training and experience in order to perform the full range of standard clerical and non-clerical assignments and resolve recurring problems; or the skill, acquired through considerable training and experience, to operate and adjust varied equipment for purposes such as performing numerous standardized tests or operations.

(4) Degree A-4 – 30 Points. The work requires knowledge of an extensive body of rules, procedures, or operations requiring extended training and experience in order to perform a wide variety of interrelated or non-standard procedural assignments and resolve a wide range of problems; or practical knowledge of standard procedures in a technical field, requiring extended training or experience in order to perform such work as adapting equipment, when this requires considering the functioning characteristics of equipment; interpreting results of tests based on previous experience and observations (rather than directly reading instruments or other measures), or extracting information from various sources when this requires considering the applicability of information and the characteristics and quality of the sources.

(5) Degree A-5 – 40 Points. The work requires knowledge (such as would be acquired through a pertinent baccalaureate educational program or its equivalent in experience, training, or independent study) of basic principles, concepts, and methods of a professional or administrative occupation and skill in applying this knowledge in carrying out elementary assignments, operations, or procedures; or, in addition to the practical knowledge of standard procedures in Degree A-4, practical knowledge of technical methods to perform assignments such as carrying out limited projects which involve use of specialized, complicated techniques.

(6) Degree A-6 – 60 Points. The work requires knowledge of the principles, concepts, and methods of a professional or administrative occupation as previously described that has been supplemented either by:

(a) Skill gained through job experience to permit independent performance of recurring assignments;

(b) Expanded professional or administrative knowledge gained through relevant graduate study or experience, which has provided skill in carrying out assignments, operations, and procedures in the occupation that are significantly more difficult and complex than those covered by Degree A-5; or

(c) Practical knowledge of a wide range of technical methods, principles, and practices similar to a narrow area of a professional field and skill in applying this knowledge to such assignments as the design and planning of difficult, but well-precedented projects.

(7) Degree A-7 – 80 Points. The work requires knowledge of a wide range of concepts, principles, and practices in a professional or administrative occupation, such as would be gained through extended graduate study or experience and skill in applying this knowledge to difficult and complex work assignments; or a comprehensive, intensive, practical knowledge of a

technical field and skill in applying this knowledge to the development of new methods, approaches, or procedures.

(8) Degree A-8 – 95 Points. The work requires a mastery of one or more professional or administrative fields. The employee at this level applies experimental theories and new developments to problems not susceptible to treatment by accepted methods or makes decisions or recommendations significantly changing, interpreting, or developing important policies and programs.

(9) Degree A-9 – 115 Points. The work requires a mastery of a professional or administrative field in order to generate and develop new hypotheses and theories. The employee at this level is a leading authority in the specialty not only within the Department or joint organization, but also throughout the Defense establishment and the Intelligence Community.

b. Factor B – Guidelines. This factor measures the nature of the guidelines used (e.g., regulations, procedures, precedents, methods, techniques, and forms of governance over the work) and the degree of interpretation required of these references, including judgment and originality.

(1) Degree B-1 – 10 Points. Specific, detailed guidelines covering all important aspects of the assignments are provided to the employee. The employee works in strict adherence to the guidelines; deviations must be authorized by the supervisor.

(2) Degree B-2 – 25 Points. Procedures for performing the work are established and a number of specific guidelines are available. The number and similarity of guidelines and work situations require the employee to use judgment in locating, selecting, and applying the most appropriate guidelines, references, and procedures for application and in making minor deviations to adapt the guidelines in specific cases. Adaptability and versatility are required to meet changing work situations.

(3) Degree B-3 – 50 Points. Guidelines are available, but are not completely applicable to the work or have gaps in specificity. The employee uses judgment in interpreting and adapting guidelines such as the policies, regulations, precedents, and work directions for application to specific cases or problems. The employee analyzes results and recommends changes.

(4) Degree B-4 – 70 Points. Administrative policies and precedents are applicable but are stated only in very general terms. Guidelines for performing the work are scarce or of limited use. The employee uses initiative and resourcefulness in deviating from traditional methods or researching trends and patterns to develop new methods, criteria, or proposed new policies.

(5) Degree B-5 – 95 Points. Guidelines are broadly stated and nonspecific, such as broad policy statements and basic legislation that require extensive interpretation. The employee must

use judgment and ingenuity in interpreting the intent of guides that do exist and in developing applications to specific areas of work. Frequently, the employee is recognized as an authority in the development and interpretation of guidelines.

(6) Degree B-6 – 115 Points. Guidelines are virtually non-existent. Precedents are obscure or not available. Originality, creativity, or extensive experience are required to deal with or to plan theoretical, experimental, or complex programs of such advanced and novel character that new concepts and methods must be developed. The lack of guidelines requires the employee to develop definitive plans and head pioneering efforts to solve problems that require an extension of theory.

c. Factor C – Scope of Authority and Effect of Decisions. This factor covers the relationship between the nature of the work (e.g., purpose, breadth, and depth of assignments) and the effect of the work products or services within and outside the organizational element. Effect also measures such things as whether the work output facilitates the work of others, provides timely service of a personal nature, or impacts on the adequacy of research conclusions.

(1) Degree C-1 – 15 Points. The employee takes or recommends actions on routine assignments or portions of special assignments where errors in decisions or commitments can be readily detected and corrected. The primary consequence of error is localized loss of time.

(2) Degree C-2 – 30 Points. The employee makes decisions on the application of established procedures and initiates actions that affect various organizational units. Errors in decisions or commitments are not immediately apparent but are revealed in subsequent operations. An error may result in loss of time in other organizational units.

(3) Degree C-3 – 50 Points. The employee makes decisions based on the interpretation of regulations and practices and initiates actions that affect various organizational units. Commitments do not involve interpretation of policy or the setting of precedents, but may have an adverse effect upon the activities of the assigned element. Errors could prove costly in terms of delay and waste of time and resources within the element.

(4) Degree C-4 – 70 Points. The employee makes decisions and initiates actions that involve the interpretation of policy or the setting of precedents. The employee makes authoritative determinations and advises on technical problems. Decisions and commitments often involve large expenditures of resources and have a strong impact on important programs.

(5) Degree C-5 – 90 Points. The employee makes recommendations and decisions that materially affect the scope and direction of large, complex, and significant programs, or technical and scientific activities of crucial importance to the Activity's, Component's, Department's, or Intelligence Community's mission. Commitments may result in the initiation of major programs or the cancellation or modification of existing major programs.

d. Factor D – Work Relationships. This factor includes contacts with persons not in the supervisory chain and is based on what is required to make the initial contact, the difficulty of

communicating with those contacted, and the degree to which the employee and those contacted recognize their relative roles and authorities. Also considered by this factor are the purposes of the contacts, which range from factual exchanges of information to situations involving significant or controversial issues and differing viewpoints, goals, or objectives.

(1) Degree D-1 – 5 Points. Person-to-person work relationships occur, but generally are of an incidental nature and do not constitute a significant part of the work.

(2) Degree D-2 – 15 Points. Person-to-person work relationships are a regular and necessary part of the job and are for the purpose of giving or obtaining factual information that is easy to convey and simple to understand.

(3) Degree D-3 – 35 Points. Person-to-person work relationships are for the purpose of giving or obtaining information on problems where some explanation or interpretation of facts is required in order to render service, implement regulations and policies, or maintain coordination.

(4) Degree D-4 – 55 Points. Person-to-person work relationships are for the purpose of giving or obtaining information on non-routine problems requiring not only explanation or interpretation of facts but also discussion and inferences in order to gain concurrence or persuade to action.

(5) Degree D-5 – 75 Points. Person-to-person work relationships are for the purpose of discussing policy matters and major changes in program emphasis in order to provide authoritative advice on their effect and feasibility, to gain necessary cooperation and support, or to persuade to action.

(6) Degree D-6 – 95 Points. Person-to-person work relationships are for the purpose of securing acceptance or indispensable support of or explaining and defending policies and programs that represent the most controversial or crucial phases of the DoD, , Intelligence Community, or joint organization's programs. Personal contacts are typically with high-ranking officials at national or international levels, with executives of large industrial firms or with specific policy makers and senior staff of other DoD, federal organizations, , joint organizations, or the Intelligence Community.

e. Factor E – Supervision Received. This factor covers the nature and extent of direct or indirect controls exercised by the supervisor, the employee's responsibility, and the method for reviewing completed work.

(1) Degree E-1 – 5 Points. The supervisor makes specific assignments that are accomplished by clear, detailed, and specific instructions. As the employee gains familiarity with the work, instructions are not detailed for repetitive tasks, but the employee's responsibilities remain clearly defined. The employee works as instructed and consults with the supervisor as required on matters not covered in the original instructions. The supervisor maintains control through review of the work for such things as accuracy, adequacy, and adherence to instructions and established procedures.

(2) Degree E-2 – 20 Points. The supervisor maintains control over work through checking for accuracy, adequacy, and adherence to instructions. Instructions given to the employee are well defined, but the employee may recommend modifications to those instructions if the assignment is new, difficult, or unusual. The employee carries out routine assignments but unforeseen problems and unusual situations may be referred to the supervisor for help or decisions.

(3) Degree E-3 – 35 Points. The supervisor makes assignments by defining objectives, priorities, and deadlines and assists the employee with unusual situations that do not have clear precedents. The employee plans and carries out successive steps and handles problems and deviations in the work assignment in accordance with instructions, previous training, or accepted practices in the occupation. Finished work is reviewed for accuracy, quality, and compliance with more complex instructions and guidelines.

(4) Degree E-4 – 55 Points. The supervisor sets the overall objectives and resources available. The employee and supervisor, in consultation, develop the deadlines and projects. The employee is responsible for planning and carrying out the assignment, resolving most of the conflicts that arise and interpreting policy in terms of established objectives. The supervisor is kept informed of progress and any controversial matters. Finished work and methods are reviewed for accuracy and effectiveness and for compliance with complex instructions and guidelines.

(5) Degree E-5 – 75 Points. The supervisor generally provides only administrative direction, with assignments made in terms of broadly defined missions or functions. The employee has responsibility for planning, designing, and carrying out programs, projects, studies, or other work independently. The supervisor is kept informed of significant developments. Completed work is reviewed only from an overall standpoint in terms of feasibility, compatibility, effectiveness, or expected results and for its contribution to the overall project or program.

(6) Degree E-6 – 95 Points. Assignments are made in terms of overall organization mission and policies. The employee selects objectives, plans, and methods independent of any review. Delegated authority is complete. Broad policy questions or major problems of coordination are resolved in conference with advisors or personnel of other activity or Component elements. Recommendations for new projects and alterations of objectives are usually evaluated for such considerations as availability of funds and other resources, broad program goals, or national priorities. Results of completed work are considered technically authoritative and are normally accepted without significant change.

(7) Degree E-7 – 115 Points. The employee is often the most authoritative professional in a particular field with the Department, Intelligence Community, or joint organization. The work is generally considered to be pioneering in a particular specialty. Supervision is virtually nonexistent. The independence of action inherent at this level is hampered only by the constraint on the availability of funds or other resources or major program goals and national priorities.

Table 1. DCIPS Nonsupervisory Grade Conversion

Total Points	GG Grade Level	DCIPS Work Category and Work Level Descriptor	
< 45	1	Entry/ Developmental Work Level for the Technician/Administrative Support Work Category defined in Appendix 2	
	2		
	3		
45-79	4		
80-104	5		
105-129	6		
130-159	7		
130-159	7		Entry/ Developmental Work Level for the Professional Work Category; Full Performance Work Level for the Technician/Administrative Support Category
160-179	8		
180-204	9		
205-224	10		
225-244	11	Senior Work Level for the Technician/Administrative Support Work Category; Full Performance Work Level for the Professional Work Category	
245-294	12		
295-339	13	Senior Work Level for the Professional Work Category	
295-339	13		
340-379	14		
380 and above	15	Expert Work Level for the Professional Work Category	
When applying this grade conversion chart, all work is aligned first to the Work Category and Work Level using the guidance contained in this Volume, and then to the appropriate GG grade based on this chart.			

3. PART II. DCIPS SUPERVISORY POSITIONS. The following are the factor and degree descriptors for DCIPS Supervisory and Managerial positions. When applying the grading guidelines below, they should be applied in the context of the total job. For those positions with mixed supervisory and non-supervisory responsibilities, the position should be titled as a supervisor if the position meets the requirements for designation as a supervisor, but the final grade of the position should be assigned based on the highest level of work performed on a regular and recurring basis. See Table 2 for DCIPS supervisory and managerial positions grade conversions.

a. Factor A – Guidelines. This factor measures the degree to which judgment and originality play a role in the supervisor’s assignment. It is the availability and degree to which they apply, or the degree to which guidelines are absent, that determines the level of independent judgment and initiative in a supervisory position.

(1) Degree A-1 – 15 Points. The supervisor works in strict adherence to guidelines, and deviations must be authorized by the immediate supervisor.

(2) Degree A-2 – 35 Points. The supervisor works in adherence to guidelines but may use some independent discretion in locating and selecting the most appropriate guidelines or references.

(3) Degree A-3 – 55 Points. The supervisor uses judgment, resourcefulness, and initiative in adapting and applying guidelines, and is responsible for analyzing results and recommending changes to deal with the more difficult or unusual assignments.

(4) Degree A-4 – 75 Points. Guidelines exist, but the supervisor must use judgment and ingenuity to interpret the intent of these guides. The supervisor may be required to make major or novel adaptations to existing guides in order to accomplish the mission.

(5) Degree A-5 – 95 Points. Guidelines have only limited application in the most significant areas of work supervised. The supervisor exercises a very high degree of originality and judgment in formulating, evaluating, and monitoring the organization’s programs in instances where new concepts or technologies are developed, where there are no precedents or guidelines on which to base or predict expected results, and where few if any existing guidelines can be used to develop appropriate criteria, methods, procedures, and techniques. Inherent in a position at this level are the exercise of judgment and ingenuity in guiding personnel in the analysis of unique problems and the development of new and improved techniques and methods for accomplishing the organization’s mission.

(6) Degree A-6 – 115 Points. The only available guidelines are broad statements of policy, and precedents are obscure or non-existent. A supervisor at this level has full and final technical responsibility for the work of the organization and is responsible for developing plans and programs related to pioneering efforts. The limited guidelines pose a significant and continuing requirement for a high level of ingenuity and originality in order to lead and supervise the organization.

b. Factor B – Scope and Variety of Operations. This factor is intended to measure the extent to which size, workload, and variety of functions of the organization supervised contribute to the difficulty of the supervisor’s position.

(1) Degree B-1 – 25 Points. The supervisor is responsible for supervising the day-to-day work of an element in which the operations are well defined and work methods are firmly established. Only one kind of work is normally represented. The supervisor directs work-flow, guides employees in the application of established procedures, assigns new or additional work

when required, trains new employees, and initiates personnel actions. The supervisor reviews work in progress or upon completion for compliance with instructions and overall quality.

(2) Degree B-2 – 65 Points. The supervisor is responsible for planning and supervising the work of a work unit for which the programs and objectives are clearly defined and the organizational structure fully established. At this level of supervision more than one kind of work may be present, requiring an additional body of knowledge, and moderate variations in workload may be imposed on the supervisor due to cyclic fluctuations. The supervisor plans work flow and makes work assignments, adjusting workloads and adapting or modifying procedures to alleviate backlogs or delays. The supervisor reviews completed work for technical adequacy and for compliance with instructions and is responsible for the quality and quantity of completed work.

(3) Degree B-3 – 95 Points. The supervisor is responsible, directly or through subordinate supervisors, for organizing, planning and directing the work program of an organization for which program objectives and limitations are established. At this level of supervision, a greater variety of work and activities requiring frequently shifting work assignments and diversified occupational specialties exists. The supervisor may be required to alter the organizational structure of the immediate organization under his or her control or work methods to meet changes in requirements and shifts in workload. The supervisor assigns and reassigns personnel and consults with superiors on major technical and administrative problems. He or she is responsible for the effective use of assigned personnel and for the quality and quantity of work produced.

(4) Degree B-4 – 125 Points. The supervisor is responsible for directing and coordinating diverse work programs through intermediate levels of supervision. Within the framework of policy, the supervisor determines organizational structure and approves work plans and methods in order to efficiently and economically manage personnel and material resources. At this level, additional supervisory problems may exist such as subordinates located in widely separate locales; frequent changes to assignments and deadlines; frequent, often abrupt and unexpected changes in work assignments and goals; a wide variety of distinct occupations; or supervision of shift operations, i.e., activities that are carried out over two or more shifts. Work at this level requires the supervisor to be constantly adjusting to the unpredictable consequences of added pressure.

(5) Degree B-5 – 150 Points. The supervisor is responsible for executing a primary mission of the organization by managing and administering a group of major work programs. The supervisor is fully accountable for the economy and efficiency of operations, for compliance with activity or Component policy, and for the attainment of program goals and objectives. The variety and nature of the work supervised is often at the technical frontier of not only the activity or Component, but the Intelligence Community and the Department.

c. Factor C – Work Relationships. This factor measures the difficulty of attaining work goals and objectives through personal contacts within and outside the organization and the

nature, frequency, and purpose of person-to-person relationships required by the duties of the position.

(1) Degree C-1 – 15 Points. Contacts are with personnel in the supervisor's immediate organization and are either so highly structured or of such an incidental nature that they do not play a role in overall performance.

(2) Degree C-2 – 35 Points. Person-to-person work relationships are required but are not essential in the overall daily performance. Contacts at this level would normally be within the supervisor's organization to explain changes in work patterns or to explain deviations in work processes or methods. Occasional coordination with other organizations having a similar mission relationship may occur if guidelines or instructions require joint coordination to avoid backlogs or delays.

(3) Degree C-3 – 55 Points. Contacts are a regular and necessary part of the function and are generally to clarify or give facts or information in which the subject matter requires some interpretation. At this level, most contacts are within the supervisor's own assigned organization; however, occasional contacts may be with external organizations whose missions differ considerably from the supervisor's.

(4) Degree C-4 – 75 Points. Daily contact is required with personnel in a wide variety of organizations having mission-related activities and occasionally with operating personnel within the Intelligence Community. The purpose of contacts at this level is to resolve non-routine problems affecting the overall activities of the organization. At this level, the supervisor must persuade or influence others to gain concurrence on major issues that affect the supervisor's organization.

(5) Degree C-5 – 95 Points. Person-to-person work relationships are for the purpose of justifying, demanding, negotiating, or settling matters involving significant or controversial issues. Contacts are generally with high-ranking officials both within and outside the supervisor's organization. The supervisor is expected to provide authoritative advice and guidance, to be a spokesperson for the organization, and be able to win support for the organization's programs.

(6) Degree C-6 – 115 Points. Person-to-person work relationships are to negotiate or solve issues relating to the most significant programs of the organization. The supervisor must defend extremely controversial or critical long-range plans of the organization, frequently at the highest levels of the activity or Component, with ranking officials of other Intelligence Community or Government agencies, or with executives of corporations having dealings with the activity or Component.

d. Factor D – Supervision Exercised. This factor measures the degree to which the supervisor is responsible for the various facets of technical and administrative supervision or management; his or her involvement in such things as work planning and organization, work assignment and review, and the exercise of supervisory personnel functions. This is, in effect, an

expression of the extent of supervision received from higher levels and the extent of the supervisor's own responsibility for the work produced.

(1) Degree D-1 – 25 Points. At this level, the supervisor performs only basic supervision, such as ensuring that work schedules are met, staffing is adequate to accomplish assigned tasks, and adequate equipment and supplies are available for employees. The supervisor reviews work in progress or upon completion, explains any special instructions, and ensures that new employees are given proper training to perform the work. The supervisor also oversees attendance and leave, approves sick and annual leave and vacation schedules, and evaluates the performance of subordinates through the DCIPS or other appropriate Intelligence Community performance appraisal systems. Any controversial or disciplinary measures are referred to higher level supervisors for adjudication.

(2) Degree D-2 – 65 Points. At this level of supervision, the supervisor typically:

(a) Plans work schedules and sequences of operations for assigned personnel, ensuring that deadlines are met and that there is even flow of work.

(b) Revises work schedules to meet changes in workload, including use of overtime or alternate work schedules.

(c) Gives special instructions on difficult or different operations, answering technical questions about the work.

(d) Informs higher level supervisors of anticipated vacancies, increases in workload, or other circumstances requiring replacement or additional staff.

(e) Informally recommends promotions, reassignments, and recognition and rewards outstanding performance.

(f) Resolves employees' informal complaints that are within his or her jurisdiction, contacting higher levels of supervision for information and correction of unsatisfactory conditions.

(g) Directs on-the-job training for employees and provides back-up skills by cross training.

(h) Advises employees of the performance requirements of their positions and provides ongoing feedback on progress toward meeting requirements.

(i) Holds correcting interviews with employees and refers disciplinary problems to higher level supervisors in the chain of command in accordance with local policies and procedures.

(j) Prepares formal evaluations of employee performance and provides feedback on the evaluation.

(k) Explains to employees the main features and general procedures of promotion plans, training programs, and other opportunities, and seeks answers to more technical questions from higher level supervisors or staff specialists.

(l) Informs employees about the policies, procedures, and goals of management as they relate to the work of the organization.

(3) Degree D-3 – 95 Points. The supervisor at this level has authority to plan for and make changes in the organization of work in order to achieve efficient and economical operations within allowable budget, staffing levels, and policies established by higher organizational levels. While the normal work situation typically provides sources to which the supervisor can turn for advice and assistance on particularly difficult and out-of-the-ordinary technical problems, the supervisor does have substantial responsibility for the technical soundness of work, including the authority to define work quality standards and to prepare and issue internal instructions and procedures for work accomplishment. In addition to responsibilities for keeping employees and higher level supervisors informed of administrative, budgeting, and personnel matters that affect them, the supervisor at this level has authority to prepare formal and follow-up actions for most supervisory personnel functions, including providing the primary input for promotions and award recommendations.

(4) Degree D-4 – 125 Points. At this level, the supervisor has full technical responsibility for the work of the organization and oversees an organization through one or more levels of subordinate supervisors. In addition to the authority to make changes in the organization of work within allowable budget and established policy, the supervisor has the authority to develop plans and schedules that guide subordinate supervisors in meeting program goals, objectives, and broad priorities established by higher level management. The supervisor establishes quality standards and internal instructions and procedures, and establishes operating guidelines to coordinate activities of subordinate supervisors in all substantive and management areas. The supervisor at this level approves, modifies, or rejects personnel actions initiated by subordinate supervisors.

e. Factor E – Complexity of Work Supervised. This factor measures the nature, level, and difficulty of the nonsupervisory work being supervised or managed. The degree level selected for this factor should represent the highest full-performance level of nonsupervisory work found in the subordinate work unit.

(1) Degree E-1 – 35 Points. Supervises grades GG-1 through GG-4.

(2) Degree E-2 – 40 Points. Supervises grades GG-5 and GG-6.

(3) Degree E-3 – 45 Points. Supervises grades GG-7 and GG-8.

- (4) Degree E-4 – 50 Points. Supervises grades GG-9 and GG-10.
- (5) Degree E-5 – 55 Points. Supervises grade GG-11.
- (6) Degree E-6 – 60 Points. Supervises grade GG-12.
- (7) Degree E-7 – 65 Points. Supervises grade GG-13.
- (8) Degree E-8 – 70 Points. Supervises grade GG-14.
- (9) Degree E-9 – 75 Points. Supervises grade GG-15.

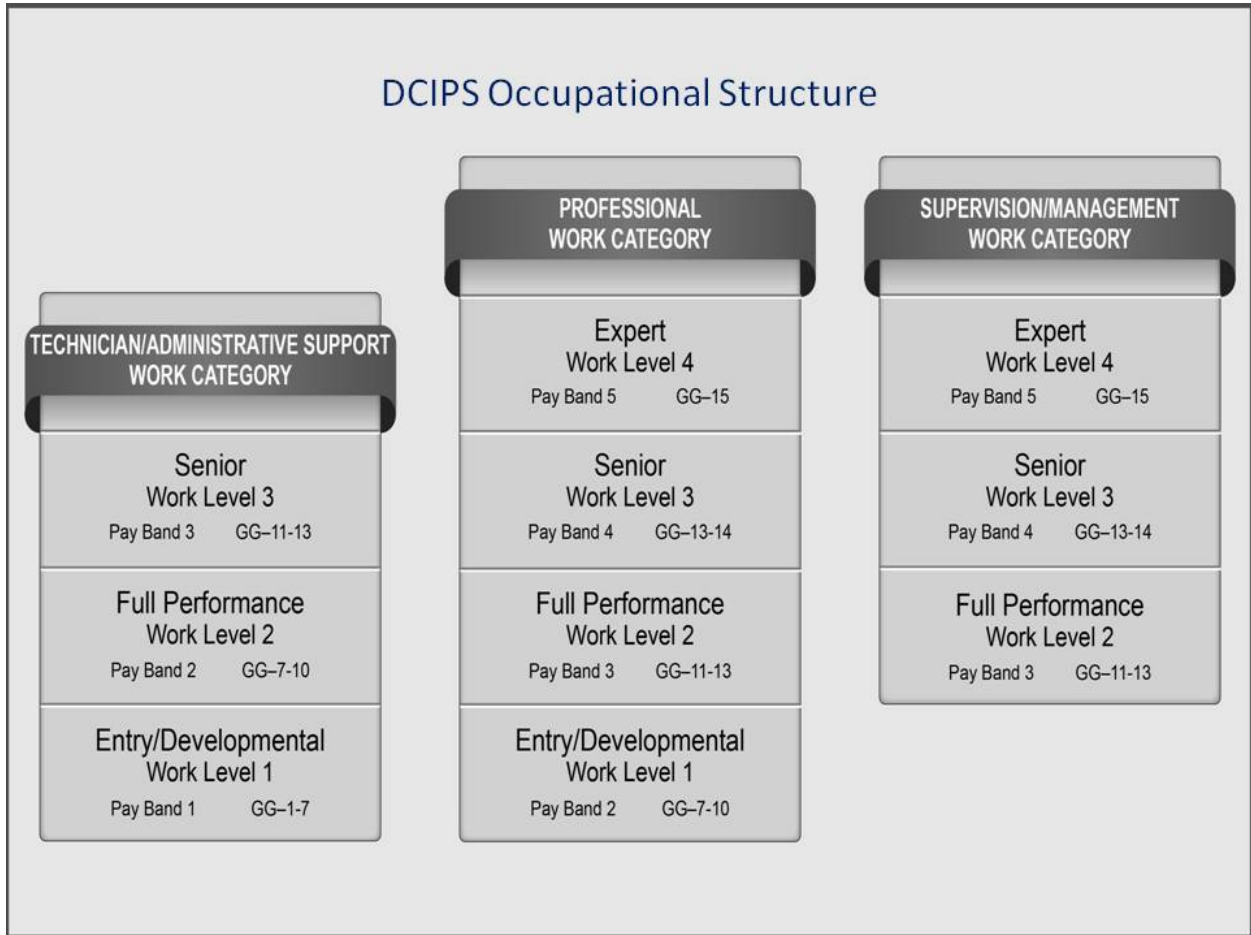
Table 2. Grade Conversion Chart for DCIPS Supervisory and Managerial Positions

Total Points	GG Grade Level	DCIPS Work Category and Work Level Descriptor
228-249	11	DCIPS supervisory and managerial work is considered to be professional work, and begins at the Full Performance Work Level (2) in the Professional Work Category. Positions that are found to have point totals less than the minimum shown on this chart are to be aligned using the DCIPS nonsupervisory grading criteria.
250-289	12	
290-344	13	
290-344	13	Senior Work Level for the Supervision/Management Work Category.
345-394	14	
395 and above	15	Expert Work Level for the Supervision/Management Work Category.
When applying this grade conversion chart, all work is aligned first to the Work Category and Work Level using the guidance contained in this Volume, and then to the appropriate GG grade based on this conversion chart.		

APPENDIX 5 TO ENCLOSURE 3

DCIPS OCCUPATIONAL STRUCTURE GRAPHIC

Figure. DCIPS Occupational Structure



GLOSSARY

PART I. ACRONYMS AND ABBREVIATIONS

DCIPS	Defense Civilian Intelligence Personnel System
DISES	Defense Intelligence Senior Executive Service
DISL	Defense Intelligence Senior Leader
DoDD	Department of Defense Directive
ODNI	Office of the Director of National Intelligence
U.S.C.	United States Code
USD(I)	Under Secretary of Defense for Intelligence
USD(P&R)	Under Secretary of Defense for Personnel and Readiness

PART II. DEFINITIONS

These terms and their definitions apply only to this Volume and serve as the basic occupational structure taxonomy for DCIPS positions.

activity. Independent organizational entities subordinate to a DoD component.

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

component. The principal organizational elements within the DoD Defense Intelligence framework that include the Defense Agencies, the Military Departments, the Defense Security Service, and the Office of the Under Secretary of Defense for Intelligence.

DCIPS elements. The elements that comprise the DCIPS occupational structure, as follows. Elements are listed in the order most useful for understanding each and its relationship to the others, beginning with the broadest designation of mission categories and moving downward through occupational groups, work categories and levels, job titles, and competencies that encompass individual positions.

DoD Components with DCIPS positions. Defined in Volume 2001 of this Instruction.

DoD intelligence mission. Those activities that fall within the responsibility of the USD(I) as defined in Reference (b).

GG. The pay plan used for DCIPS positions in the graded structure.

grade. The numerical designation, GG-1 through GG-15, grouped by work levels, which differentiate within the work level qualifications required, difficulty, and responsibility.

IA. The pay plan used for DCIPS positions in the pay banded structure.

job titles. The labels applied by the Defense Intelligence Components to systematically defined sets of work activities that identify specialized tasks and competencies needed to perform a specific job.

mission categories. Broad classifications of work that reflect the various Defense Intelligence Component missions and functions, and that align to designated budget categories for the National Intelligence Program and the Military Intelligence Program.

occupational groups. One or more functionally related occupations, specialties, families, or classes of positions that share distinct, common technical qualifications, competency requirements, career paths, and progression patterns.

occupational series. Classes of positions that share distinct, common technical qualifications, competency requirements, career paths, and progression patterns.

pay band. A single rate range within the DCIPS compensation structure that establishes the range of pay for a work category, occupational group, and work level.

work categories. Broad sets of related occupational groups that are characterized by common types of work (i.e., Technician/Administrative Support; Professional; and Supervision and Management).

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