



Department of Defense INSTRUCTION

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December 9, 2012

USD(P&R)

SUBJECT: DoD Civilian Personnel Management System: Defense Civilian Intelligence Personnel System (DCIPS) Professional Development

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 DoD.

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. Hereafter the 2000 Volume series of this Instruction shall be referred to as “the DCIPS Volumes.”

(2) Volume. This Volume establishes core policies, definitions, responsibilities, procedures, and delegations for the design and support of professional development programs for 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 in the Department of Defense that employ individuals under DCIPS, hereinafter referred to collectively as the “DoD Components with DCIPS positions”.

b. Applies to members of the Defense Intelligence Senior Executive System and the Defense Intelligence Senior Level.

c. Does not apply to employees covered by the Federal Wage System or equivalent, non-appropriated fund employees or foreign national employees.

d. Does not apply to DoD civilian attorneys and civilian attorney positions including, without limitation, those in the Office of the General Counsel of the Department of Defense and the Defense Legal Services Agency and those in the Military Departments (hereinafter referred to inclusively as “DoD civilian attorneys” and “DoD civilian attorney positions”). DoD civilian attorneys may be permitted to participate in programs established by this Volume on a voluntary basis, and in compliance with DoD Instruction (DoDI) 1442.02 (Reference (e)).

3. DEFINITIONS. See Glossary.

4. POLICY. It is DoD policy that training, education, learning, and professional development programs and practices for employees covered under DCIPS shall be strategic, joint, and integral to intelligence careers. To that end, such programs and practices shall:

a. Improve organizational results by increasing the job proficiencies and expanding the career-long contributions of DCIPS employees.

b. Create opportunities for vertical and horizontal movement of employees across the Defense Intelligence Enterprise and across the Intelligence Community (IC), sustaining a culture of continuous learning vital to attracting, retaining, and expanding the intellectual capital of the Defense Intelligence Enterprise.

c. Leverage DoD Components with DCIPS positions and the IC’s centers of functional, subject-matter, and instructional expertise; avoid duplication of effort; align with best practices and tools promulgated by the Office of the Director of National Intelligence (ODNI) to which the DoD has agreed; and provide appropriate integration with ODNI and DoD policies.

d. Be provided at the highest possible quality and cost-effectiveness, while responding to the special demands on Defense Intelligence employees created by unique missions, working conditions, and deployment requirements.

e. Comply with applicable laws, regulations, and DoD issuances.

5. RESPONSIBILITIES. See Enclosure 2.

6. PROCEDURES. Enclosure 3 provides procedures for the implementation of DCIPS professional development policies.

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>.

8. EFFECTIVE DATE. This Instruction:

a. Is effective 60 days from the date congressional notice is provided pursuant to section 1613 of title 10, United States Code (U.S.C.) (Reference (f)).

b. Must be reissued, cancelled, or certified current within 5 years of its publication in accordance with DoDI 5025.01 (Reference (g)). If not, it will expire effective December 9, 2022 and be removed from the DoD Issuances Website.



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Under Secretary of Defense for
Personnel and Readiness

Enclosures

1. References
2. Responsibilities
3. DCIPS Professional Development Procedures

Glossary

TABLE OF CONTENTS

ENCLOSURE 1: REFERENCES.....5

ENCLOSURE 2: RESPONSIBILITIES.....6

 UNDER SECRETARY OF DEFENSE FOR PERSONNEL AND READINESS
 (USD(P&R)).....6

 USD(I).....6

 HEADS OF THE DoD COMPONENTS WITH DCIPS POSITIONS7

ENCLOSURE 3: DCIPS PROFESSIONAL DEVELOPMENT PROCEDURES.....8

 FUNCTIONAL MANAGERS8

 EMPLOYEES8

 NEEDS ASSESSMENTS.....8

 PRIORITIZING LEARNING REQUIREMENTS.....8

 STRUCTURING LEARNING OPPORTUNITIES9

 OCCUPATIONAL LEARNING AND JOB SKILLS PROGRAMS.....10

 EDUCATIONAL (NON-ACADEMIC) PROGRAMS.....10

 FUNCTIONAL INTELLIGENCE AND SECURITY TRAINING.....10

 LANGUAGE TRAINING.....10

 LEADERSHIP DEVELOPMENT.....10

 PROFESSIONAL DEVELOPMENT PROGRAMS.....11

 INTEGRATING TRAINING, EDUCATION, LEARNING, AND PROFESSIONAL
 DEVELOPMENT WITH PERFORMANCE MANAGEMENT12

 PROGRAM EVALUATION.....13

GLOSSARY14

 PART I: ABBREVIATIONS AND ACRONYMS14

 PART II: DEFINITIONS.....14

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, as amended
- (e) DoD Instruction 1442.02, "Personnel Actions Involving Civilian Attorneys," September 30, 2010
- (f) Section 1613 of title 10, United States Code
- (g) DoD Instruction 5025.01, "DoD Directives Program," September 26, 2012
- (h) Sections 2301 and 2302 of title 5, United States Code
- (i) DoD Instruction 3305.01, "National Intelligence University (NIU)," December 22, 2006, as amended
- (j) DoD Instruction 3305.02, "DoD General Intelligence Training," November 28, 2006, as amended
- (k) DoD Instruction 3305.09, "DoD Cryptologic Training," December 22, 2006
- (l) DoD Instruction 3305.10, "DoD Geospatial Intelligence (GEOINT) Training," December 22, 2006
- (m) DoD Instruction 3305.11, "DoD Counterintelligence (CI) Training," March 19, 2007, as amended
- (n) DoD Instruction 3305.12, "Intelligence and Counterintelligence (I&CI) Training of Non-U.S. Persons," October 25, 2007, as amended
- (o) DoD Instruction 3305.13, "DoD Security Training," December 18, 2007
- (p) DoD Instruction 3305.14, "Joint Intelligence Training (JIT)" December 28, 2007, as amended
- (q) DoD Instruction 3305.15, "DoD Human Intelligence (HUMINT) Training," February 25, 2008
- (r) DoD Instruction 3305.16, "DoD Measurement and Signature Intelligence (MASINT) Training," June 12, 2008
- (s) DoD Manual 3305.13-M, "DoD Security Accreditation and Certification," March 14, 2011
- (t) Intelligence Community Directive 610, "Competency Directories for the Intelligence Community Workforce," September 1, 2008
- (u) DoD Directive 5160.41E, "Defense Language Program (DLP)," October 21, 2005, as amended
- (v) DoD Instruction 1400.36, "DoD Implementation of the Joint Intelligence Community Duty Assignment (JDA) Program," June 2, 2008
- (w) Executive Order 12333, "United States Intelligence Activities," December 4, 1981, as amended
- (x) DoD Instruction 1322.26, "Development, Management, and Delivery of Distributed Learning," June 16, 2006
- (y) DoD Instruction 3115.11, "DoD Intelligence Human Capital Management Operations," January 22, 2009, as amended

ENCLOSURE 2

RESPONSIBILITIES

1. UNDER SECRETARY OF DEFENSE FOR PERSONNEL AND READINESS (USD(P&R)). The USD(P&R) shall coordinate with the Under Secretary for Defense for Intelligence (USD(I)) on professional development for employees in DCIPS positions and monitor any effects on DoD-wide personnel readiness.

2. USD(I). The USD(I), in conjunction with the USD(P&R), shall:
 - a. Provide policy, direction, and oversight for the training, education, learning, and professional development of employees in the DoD Components with DCIPS positions.

 - b. Develop the DCIPS professional development strategy.

 - c. Establish policies governing the design and administration of the DCIPS learning programs.

 - d. Oversee and evaluate compliance with policy within the DoD Components with DCIPS positions.

 - e. In coordination with the Heads of the DoD Components with DCIPS positions:
 - (1) Establish and implement the accreditation process for DoD training, education, learning, and professional development institutions throughout the DoD Components with DCIPS positions.

 - (2) Standardize the certification process for all intelligence employees throughout the DoD Components with DCIPS positions.

3. HEADS OF THE DoD COMPONENTS WITH DCIPS POSITIONS. The Heads of the DoD Components with DCIPS positions shall:
 - a. Establish DoD Component guidance for implementing DCIPS training, education, learning, and professional development policies.

 - b. Assess DCIPS organizational, occupational, and individual learning needs annually.

 - c. Incorporate needs assessments into a learning and professional development strategy that prioritizes learning requirements, structures learning opportunities, identifies collaboration opportunities, and establishes measurements of success.

- d. Establish, operate, and evaluate training, education, learning, and professional development for DCIPS employees.
- e. Integrate DCIPS employee training, education, learning, and professional development with DoD Component strategic plans.
- f. Ensure training, education, learning, and professional development programs for DCIPS employees are cost effective and free of unlawful discrimination in accordance with section 2301 of title 5, United States Code (Reference (h)).
- g. Integrate the mandatory training elements of the DCIPS community-wide training curriculum, identified by and provided through the USD(I) DCIPS Program Executive Office.

ENCLOSURE 3

DCIPS PROFESSIONAL DEVELOPMENT PROCEDURES

1. FUNCTIONAL MANAGERS. Functional managers shall develop training, education, learning, and professional development content, standards, and requirements for their respective functional area in accordance with DoDIs 3305.01, 3305.02, 3305.09, 3305.10, 3305.11, 3305.12, 3305.13, 3305.14, 3305.15, 3305.16, and DoD Manual 3305.13-M (References (i) through (s)).

2. EMPLOYEES. Employees are responsible for their professional development, for successfully completing and applying authorized training, and for fulfilling all obligations relative to the training. Employees share with their supervisor the responsibility to identify training, education, learning, and professional development needed to improve individual and organizational performance and identify methods to meet those needs effectively and efficiently.

3. NEEDS ASSESSMENTS

a. Use of Competency Directories. DoD Components with DCIPS positions shall use competency directories in accordance with IC Directive 610 (Reference (t)) as the basis for the needs assessment. Assessments shall be based on the validated knowledge, skills, and competencies required to meet mission requirements, and will be integrated into the DoD Component's strategic planning and strategic human capital planning.

b. Coordination of Needs Assessments. DoD Components with DCIPS positions shall coordinate their annual needs assessments with other DoD Components with DCIPS positions in order to identify opportunities for collaboration and fully leverage design and delivery capabilities across Components.

4. PRIORITIZING LEARNING REQUIREMENTS. In prioritizing learning requirements, DoD Components with DCIPS positions shall follow the general hierarchy:

a. Priority I. Learning and professional development opportunities must be provided during the current year or training cycle. Deferment will adversely affect the mission.

b. Priority II. Learning and professional development opportunities are necessary as part of the systematic replacement of skilled employees through career management or other anticipated work force events. Deferment may adversely affect the mission over the next 3 to 5 years (i.e., the intermediate term).

c. Priority III. Learning and professional development opportunities should be designed to increase the efficiency and productivity of employees who are already competent. Deferment

beyond the current year or even beyond the intermediate term is expected to have little adverse mission effect but may delay improving mission accomplishment.

5. STRUCTURING LEARNING OPPORTUNITIES

a. Learning Opportunities. Learning opportunities must be:

- (1) Developed and prioritized in response to a valid, competency-based needs assessment.
- (2) Shared across the DoD Components with DCIPS positions when they meet common standards, to reduce duplication and maximize resources.
- (3) Integrated into the DCIPS performance management processes.
- (4) Evaluated for impact on human capital goals, including the effect of the programs on the DoD Component's intellectual capital relative to mission requirements.
- (5) Assessed for measurable impacts on the mission.
- (6) Aligned with competency directories in accordance with Reference (t).

b. Collaborative Training. Collaborative training must be:

- (1) Identified in DoD Component strategies.
- (2) Open to DoD Components with DCIPS positions and IC elements when the training would result in better training, improved mission accomplishment, or other benefits or savings to the Government.
- (3) Coordinated through the DoD Intelligence Chief Learning Officer to promote enterprise-wide awareness of training programs and opportunities.

c. Continued Service Agreements. Heads of DoD Components with DCIPS positions may, at their policy discretion, require continued service agreements with employees for learning and development programs and activities when circumstances, in the judgment of the DoD Component, warrant such agreements.

d. Linkage to Performance Management. DCIPS employees and rating officials shall identify learning opportunities to improve employee performance, as part of the annual performance planning phase delineated in Volume 2011 of this Instruction. Such learning opportunities may relate to performance objectives, performance elements, or both and shall be documented in the employee's individual development plan (IDP). Rating officials shall document that such learning opportunities were accomplished when completing the annual rating.

6. OCCUPATIONAL LEARNING AND JOB SKILLS PROGRAMS. DoD Components with DCIPS positions shall make job skill training available to all employees. Such training shall be occupation or job-specific and designed to complement on-the-job learning.

7. EDUCATIONAL (NON-ACADEMIC) PROGRAMS. DoD Components with DCIPS positions shall establish educational programs and professional certification programs, if appropriate, that do not result in accredited academic achievements, and shall establish policy for eligibility and selection of attendees. When such an educational opportunity is a prerequisite for a specific position or responsibility resulting in higher pay, or to an assignment resulting in higher career potential, selection for the training or learning shall be made on a merit basis in accordance with Reference (h).

8. FUNCTIONAL INTELLIGENCE AND SECURITY TRAINING. DoD Components with DCIPS positions shall provide intelligence and security training in accordance with References (i) through (s).

9. LANGUAGE TRAINING. DoD Components with DCIPS positions shall manage language training in accordance with DoDD 5160.41E (Reference (u)) and any additional guidance from the USD(I) or the DoD.

10. LEADERSHIP DEVELOPMENT. DoD Component leadership development programs shall be sufficiently formal to justify an appropriate degree of selectivity in choice of participants and to organize the mix of learning approaches that constitutes Defense Intelligence Enterprise leadership development.

a. Minimum Requirements. At a minimum, DoD Component leadership development program designs shall contain:

(1) Content that is based on competency directories in accordance with Reference (t), which provide the principal sources for definitions of competencies required by leaders in the Defense Intelligence Enterprise.

(2) Functional learning opportunities, where appropriate.

b. Joint Duty Assignment (JDA). Joint IC duty certification shall be a prerequisite for appointment to senior executive, senior professional, and senior technical DCIPS positions classified above pay band 5 or grade 15 in accordance with DoDI 1400.36 (Reference (v)).

c. Optional Elements. DoD Components with DCIPS positions may augment minimal leadership development programs through:

(1) Academic requirements met through accredited institutions or other U.S Government organizations that have accredited programs on leadership. If a DoD Component with DCIPS positions uses an academic institution as part of its leadership development program, the institution must be accredited.

(2) Planned assignments including JDA and other details or rotational assignments.

(3) Self assessment of 360 degree assessment.

(4) Performance coaching (through IDPs and other DoD Component specific processes).

11. PROFESSIONAL DEVELOPMENT PROGRAMS. DoD Components with DCIPS positions shall ensure that professional development programs target validated competencies and disciplines necessary to meet mission requirements. Professional development designs, such as leadership development programs, shall also adapt to and leverage workforce demographics and existing learning-focused staffing strategies.

a. Minimum Requirements. At a minimum, Component professional development programs shall contain:

(1) Content that is based on competency directories and/or is consistent with standards developed by the relevant functional manager designated by Executive Order 12333 (Reference (w)) or the Director of National Intelligence.

(2) Educational programs, depending on the functional area. However, if academic programs are used, they must be accredited.

(3) Planned assignments.

(4) Performance coaching (through IDPs or other DoD Component-specific processes).

(5) Regular participant feedback into evolving designs.

b. Details and Rotational Assignments. Details and rotational assignments will be used as professional development opportunities in accordance with Volume 2005 of this Instruction. DoD Components shall ensure that employees who complete details and rotational assignments are afforded opportunities to apply their expanded capabilities upon return to their parent organization or DoD Component.

c. Professional Developmental Programs. All DoD Components with DCIPS positions shall establish professional developmental programs for positions in the professional work category in order to advance employees systematically from the entry or developmental work levels to the full performance level in accordance with Volume 2007 of this Instruction.

(1) Professional Developmental programs shall meet the design criteria in Volume 2005 of this Instruction.

(2) Professional Developmental programs may include planned salary advancements in accordance with Volume 2006 of this Instruction.

(3) Upon meeting the approved criteria for completion of the established course of learning, and upon demonstrating mastery of the knowledge, skills, and abilities and competencies necessary for successful job performance, employees in professional developmental programs shall be advanced noncompetitively to the full performance work level.

(4) Employees in professional developmental programs are eligible for performance-based compensation in accordance with Volume 2006 of this Instruction.

d. Distance and Distributed Learning. DoD Components with DCIPS positions shall publish guidelines on distance, distributed, or e-learning programs that address how such training is approved, scheduled, credited to the employee, and incorporated into career-long learning.

(1) Except where limited by law, policy, or security classification, DoD Components with DCIPS positions shall share training resources and access to distributed learning with other Components. Resource collaboration and sharing shall be managed within guidelines on architecture, standards, and integration issued by the USD(P&R).

(2) DCIPS employees will not be compensated through compensatory time, overtime, or credit hours for voluntarily participating in distance or distributed training beyond their regular tour of duty.

12. INTEGRATING TRAINING, EDUCATION, LEARNING, AND PROFESSIONAL DEVELOPMENT WITH PERFORMANCE MANAGEMENT. The integration of training, education, learning, and professional development with performance management is a critical element of the DCIPS design. Integration at the enterprise level is achieved through the DoD training councils established in References (i) through (s). Integration at the Component level is achieved by Component leadership's planning and management. At the employee level, the principal tool for integrating learning with performance management is the IDP, completed as part of the annual performance planning and evaluation cycle.

a. Preparation of IDPs. All DCIPS employees shall prepare annual IDPs as part of the performance management cycle delineated in Volume 2011 of this Instruction.

b. Functions of the IDP. An IDP shall serve as:

(1) A tool for the supervisor or rating official (and by extension, the DoD Component with DCIPS positions) to estimate resources legitimately needed for employee development and training.

(2) A record of a reciprocal commitment between the employee and the DoD Component with DCIPS positions, within funds available, to work together to meet the employee's developmental objectives.

(3) A tool for an organization to communicate a continuous learning philosophy to its DCIPS employees.

c. IDP Content. The specific design, appearance, level of detail, and software support for the IDP may vary according to Component requirements.

d. Mandatory IDP Elements. All IDPs shall include:

(1) A statement of the employee's career goals.

(2) A statement of the employee's immediate and long-range developmental needs.

(3) A specific statement of the training, education, individual coaching, work assignments, or other activities designed to improve the employee's capability within his or her career field.

(4) An action plan for the individual to develop the specific competencies, knowledge, and skills needed to improve performance in the employee's present position and to prepare the employee for new responsibilities.

(5) A written plan, approved by immediate management, for scheduling and managing the employee's developmental activities.

13. PROGRAM EVALUATION. DoD Components with DCIPS positions shall regularly monitor DCIPS learning programs in order to report to the USD(I) through established forums on critical intellectual capital metrics. These metrics are provided in Volume 2013 of this Instruction.

GLOSSARY

PART I. ABBREVIATIONS AND ACRONYMS

DCIPS	Defense Civilian Intelligence Personnel System
DoDD	DoD Directive
DoDI	DoD Instruction
IC	Intelligence Community
IDP	Individual Development Plan
JDA	Joint Duty Assignment
ODNI	Office of the Director of National Intelligence
USD(I)	Under Secretary of Defense for Intelligence
USD(P&R)	Under Secretary of Defense for Personnel and Readiness

PART II. DEFINITIONS

Unless otherwise noted, these terms and their definitions are for the purpose of this Instruction.

continuous learning. The deliberate process of systematically acquiring knowledge, skills, or competencies over the course of a lifetime or career.

Defense Intelligence Enterprise. Defined in Reference (d).

distance learning. Defined in DoDI 1322.26 (Reference (x)).

distributed learning. Defined in Reference (x).

functional manager. Defined in Reference (w).

IDP. Defined in Volume 2011 of this Instruction.

JDA. Defined in Reference (v).

leadership development. The collective term for programs providing a mix of academic, educational, and subject-matter and assignment-oriented learning and experience that results in increased capacity in leadership competencies.

professional development. Defined in DoDI 3115.11 (Reference (y)).