



**DEPARTMENT OF DEFENSE**  
**Defense Contract Management Agency**

# **INSTRUCTION**

## **Keystone Program**

**Human Capital Directorate**  
**OPR: DCMA-HCD**

**DCMA-INST 621**  
**November 18, 2014**

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**1. PURPOSE.** This Instruction:

- a. Revises, reissues, and renames DCMA Instruction (DCMA-INST) 621, “Keystone Policy,” (Reference (a)).
- b. Establishes and implements the Keystone Program within DCMA, providing specific guidance in order to attract, hire, develop, and promote full performance level personnel into acquisition professionals.
- c. Is established in compliance with DoD Directive 5105.64, “Defense Contract Management Agency (DCMA)” (Reference (b)).

**2. APPLICABILITY.** This Instruction applies to DCMA Headquarters (HQ), Operations, Special Programs, International, Contract Management Offices (CMO), and their subordinate offices.

**3. MANAGERS’ INTERNAL CONTROL PROGRAM.** In accordance with (IAW) DCMA-INST 710, “Managers’ Internal Control Program” (Reference (c)), this Instruction is subject to evaluation and testing. The process flow is located on the Policy Resource page for this Instruction.

**4. RELEASABILITY – UNLIMITED.** This Instruction is approved for public release and is located on the DCMA Internet Web site.

**5. PLAS CODE.**

- a. Processes: 223B – Personnel Management.
- b. Programs: ACAT/Other Customers (when applicable).
- c. Other National; Training and Travel; Local Programs (when applicable).

**6. POLICY RESOURCE PAGE.** <https://home.dcma.mil/policy/621r>

**7. EFFECTIVE DATE.** By order of the Director, DCMA, this Instruction is effective November 18, 2014, and all applicable activities shall be fully compliant within 60 days from this date.

A handwritten signature in dark ink, appearing to read "Kathleen A. Butera". The signature is written in a cursive style with a large initial "K".

Kathleen A. Butera  
Executive Director  
Human Capital

## **SUMMARY OF CHANGES**

This Instruction is rewritten and shall be read in its entirety. The following identifies the most notable changes.

- Instruction was reformatted to comply with DCMA-INST 501, “Policy Publications Program”
- Specific roles and responsibilities are defined.
- Clarifies procedures for establishing personnel requirements and funding as well as processes for recruiting Keystone personnel.
- Outlines the requirements for applicant entry into the DCMA Keystone Program.
- Identifies training and performance requirements for the DCMA Keystone Program.
- Outlines procedures for successful completion of the DCMA Keystone Program.
- Specifies requirements for graduation from the DCMA Keystone Program and placement.

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## REFERENCES

- (a) DCMA-INST 621, “Keystone,” January 1, 2010 (hereby canceled)
- (b) DoD Directive 5105.64, “Defense Contract Management Agency (DCMA),” January 10, 2013
- (c) DCMA-INST 710, “Managers’ Internal Control Program,” April 21, 2014
- (d) Subpart 213.3402 (a), (b) and (c) of Title 5, Code of Federal Regulations, “Entire Executive Civil Service; Pathway Programs,” May 11, 2012
- (e) Executive Order 13562, “Recruiting and Hiring Students and Recent Graduates,” December 27, 2010
- (f) DCMA-INST 609, “Civilian Mobility – CONUS,” pending publication
- (g) DCMA-INST 611, “Safety and Occupational Health,” September 1, 2004
- (h) Office of Personnel Management Operating Manual, “Qualification Standards for General Schedule Positions”
- (i) DCMA Hiring Guide for Managers, Revision 1, October 21, 2013
- (j) DCMA Recruitment Strategy
- (k) DCMA-INST 628, “Recruitment, Relocation and Retention Incentives, Superior Qualification Appointments and Student Loan Repayments,” February 27, 2012
- (l) DCMA-INST 633, “Pay Setting,” March 3, 2014
- (m) DCMA-INST 614, “Performance Management,” March 6, 2014
- (n) DCMA-INST 613, “Awards and Recognition,” December 1, 2005
- (o) DCMA Collective Bargaining Agreement (CBA), Article 40, January 11, 2006
- (p) DCMA-INST 619, “Telework,” October 1, 2009
- (q) DCMA-INST 933, “Mission Reviews,” November 18, 2013

## CHAPTER 1

### POLICY

**1.1. OVERVIEW.** The Keystone Program is a 3-year (36 months) entry-level developmental program. The Keystone Program establishes an avenue to hire internal and external applicants using various competitive and noncompetitive special appointing authorities to include Subpart 213.3402 (a), (b) and (c) of Title 5, Code of Federal Regulations, “Entire Executive Civil Service; Pathway Programs” (Reference (d)) for Pathways Interns, and Executive Order 13562, “Recruiting and Hiring Students and Recent Graduates” (Reference (e)).

**1.2. POLICY.** It is DCMA policy that:

1.2.1. Keystone positions are subject to mobility agreements IAW DCMA-INST 609, “Civilian Mobility – CONUS” (Reference (f)).

1.2.2. DCMA employees will adhere to the requirements of this Instruction to recruit, develop, and manage entry-level acquisition workforce employees technically capable of supporting the Agency’s mission.

1.2.3. Keystone employees will be assigned in the same duty location and facility as their immediate supervisor or work leader and are required to have hands-on supervision in order to achieve the Agency’s mission objectives, unless the requirement for an on-site supervisor is waived by the Director, DCMA or designee.

1.2.4. Keystone employees will submit requests for all waiver considerations through their proper chain of command to the Keystone program manager IAW DCMA-INST 609 (Reference (f)). (**NOTE:** Developmental assignments may be subject to earlier rotation.)

1.2.5. Keystone employees (reservists/employees) returning from uniformed service duty or a Contingency Contract Administration Services (CCAS) deployment may be granted an extension.

1.2.6. Proper documentation for extension requests will be provided to the Keystone Program Management Manager prior to departure and upon return from deployment.

1.2.7. Previous assignments as a Pathways Intern/Recent Graduate may reduce the 36-month duration of the program.

1.2.8. Keystones will be expected to obtain Defense Acquisition Workforce Improvement Act (DAWIA) certification at Level I and eligibility for Level II.

1.2.9. Any exceptions to this Instruction must be approved by the Director, DCMA.

## CHAPTER 2

### ROLES AND RESPONSIBILITIES

#### **2.1. DIRECTOR, DCMA.** Director, DCMA shall:

2.1.1. Retain authority over the Keystone Program.

2.1.2. On a case-by-case basis, provide final determinations of whether Keystones must be assigned a permanent duty station (PDS) supervisor on-site (at the same-duty location) and whether they will be responsible for providing day-to-day supervision, for safety and health IAW DCMA-INST 611, "Safety and Occupational Health" (Reference (g)), and management of the Keystones.

#### **2.2. KEYSTONE PROGRAM MANAGER.** Keystone program manager shall:

2.2.1. Conduct program administration, oversight, execution, evaluation, and policy development.

2.2.2. Report Keystone Program status, routine updates, and coordinate with Human Capital (HC).

2.2.3. Consider all requests for waivers submitted through their proper Keystone chain of command, and oversee Keystone Program participants IAW DCMA-INST 609 (Reference (f)).

2.2.4. Interact as the liaison with CMOs and supervisors.

#### **2.3. KEYSTONE COORDINATORS.** Keystone coordinators shall:

2.3.1. Coordinate all program activities and assessments for personnel at their assigned locations.

2.3.2. Maintain all personnel, training, and performance management documentation for Keystone employees within the Program.

#### **2.4. KEYSTONE SUPERVISORS/MANAGERS.** Keystone supervisors/managers shall:

2.4.1. Monitor day-to-day operations and the training development process to include completion and monitoring of the Individual Development Plan (IDP), Learning Map (known as the Master Development Plan (MDP)), Individual Performance Plan (IPP). and the assignment of mentors.

2.4.2. Maintain all personnel, training, and performance management documentation for Keystone employees under their supervision.



2.4.3. Ensure all Keystones complete a data collection form (DCF) to identify any occupational health exposures.

2.4.4. Assign a mentor within 30 days of the Keystone entry on duty (EOD).

**2.5. KEYSTONE EMPLOYEES.** Keystone employees shall:

2.5.1. Acknowledge concurrence with the mobility requirements and assignment to a Civilian Mobility position by signing a Mobility Agreement.

2.5.2. Successfully complete all training requirements identified on the Learning Maps and electronic Individual Development Plans (eIDP).

2.5.3. Coordinate with their assigned mentor within 30 days of EOD.

2.5.4. Complete a DCF to identify any occupational health exposures (applicable to industrial environments).

2.5.5. Submit all waiver requests through their proper chain of command to the Keystone program manager for formal submission and approval consideration.

2.5.6. Complete all requirements for DAWIA certification and competencies for working at the full performance level.

## **CHAPTER 3**

### **PROCEDURES**

#### **3.1. ESTABLISH PERSONNEL REQUIREMENTS AND FUNDING.**

3.1.1. DCMA Keystones are used by the Agency primarily as part of Agency succession planning and to fill shifts in projected workloads caused by organizational change. Managed Keystone allocations are determined based on analysis involving the following criteria:

3.1.1.1. Historically high turnover rate experienced at a location.

3.1.1.2. Above-average retirement eligible workforce at a location.

3.1.1.3. Adequate infrastructure to support the training of a new Keystone employee; e.g., experienced trainers, reasonable supervisor-to-worker ratio, desks, computers, etc. at a location.

3.1.1.4. Identification of emerging workload that has not been previously planned in the current year's Operations and Maintenance or 852 Journeymen labor budget at a location.

3.1.2. Executive Director, HC will consider requests for entry-level developmental positions (grades General Schedule (GS)-05 or GS-07) for acquisition positions outside the Keystone Program.

3.1.3. Non-acquisition developmental positions will only be established as part of the Keystone Program with prior approval from the Executive Director, HC.

#### **3.2. RECRUITING KEYSTONE PERSONNEL.**

3.2.1. The marketing and promotion of DCMA Keystone positions is led by the Human Capital Recruitment Division (HCR). Hiring managers desiring to hold or participate in a recruiting event must coordinate and gain concurrence from the Director, HCR Division.

3.2.2. Keystone applicants must meet the qualification requirements outlined in the Office of Personnel Management (OPM) Operating Manual, "Qualification Standards for General Schedule Positions" (Reference (h)) and DoD qualification standards for hiring into positions in the competitive and excepted service.

3.2.3. DCMA may recruit Keystones using various competitive and noncompetitive special appointing authorities. DCMA Keystone recruiting targets highly qualified internal and external applicants, as well as candidates in the Pathways Intern or Recent Graduates Program. Refer to the DCMA Hiring Guide for Managers (Reference (i)) and the DCMA Recruitment Strategy (Reference (j)) for instructions regarding the various hiring authorities and the recruitment process for all Keystone positions.

**3.3. RECRUITMENT INCENTIVES.** All available recruitment incentives and processing requirements are described in the DCMA-INST 628, “Recruitment, Relocation and Retention Incentives, Superior Qualification Appointments and Student Loan Repayments,” (Reference (j)). Please refer to this instruction for additional guidance and specific eligibilities.

## CHAPTER 4

### CONDITIONS OF EMPLOYMENT

**4.1. CONDITIONS OF EMPLOYMENT.** All Keystone applicants must meet all pre-employment criteria and sign a Keystone Program Conditions of Employment Agreement (located on the Policy Resource page for this Instruction) before a final job offer is made by the Army Servicing Team (AST). The Keystone Program Conditions of Employment Agreement are a mandatory requirement of the Keystone Program. The AST and Keystone's duty station organization (e.g., CMO) will maintain copies. The Agreement for Keystones remains in effect until the Keystone officially graduates from the Program.

**4.2. SECURITY REQUIREMENTS.** All Keystones are required to obtain and maintain at a minimum, eligibility for a SECRET security clearance. The level and type of security clearance will be based on the requirement of the target grade. Failure to obtain or maintain eligibility for a security clearance may result in removal from the Keystone Program and Federal Service.

**4.3. DRUG TESTING.** Drug testing will only be required for Keystones in job series and positions performing functions for which drug testing is required by regulation. These positions will be identified by CMO management prior to the submission of the recruitment action.

#### **4.4. GRADE LEVELS AND PAY SETTING.**

4.4.1. Keystones may be initially hired at the GS-05 or GS-07 levels to meet hiring goals. Employees who enter the DCMA workforce based on demonstrated academic achievement may be selected at the higher grade level of GS-07. Selection at these grade levels allows DCMA to be more competitive with other government and private sector employers for Keystone candidates.

4.4.2. Pay retention is appropriate for Federal employees who must accept a change to a lower grade to participate, and whose salary cannot be accommodated within the rate range of the grade to which assigned. IAW DCMA-INST 633, "Pay Setting" (Reference (1)) pay retention shall apply to employees selected for positions under formal training agreements.

4.4.3. Target grades for Keystone positions are established based on the nature of the work and the job series. Achievement of the final target grade is determined by satisfactory completion of the Program and time-in-grade requirements.

## CHAPTER 5

### TRAINING AND DEVELOPMENT OF KEYSTONE PERSONNEL

#### 5.1. TRAINING AND DEVELOPMENT.

5.1.1. The Keystone program manager shall develop and maintain the Keystone Development Program. The Keystone Program development process is comprised of a combination of formal classroom training, computer based training (CBT), on-the-job training (OJT) at the assigned duty station, and rotational assignments. Training requirements have been developed by agency subject matter experts based on full-performance level requirements for each acquisition series.

5.1.2. Keystone training and development consists of several components, all vital to overall development of the individual Keystone. The Program is structured so that years one and two concentrate on classroom instruction, and year three is dedicated to mandatory experiential training. All Keystone personnel shall complete the following:

5.1.2.1. DCMA Learning Campus (DLC) New Employee Orientation. Keystones shall attend an initial orientation session at the DLC at the beginning of the career development process. The session will include instruction in a variety of areas such as DCMA functional orientation; i.e., Engineering, Quality Assurance, Contracting; an overview of DCMA and its role in the Department of Defense, leadership competencies, eTools, Defense Travel System (DTS), safety and occupational health, and various basic new employee required training. The DLC orientation normally begins within four weeks of the Keystone's EOD or assignment to a Keystone Program position.

5.1.2.2. Formal Classroom Instruction. Specific functional courses that provide the essential knowledge required for successful performance in the target position and reinforce core curriculum skills will consist of formal classroom instruction. The DLC is the primary host for DCMA acquisition courses.

5.1.2.3. OJT Developmental Training. Planned work assignments are designed to help the Keystone apply the knowledge gained from classroom or CBT training, and to develop the functional competencies required for satisfactory completion of all program requirements at the full performance level. OJT developmental training occurs at the PDS or other CMO locations when required to meet the Agency's goals and the Keystone's competency development as outlined in the Learning Map (also known as the MDP). Additional workplace specific job safety training may be required based on hazardous exposure.

5.1.3. The Keystone Program uses a Learning Map which include DAWIA certification requirements for Levels I and II. Learning Maps contain the minimum training and competency levels required for a functional career field. Keystone supervisors will use the appropriate Learning Map as the basis for developing DCMA eIDPs for each Keystone.

5.1.4. The DCMA eIDP is a personalized version of a Learning Map designed to meet the specific needs of each Keystone. DCMA eIDPs will be completed within the first 30 days of the Keystone's report date to their PDS. The Keystone and supervisor should review the eIDP quarterly and make modifications as necessary. The DCMA eIDP will include detailed descriptions with dates, durations, and locations of:

5.1.4.1. Developmental assignments, including rotational assignments.

5.1.4.2. Competencies, skills, and other objectives to be attained through each developmental assignment.

5.1.4.3. Defense Acquisition University (DAU) courses, technical training, and required colleges/university graduate level courses.

5.1.4.4. Equivalencies and/or course completions.

5.1.5. Rotational assignments are temporary, planned assignments for a specific purpose and period with a required evaluation of the results upon completion. A rotational assignment must be identified in the keystone's eIDP. During a rotational assignment, Keystones remain assigned to their PDS supervisor. A rotational assignment supervisor shall be assigned to ensure management oversight and continuity during the rotation. Criteria to be met for all rotational assignments include:

5.1.5.1. A written plan in place prior to the rotation with specific work objectives for the rotation.

5.1.5.2. Keystone receipt of pre-assignment information from the rotational supervisor (i.e., who to report to, the date and time to report, where to report, and what the assignment and duty station will be).

5.1.5.3. Identification of a specific job for the Keystone during the assignment.

5.1.5.4. Identification of emergency equipment and procedures, evacuation rally points, and methods of personnel accountability.

5.1.5.5. Rotational supervisor or designee being readily available to the Keystone.

5.1.5.6. Organizational orientations provided at the beginning of the Keystone tour.

5.1.5.7. Facility requirements explained at the beginning of the assignment, including but not limited to: workspace, telephone, PC, permits, passes, etc.

5.1.5.8. During assignment, develop proficiency in competencies as outlined in the eIDP.

5.1.5.9. Assignment of tasks that are meaningful and relate to the career field requirements and the Keystone's eIDP.

5.1.5.10. Keystone receipt of regular feedback on his or her performance from the rotational supervisor.

5.1.5.11. Opportunities shall be provided for the Keystone to meet senior leadership and observe senior staff meetings.

5.1.5.12. Upon completion of assignment, a final evaluation between the Keystone, the rotational supervisor, and the PDS supervisor shall be completed.

5.1.6. In limited circumstances, only third year Keystones with Level II DAWIA certification may be placed in an overseas CCAS duty location. The Operations Directorate shall approve/disapprove the release of the Keystone for the CCAS assignment. All assignments shall be coordinated and funded with Overseas Contingency Funds provided by the Combat Support Center, which shall fund 100 percent of the rotational assignment costs. Request for Personnel Actions (RPA) shall be completed reflecting the proper cost code for the assignment. Overseas CCAS rotational assignments will be rare and shall be subject to availability of funds.

5.1.7. Training opportunities such as the Defense Civilian Emerging Leader Program (DCELP) and other similar professional development training outside of the Keystone Program will be considered/approved on a case-by-case basis.

## **5.2. ASSESSING KEYSTONE EMPLOYEE PERFORMANCE AND PROGRESS.**

5.2.1. The Keystone appraisal system has the following objectives:

5.2.1.1. To assess the degree of proficiency acquired in preparation for further development and eventual performance in the target position.

5.2.1.2. Determine whether the Keystone's target assignment is appropriate.

5.2.1.3. Assess the Keystone's written and oral skills.

5.2.1.4. Identify professional developmental needs of the Keystone.

5.2.1.5. Determine whether the Keystone's performance is sufficient to merit continuance in the program or whether termination is necessary.

5.2.2. Performance Plan, Appraisal, and Promotion:

5.2.2.1. Keystones are covered by the DCMA-INST 614, "Performance Management," (Reference (m)). A sample Keystone Performance Plan is located on the Policy Resource page for this Instruction.

5.2.2.2. On a case-by-case basis, each Keystone upon appointment will be assigned a supervisor or team leader of record. Keystones must be assigned a PDS supervisor or team

leader who is on-site (same duty location as the Keystone) and will be responsible for the day-to-day supervision, safety and health, and management of the Keystone. Exceptions will be considered and approved by the Director, DCMA or designee.

5.2.2.3. The supervisor of record shall be the Keystone's rating official. If the Keystone is reassigned to a different organization, a new supervisor of record shall be assigned. Keystone supervisors in rotational assignments shall not be assigned as the supervisor of record.

5.2.2.4. The supervisor of record shall develop the performance plan together with the Keystone and, as necessary, with rotational supervisors under whom the Keystone works during the period covered by the performance plan.

5.2.2.5. The supervisor shall discuss the approved plan with the Keystone at the beginning of the rating period, and will adjust the plan as required during the rating period.

5.2.2.6. The Keystone, the supervisor of record, and each rotational supervisor will maintain a copy of the current performance plan.

5.2.2.7. The annual appraisal shall be completed by the supervisor of record IAW DCMA-INST 614 (Reference (m)). The appraisal will be based on the supervisor's observations and assessment of the Keystone's achievement against measurable and verifiable results on tasks, performance goals, and training requirements. The supervisor of record will also consider including input to the appraisal from all rotational assignment supervisors.

5.2.2.8. Supervisors and Keystones will conduct at least one initial, mid-point and annual progress review each calendar year. DCMA requires that supervisors document employee progress reviews on the DCMA IPP rating form.

5.2.2.9. Promotions during the Keystone development program shall be based on achievement of performance, training and development goals, and completion of time-in-grade requirements. Keystones must satisfactorily meet all program requirements to be recommended for promotion. Supervisors are responsible for submitting promotions via Automatic Nature of Action (AutoNOA) a minimum of 45 days prior to the anticipated promotion date. Promotions will take effect on the first day of the next full pay period following the effective date of the promotion. Promotions involving highest previous rate, special series, or requiring attached performance appraisals shall be processed by submitting a supervisor certification statement to the Keystone Program Management Inbox which is located on the Policy Resource page for this Instruction or by completing and forwarding an RPA to Defense Civilian Personnel Data System (DCPDS) using authorized 9Y system access.

**5.3. KEYSTONE EMPLOYEE PERIODIC PROGRESS ASSESSMENTS (PPA).** The PPA is required by the Keystone Program in addition to the IPP rating form.

5.3.1. The PPA objective is to assess the Keystone's progress and determine if the training plan is meeting the Keystone's needs.



5.3.2. The PPA (a copy is located on the Policy Resource page for this Instruction) shall be completed with reference to the Keystone's eIDP quarterly in the first year, and semi-annually in years two and three.

5.3.3. The supervisor, keystone coordinator, and the Keystone shall complete the PPA. The supervisor shall retain a copy for his or her records and provide copies to the Keystone, and the keystone coordinator.

**5.4. RECOGNITION.** Recognition of Keystone performance is administered IAW DCMA-INST 613, "Awards and Recognition" (Reference (n)).

5.4.1. Keystones are recommended for promotion based on meeting the time-in-grade requirements and on the quality of their performance. Monetary recognition as a performance-based award is not normally warranted. In cases where the Keystone did not receive a promotion during the rating period, an award may be considered.

5.4.2. Time-off, on-the-spot, or special act awards may be appropriate to recognize a Keystone's unusual or extraordinary contributions that are over and above normally expected performance.

5.4.3. All awards shall be approved by management at the PDS of the Keystone. For accountability and visibility purposes, all RPAs to initiate an award shall be submitted via AutoNOA and approved/disapproved by the Keystone program manager.

**5.5. ASSIGNMENT OF MENTORS.**

5.5.1. Managers of Keystones shall ensure that each Keystone has a mentor. The mentor is a volunteer, normally not in the Keystone's chain-of-command, but within the same career field, who provides Keystones with another way to connect with DCMA during the formative stage of their careers. The mentor shall assist the Keystone in understanding protocol within the government and the DCMA culture and provide advice and counsel regarding career development, leadership, and technical assistance in the Keystone's functional area. When the mentor is the primary individual providing guidance in the technical area, he or she shall be co-located with the Keystone. In cases in which the mentor is not in the same career series, another individual within the same job series shall be assigned to provide OJT, assistance, and oversight.

5.5.2. Effective mentors must understand the uniqueness of the mentoring relationship, be able to connect personally with the assigned Keystone, and be readily available and responsive to the Keystone's needs.

5.5.3. Assignment of a specific person as a mentor shall be with the approval of the Keystone and shall, if at all possible, be at the request of the Keystone. Career employees are available to mentor Keystones. The mentoring relationship can be either formal or informal. The person who serves in this capacity may be the Keystone coordinator or another employee. It is not advisable for the immediate supervisor to perform as a mentor. There may be times when

the Keystone needs advice about how to handle a particular issue with his or her supervisor and would need counsel from a different employee.

5.5.4. If the mentor and Keystone wish to establish a more formal relationship, the Keystone program manager is available to assist in developing guidelines that address such things as goals, expectations, desired outcomes, the length of time, frequency and location of meetings/communications, the qualities of both the Keystone and mentor, and periodic assessments. Skillport CBTs covering mentoring are available to enhance both the Keystone's and mentor's relationship.

**5.6. TELEWORK.** Keystones shall not be authorized to participate in recurring telework during their 3-year program.

5.6.1. Keystones may be authorized ad hoc telework as specified in the DCMA Collective Bargaining Agreement (CBA) (Reference (o)) and DCMA-INST 619, "Telework" (Reference (p)).

5.6.2. Ad hoc telework means approved telework performed on an occasional or irregular basis. Ad hoc telework requires that the supervisor approve a telework agreement.

**5.7. RELOCATION AND REASSIGNMENTS.** In certain circumstances, Keystones may need to be relocated within the Agency during their training program based on mission-essential requirements.

5.7.1. Mission-essential reassignments must be initiated by management. Keystones are hired and placed at locations based on the Agency Director's delegated determination for mission need and developmental opportunities for Keystones. Reassignments are based on documented current or projected changes in manpower requirements. Mission essential relocations are funded by HQ, DCMA.

5.7.2. A relocation or reassignment does not nullify the Keystone's Conditions of Employment or Mobility Agreement. They remain in effect throughout the duration of the Keystone Program.

5.7.3. As members of the bargaining unit, Keystones will follow the process for relocations/reassignments as outlined in Article 40 of the CBA (Reference (o)). All Keystone relocations must be coordinated with the Keystone program manager to ensure the accurate accounting of Keystone positions.

**5.8. RECLASSIFICATIONS.** Series reclassifications are not encouraged, but may be considered and approved on a case-by-case basis by the Keystone program manager. If an individual is approved or selected for a position series/position title in the Keystone program, then they shall start at the entry level of the new classification.

**5.9. ROTATIONS.** The Keystone program manager and the International Directorate Commander may consider a 90-day rotational assignment for up to 10 Keystones annually.

Upon notification that an International rotation is open, interested third year Keystones may complete an application, which must include endorsements from their supervisor and CMO Commander/Director. The International Directorate shall review the applications and select the participants. The Human Capital Strategic Learning Division (HCD)/Defense Acquisition Development Fund (DAWDF) shall be used to cover international rotational assignment costs.

**5.10. FUNDING AND TRAINING DEVELOPMENT.** HQ, DCMA (DCMA-HCD) shall budget for and provide central management and control of Keystone employee training (tuition, travel, and per diem), incentives, and other costs to manage and operate the Keystone Program. Items specifically funded by HQ, DCMA include the DLC Orientation and HQ approved rotational assignments.

## CHAPTER 6

### GRADUATION AND PLACEMENT OF KEYSTONE PERSONNEL

**6.1. GRADUATION AND PLACEMENT REQUIREMENTS.** The Keystone Program is a 3-year (36 months) entry-level developmental program. To complete the program and graduate, Keystones shall:

6.1.1. Successfully complete all mandatory training requirements identified on their training plan.

6.1.2. Provide a properly documented Keystone eIDP/Learning Map to be retained on file.

6.1.3. Receive certification from their supervisor in all core competencies on their eIDP, meeting at least the minimum certification requirements for the position they will occupy upon graduation and be eligible for DAWIA certification at Level II in their functional specialty.

6.1.4. Obtain DAWIA certification at Level I and eligibility for Level II certification.

6.1.5. Obtain the appropriate security clearance for the permanent position they will occupy upon graduation.

**6.2. ASSESSMENT.** An assessment of the Keystone's skills and competencies shall be conducted by the supervisor and certified prior to submission of the request for graduation (copy of assessment is located on the Resource Page for this Instruction) from the Keystone Program.

**6.3. PROGRAM MANAGER.** The Keystone program manager shall review and approve completed Keystone Program graduation packages submitted to the program inbox, which is located on the Policy Resource page for this Instruction, at least 60 days prior to graduation. Refer to both the Supervisor and Keystone Coordinator's Handbooks for specific guidelines.

6.3.1. Graduation package required documentation:

6.3.1.1. Completed graduation application form with all signatures/projected completion dates for incomplete/remaining training requirements. (The mailing address must be the physical address of the CMO; the certificate will not be sent directly to the Keystone.).

6.3.1.2. Copy of the Level I and/or Level II DAWIA certificates.

6.3.1.3. Completion certificate for the KEYS100 USDA Writing Course or approved equivalency waiver form.

6.3.1.4. Completed copy of the Recruitment Information Package (RIP) from the Supervisor's and Keystone Coordinator's Handbook (copies of these documents are located on the Policy Resource page for this Instruction).

**6.4. REQUIRED TRAINING.** In the event required training courses cannot be completed through no fault of the Keystone, and there is reasonable expectation that the Keystone shall successfully complete the course, the Keystone shall be:

6.4.1. Reassigned to a permanent position.

6.4.2. Scheduled into the required courses as soon as possible.

6.4.3. Formally graduated from the program provided that all other program requirements are successfully met.

**6.5. NON-COMPLETION OF REQUIREMENTS.** Failure to successfully complete all requirements for graduation from the Keystone Program within the specified timeframe, with the exception noted above, may constitute grounds for removal from the program or from Federal Service.

**6.6. EARLY GRADUATION REQUESTS.** Early Graduation Requests shall be considered on a case-by-case basis, provided the Keystone has spent time training in a Pathways Intern/Recent Graduate position in addition to Keystone training and provides evidence of accelerated training and completion of all eIDP/Learning Map and DAWIA Level requirements. Requests for early graduation shall be submitted to the Keystone program manager and require the justification of the first-line supervisor and endorsement by the CMO Commander. Final approving authority is the Keystone program manager.

**6.7. GRADUATION APPLICATIONS.** The permanent duty station organization shall submit graduation applications to the Keystone program manager no later than 60 days prior to the end of the Keystone's third year in the program, and after all requirements have been met. Keystones entering at a GS-5 level with a target GS-12 level may be placed in a career or career-conditional permanent position at the GS-11 level at the end of the 3-year program. After successfully completing 1-year in the career or career-conditional position at the GS-11 level, they may be non-competitively promoted to the target GS-12 grade provided their performance is satisfactory or better.

**6.8. PERMANENT PLACEMENT.** The DCMA HQ, Operations, Special Programs, International, and CMOs, in concert with the Keystone program manager, shall develop permanent placement strategies for Keystones based on Agency mission needs no later than the beginning of their third year of training. Placement strategies shall be driven by the Agency's mission requirements. The intent of the program is that Keystones shall remain at their PDS after completion of the program. However, every effort shall be made to take into account relocation costs as well as the affected Keystone's geographic location preference if placement outside the PDS is necessary.

**6.9. UNAVAILABILITY OF PERMANENT PLACEMENT.** When placement within the current PDS is not possible, the PDS determination shall be IAW the following placement strategies:

6.9.1. At least 6 months prior to a Keystone graduating the program, they will contact the Keystone program manager for a list of available positions and/or locations. The Keystone program manager will also provide a list of available positions to the CMO in order to coordinate placement of the Keystones.

6.9.2. If the Keystone does not voluntarily accept the permanent assignment offered, the Mobility Agreement shall take effect and the Keystone shall be reassigned to any available permanent position within the Agency. Permanent Change of Station (PCS) costs associated with a permanent relocation shall be paid by HQ, DCMA.

**6.10. DCMA EMPLOYEE UNABLE TO COMPLETE PROGRAM.** If a Keystone who held a career or career-conditional appointment in DCMA immediately before entering the Keystone Program is unable to complete the program within 3 years for any reason except conduct or performance (i.e., health, extreme personal, family or financial hardship, or other exigent conditions), the Keystone may request to withdraw from the program for compassionate reasons. The request is approved/disapproved by the Keystone program manager. If approved, the Keystone may be placed in a position equal to the grade held prior to entering the Keystone Program.

**6.11. GRADUATION.** After graduation, supervisors shall transfer all records pertaining to the graduate to the PDS Keystone coordinator. The records shall be maintained and available for review for not less than 3 years following the graduation date.

## CHAPTER 7

### KEYSTONE PROGRAM ASSESSMENT AND PERFORMANCE REPORTING

**7.1. REVIEW PROCESSES.** The Keystone program manager, in conjunction with Directors, and HQ, DCMA Executive Directors/Commanders and a Mission Review Team (MRT) IAW DCMA-INST 933, “Mission Reviews” (Reference (q)) shall conduct periodic reviews to ensure the quality and effectiveness of the program.

#### **7.2. ASSESSMENT AND PERFORMANCE REPORTING.**

7.2.1. The DCMA MRT shall conduct assessment of the implementation of the Keystone Program as a special focus area on their reviews. The MRT shall, at a minimum, review and ascertain the Component’s ability to provide the following:

7.2.1. DCMA will periodically conduct an assessment of the implementation of the Keystone Program. At a minimum, the CMO shall provide the following for review:

7.2.1.1. Identified Keystone coordinator for each CMO with Keystone personnel.

7.2.1.2. Logistical support of desks/cubicles, computers, phones, materials, etc.

7.2.1.3. Completed in-processing checklist.

7.2.1.4. Individual eIDP completed by supervisor for each Keystone, with specific OJT, rotational assignments, classroom and CBT training.

7.2.1.5. Identified functional mentor/coach for each Keystone at duty location.

7.2.1.6. OJT and rotational assignments that support the development of assigned Keystones.

7.2.1.7. Completed assessments for each Keystone (quarterly and semi-annual).

7.2.1.8. Performance objectives for each Keystone with documented receipt by each Keystone within the first 30 days of entry on duty.

7.2.1.9. Periodic Performance Assessments and midpoint/annual performance appraisal for each Keystone, completed within required time limit.

7.2.1.10. Copies of RPA to show timely submission of Keystone promotions.

7.2.1.11. Complete documentation to support graduation packages.

7.2.2. Performance reporting requirements by the Keystone PDS supervisor are the following:

7.2.2.1. Assess Keystone's completion of training and performance on a quarterly basis during the Keystone's first year of training, and semi-annually during years two and three. Assessments shall be completed on the Keystone Periodic Performance Assessment Form (which is located on the Resource page for this Instruction). Reports shall be provided to the Keystone Coordinator no later than 7 days following the end of the quarter.

7.2.2.2. Complete and submit an annual performance appraisal by the end of the closeout periods. Appraisals will take into consideration input from rotational supervisors during the rating period.

7.2.2.3. Maintain documentation of any formal counseling sessions conducted with Keystones.



## GLOSSARY

### ACRONYMS

AST	Army Servicing Team
AutoNOA	Automatic Nature of Action
CBA	Collective Bargaining Unit
CBT	computer based training
CCAS	Contingency Contract Administration Services
CMO	Contract Management Office
DAWIA	Defense Acquisition Workforce Improvement Act
DCF	data collection form
DCMA-INST	DCMA Instruction
DLC	DCMA Learning Campus
eIDPs	electronic individual development plans
EOD	entry on duty
GS	general schedule
HC	Human Capital
HCD	Human Capital Strategic Learning Division
HCR	Human Capital Recruitment Division
HQ	Headquarters
IAW	in accordance with
IPP	Individual Performance Plan
OJT	on-the-job training
MDP	Master Development Plan
MRT	Mission Review Team
PDS	permanent duty station
PLAS	Performance Labor and Accounting System
PPA	periodic progress assessments
RPA	Request for Personnel Action