3 DCIPS Occupational Structure

Lesson Objectives

After completing this lesson, you will be able to:

- Explain the history of the DCIPS Occupational Structure.
- Describe the DCIPS Occupational Structure.
- Identify and describe the seven mission categories.
- Identify and describe the three work categories.
- Identify and describe the four work levels.
- Identify and describe the five pay bands and the fifteen grades.
- Identify and discuss Grades.
- Identify and discuss Pay Bands.
- Identify and define occupational groups and occupational series.
- Identify and define how the pieces of the occupational structure work together.

Topics

LESSON 3 INTRODUCTION

Duration: Allow 45 minutes for this lesson.

Instructor Notes:

- Show slide 3-1, "DCIPS Occupational Structure."
- Participant Guide page 3-2

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Lesson 3: DCIPS Occupational Structure

Duration: 45 minutes

HR Elements for HR Practitioners
DCIPS Occupational Structure

Slide 3- 1

Your Notes:

- This lesson outlines the DCIPS Occupational Structure and its levels and lets participants see where their position fits in the structure.

Instructor Notes:

- Show slide 3-2, "Lesson 3 Topics."

- Participant Guide page 3-3

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Lesson 3 Topics

Lesson 3 Topics

- Topic 1 – DCIPS Occupational Structure
- Topic 2 – Grades and Pay Bands
- Topic 3 – Occupational Groups

HR Elements for HR Practitioners
DCIPS Occupational Structure

Slide 3- 2

Your Notes:

Speaking Points:

- This lesson introduces the DCIPS Occupational Structure. **We begin with the big picture and progress to the individual work level.** We then discuss Pay Bands and Grades. Finally, we'll take a look at occupational groups. First, let's review a few key terms.

TOPIC 1: DCIPS OCCUPATIONAL STRUCTURE

Instructor Notes:

- Show slide 3-3, "Key Terms."

- Participant Guide page 3-4

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Key Terms

Can you Define These Key Terms?

- Mission Categories
- Work Categories
- Work Levels
- Grades/Pay Bands
- Occupational Groups

HR Elements for HR Practitioners
DCIPS Occupational Structure

Slide 3- 3

Your Notes:

- Give participants an opportunity to try to define the key terms and/or provide an example. This gives you an opportunity to see what they already know and where possible questions may arise.

- **Don't spend too much time discussing the key terms** since they will be discussed in detail later in this lesson. If participants have in-depth questions, acknowledge their questions and ask participants to hold them until you cover the information. Circle back with participants to ensure their questions were answered.

Speaking Points:

- There are five primary key terms that are important to understanding the DCIPS Occupational Structure.

- We will be discussing each key term in more depth throughout this lesson. For now, is there anyone who would like to try to define the key terms or provide an example of each term?

  - Mission Categories

  - Work Categories

  - Work Levels

  - Grades/Pay Bands

  - Occupational Groups

These definitions are provided here for your discussion. They are the definitions found in Volume 2007 (Tab 6 of the Supplemental Reference Guide.

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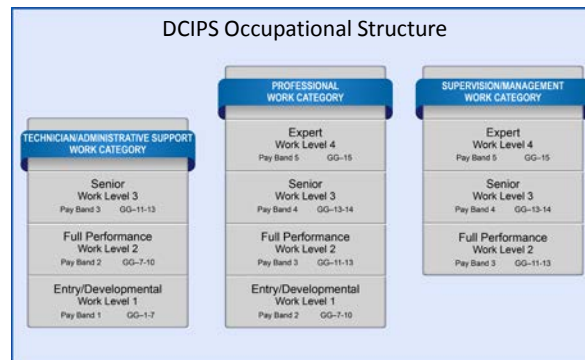
Instructor Notes:

- Show slide 3-4, "Position Alignment."

- Participant Guide page 3-5

Alignment relates to the placement of positions in the DCIPS
Occupational Structure and follows a top-down approach

HR Elements for HR Practitioners
DCIPS Occupational Structure   Slide 3- 4

Your Notes:

Speaking Points:

- If this is difficult to read, there is a larger-scale version of this in your Supplemental Reference Guide, Tab 2.

- Some of you may know position alignment as position classification in the Title 5 arena. **The process in DCIPS is referred to as position alignment.** This is noted throughout the revised DCIPS Volumes. **Alignment relates to the placement of positions in the DCIPS Occupational Structure and follows a top-down approach; meaning alignment in DCIPS begins with mission categories at the top of the occupational structure and works down.** Let's look at an overview of the top-down approach process.
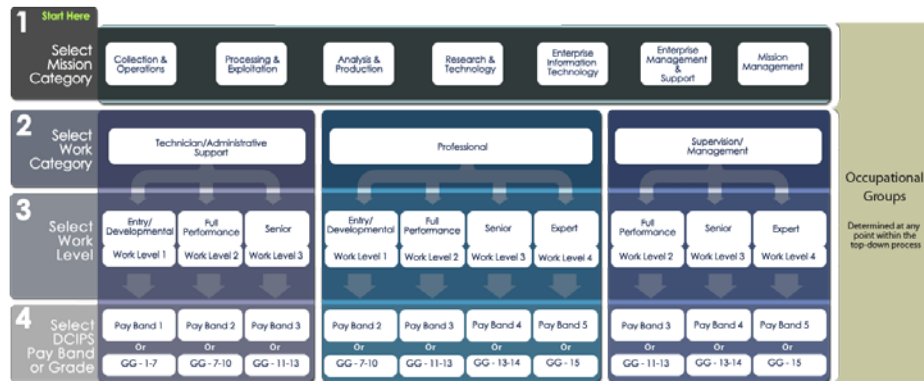
Instructor Notes:

- Show slide 3-5, "Alignment Process."

- Participant Guide page 3-6

Your Notes:

Speaking Points:

- This graphic shows the complete top-down alignment process. Though there is a lot of information involved, don't let that concern you as we will walk through the process step-by-step. The intent is that by the time we finish this lesson you will feel comfortable with the process and see that it is much simpler than it appears.

- Again, if this is difficult to read, there is a larger-scale version of this in your Supplemental Reference Guide, Tab 3.

- While we start with Mission Categories, they do not cascade down through the rest of the occupational structure or alignment process.
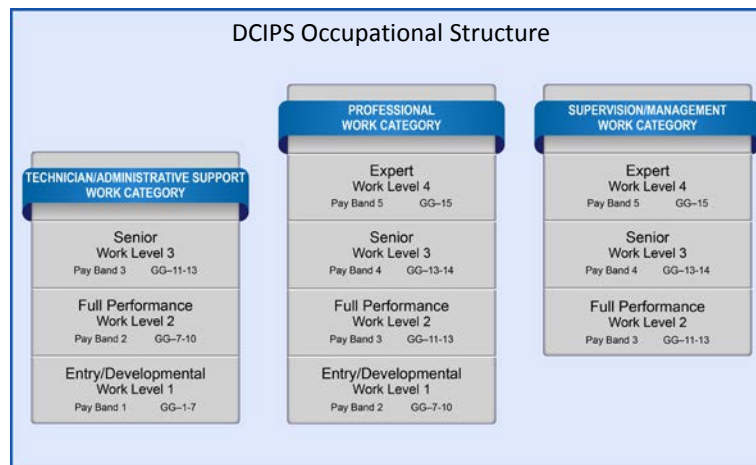
Instructor Notes:

- Show slide 3-6, "DCIPS Occupational Structure."

- Participant Guide page 3-7

DCIPS Occupational Structure

Overview of DCIPS Occupational Structure

DCIPS Occupational Structure

TECHNICIAN/ADMINISTRATIVE SUPPORT WORK CATEGORY	PROFESSIONAL WORK CATEGORY	SUPERVISION/MANAGEMENT WORK CATEGORY
	Expert Work Level 4 Pay Band 5 GG–15	Expert Work Level 4 Pay Band 5 GG–15
Senior Work Level 3 Pay Band 3 GG–11-13	Senior Work Level 3 Pay Band 4 GG–13-14	Senior Work Level 3 Pay Band 4 GG–13-14
Full Performance Work Level 2 Pay Band 2 GG–7-10	Full Performance Work Level 2 Pay Band 3 GG–11-13	Full Performance Work Level 2 Pay Band 3 GG–11-13
Entry/Developmental Work Level 1 Pay Band 1 GG–1-7	Entry/Developmental Work Level 1 Pay Band 2 GG–7-10	

HR Elements for HR Practitioners
DCIPS Occupational Structure   Slide 3- 6

Your Notes:

- Refer participants to *Overview of the DCIPS Occupational Structure* in the *What You Should Know* box on page 3-8 of the Participant Guide and ask them to follow along as you discuss the speaking points.

Speaking Points:

Overview of the DCIPS Occupational Structure

- To begin our discussion let's start with an overview of the DCIPS Occupational Structure.

- **Job duties, assignments, and compensation across the Enterprise are aligned to the same polices and procedures.**

- **DCIPS provides a framework to enable employees performing similar tasks at similar levels to be recognized and compensated in a similar fashion.**

- **Mission categories, work categories, and work levels comprise the occupational structure for all Defense Intelligence Components.**

- **It is important to note here that components determine where and how the occupational groups apply to the occupational structure.**

What You Should Know:

Overview of the DCIPS Occupational Structure

- The Occupational Structure for all Components with Defense Intelligence positions is comprised of mission categories, work categories, and work levels. For Components operating under the banded structure, the occupational structure also includes DCIPS Pay Bands. For Components operating under the graded structure, the occupational structure also includes DCIPS Grades.

  - Occupational groups are a part of the occupational structure, but how and when to include them is at each Component's discretion.

- The DCIPS Occupational Structure generally follows the Intelligence Community (IC) Occupational Structure outlined in ICD 652 and is adopted for DCIPS in Volume 2007.

- By aligning all positions in accordance with the groupings reflected on this slide, the Defense Intelligence Enterprise, as a whole, can more effectively:

  - Recruit, motivate, develop, and retain highly qualified individuals to conduct effective intelligence activities.
  - Manage and allocate personnel resources across the Defense Intelligence Enterprise to meet changing mission requirements. Highest level leadership has greater insight into the allocations of its human capital resources, being able to adjust as required by the mission.
  - Facilitate strategic workforce planning across the entire Defense Intelligence Enterprise, including developing more horizontal integration, enhanced developmental strategies, and more effective use of Joint Duty Assignments between Defense Intelligence Components (Components) and other members of the IC.

- DCIPS allows for work to be assigned and positions to be organized in a way that best accomplishes the mission while upholding the merit principle of equal pay for work of equal value. The system follows common core policies and processes for structuring, categorizing, and aligning civilian work that supports both position-based and person-based structures.

Instructor Notes:

- Show slide 3-7, "Occupational Structure Benefits."

- Participant Guide page 3-9

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Occupational Structure Benefits

Benefits of DCIPS Occupational Structure

- Promotes consistency across the Enterprise
- Helps the Enterprise recruit for DCIPS positions
- Helps the Enterprise conduct strategic workforce planning in order to ensure the right people are in the right places to meet evolving mission requirements
- Supports employee understanding, making it easier for individuals under career progression to transfer within the Enterprise
- Helps facilitate Joint Duty Assignments between Defense Intelligence Components and other members of the IC

HR Elements for HR Practitioners
DCIPS Occupational Structure

Slide 3- 7

Your Notes:

Speaking Points:

- Benefits of the common DCIPS Occupational Structure are that it:

    - Promotes **consistency** across the Enterprise
    - Helps the Enterprise recruit for Defense Intelligence positions
    - Helps the Enterprise conduct strategic workforce planning in order to **ensure the right people are in the right places to meet evolving mission requirements**
    - Supports employee understanding, **making it easier for individuals under career progression to transfer within the Enterprise**
    - Helps facilitate **Joint Duty Assignments** between Defense Intelligence Components

- DCIPS policy allows work to be assigned and positions to be organized in a way that best accomplishes the mission while upholding the merit principle of equal pay for work of equal value. The system establishes common core policies and processes for structuring, categorizing, and aligning civilian work that supports both position-based and person-based structures.

- In summary, **the DCIPS Occupational Structure has everyone within the Enterprise talking the same language and using the same criteria when it comes to aligning and describing Defense Intelligence positions and work.**

Instructor Notes:

- Show slide 3-8, "Step 1: Select Mission Category."
- Participant Guide page 3-10

Speaking Points:

- With a basic understanding of the DCIPS Occupational Structure, now **we are going to walk through the steps in the top-down alignment process.** As we do, we will describe each term in the occupational structure in detail, starting with the organizational level and proceeding to the work level for all Components..

- In this lesson, we will walk through the top-down process on a very high level. **We will go through the process in more detail in Lesson 4**, but for now, we **simply want to become familiar** with the steps in the process.

- **The first step is to determine the mission category to which a position belongs.**

- **Mission categories broadly group work as it aligns to designated budget categories, as such, it may not be a decision that HR makes**; it may require engagement with a component chief financial officer or manpower shop, or others.

Instructor Notes:

- Show slide 3-9, "Mission Categories Defined."

- Participant Guide page 3-11

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Mission Categories Defined

Mission Categories Defined

- Collection and Operations
- Processing and Exploitation
- Analysis and Production
- Research and Technology
- Enterprise Information Technology
- Enterprise Management and Support
- Mission Management

HR Elements for HR Practitioners
DCIPS Occupational Structure

Slide 3- 9

Your Notes:

- Refer participants to *Mission Categories* in the *What You Should Know* box on page 3-11 of the Participant Guide. Information is shown below for your reference.

- Ask for volunteers to read the definition for each mission category.

- **The participants only need to have familiarity with the categories.** The mission categories may be handled by other parts of the organization, other than by the HR Practitioner, but because they are included in the occupational structure it's important that the participants are familiar with them.

- Ask the participants if they have any questions about the mission categories.

Speaking Points:

- **Mission categories were created to support consistency across the Intelligence Community.**

- As a reminder, **mission categories are the first step in the top-down process,** but they do not cascade down through the DCIPS Occupational Structure.

What You Should Know:

Mission Categories

Mission categories broadly classify work as it aligns to designated budget categories for both the National Intelligence Program (NIP) and the Military Intelligence Program (MIP).

- The Office of the Director of National Intelligence established mission categories, and they are standard across the IC.

- Mission categories and their definition:

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

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

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

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

  - **Enterprise Information Technology**: Occupations or positions whose incumbents support an organization's information systems. This category includes telecommunications, network operations, operation and maintenance

What You Should Know:

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).

- **Enterprise Management and Support**: Occupations or positions whose incumbents engage in sustaining activities that support an organization, to include human resources, finance, logistics, security, legal, acquisition, and other program areas.
- **Mission Management**: Occupations or positions whose incumbents engage in the coordination and integration of Intelligence Community-wide requirements, resources, and activities.

Speaking points:

- In which mission category do HR Practitioners fall?

  (*Answer*: Enterprise Management and Support.)

- The second step in the top-down process is to select the work category.

Instructor Notes:

- Show slide 3-10, "Step 2: Select Work Category."

- Participant Guide page 3-13

HR Elements for HR Practitioners
DCIPS Occupational Structure

Slide 3- 10

Your Notes:

- Refer participants to *Work Categories* in the *What You Should Know* box on pages 3-13_3-14 of the Participant Guide.

- Have participants read the definition of work categories to themselves. Point out on the occupational structure graphic that all of the work categories do not include the same alignment for work levels. And not all work categories include all pay bands or grades.

- Participants may ask questions about managers/supervisors who also accomplish technical or professional tasks. Explain that these employees are placed in the Technician/Administrative Support Work Category, and employees in that category can have supervisory responsibilities and supervisory titles.

- **Walk through some jobs and call on participants to determine the appropriate work category.** "Which work category would the following align to?" Accounting Technician (Tech/Admin), Security Guard (Tech/Admin), Intel Analyst (Professional), HR Specialist (Professional), Mission Program Manager (Sup/Mgmt).

Speaking points:

- **Work categories are broad sets of work that cross all related occupational groups and are characterized by common qualifications and types of work.**

- **There are three work categories.**

  - Technician/Administrative Support

  - Professional

  - Supervision/Management

- The Technician/Administrative Support Work Category includes positions that **primarily involve support for the operations and functions** of a particular type of work or organizational unit, **fulfill a mission support role and include activities that are technical or administrative in nature with qualificiations generally acquired through practical experience** supplemented by on-the-job and/or specific skills training. All employees whose work, or the work of the employees they supervise, is Technician/Administrative Support work are in this work category, **including supervisory employees**.

- The Professional Work Category includes positions where **professional or specialized work requires the interpretation and application of concepts, theories, and judgment.** At a minimum, positions in this work category **require either a bachelor's degree or equivalent experience.**

- The Supervision/Management Work Category **includes positions that primarily involve supervisory and management responsibilities** such as planning, directing, and coordinating the operation of units within the Components, executing strategy, overseeing daily operations, managing material, financial or and/or human resources, and so forth. At a minimum, positions in this work category require either a **bachelor's degree or equivalent experience.**

- **The Professional and Supervision/Management Work Categories are considered to be equivalent under DCIPS policy, like dual tracks, because the work categories share the same end point for potential progression** (i.e., Pay Band 5 or GG-15) and the same types of work. The Technician/Administrative Support Work Category is not considered to be an equivalent (i.e., ends at Pay Band 3

or GG-13).

- ▪ Because the Professional and Supervision/Management Work Categories have the same progression potential, **individuals can move back and forth across these two work categories non-competitively at the same band.**

- ▪ An easy way to consider work categories is to distinguish between Technician/Administrative Support Work Category and the Professional Work Category. Then, once a position has been determined to be Professional, consider whether it is also Supervisory or Managerial, which would support putting it in the Supervison/Management Work Category.

What You Should Know:

Work Categories

Work categories are broad sets of work that cross all related occupational groups and are characterized by common qualifications and types of work. There are three work categories.

- ▪ **Technician/Administrative Support**: Positions with duties and responsibilities that primarily involve support for the operations and functions of a particular type of work or organizational unit. Such support activities are technical or administrative in nature, and qualifications generally are acquired through practical experience supplemented by on-the-job and/or skills-specific training. All employees whose work, or the work of the employees they supervise, is Technician/Administrative Support work are in this work category, including supervisory employees. 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. (commonly known as the Fair Labor Standards Act).

- ▪ **Professional**: Positions with duties and responsibilities that primarily involve professional or specialized work that requires the interpretation and application of concepts, theories, and judgment. As a minimum, all groups in this category require either a bachelor's degree or equivalent experience for entry. As with the Supervision/Management Work Category, some positions in this work 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 and is considered an equivalent with the

What You Should Know:

Supervision/Management Work Category in DCIPS policy because the progression potential for these work categories is the same, supporting dual tracks.

▪ **Supervision/Management**: Positions with duties and responsibilities that primarily involve planning, directing, and coordinating the operation of units within components; developing and/or executing strategy; formulating and/or implementing policies; overseeing daily operations; and managing material, financial, and/or human resources. As with the Professional Work Category, at a minimum, all positions in this category require either a bachelor's degree or equivalent experience for entry. However, some positions in this work category have positive education requirements (i.e., a requirement for a particular type or level of academic degree). This work category is considered an equivalent with the Professional Work Category in DCIPS policy because the progression potential for these work categories is the same, supporting dual tracks.

Note: DCIPS supports application of occupational groups throughout the occupational structure and alignment processes at each Component's discretion. Following the top-down approach, the occupational group/series can help identify the appropriate work category. However, in a few cases, positions may appear to fall into more than one work category. In these instances, position alignment is based on the predominant skill requirements. In such cases it is important to look at the duties of the position, as they drive the determination. Generally, if the position involves more procedural activities that do not require using independent professional judgments, then the positions align to the Technician/Administrative Support Work Category.

Instructor Notes:

- Show slide 3-11, "Step 3: Select Work Level."
- Participant Guide page 3-15

Speaking points:

- **The third step in the process is to select the work level.**

- **Work levels are standards that define work in terms of criteria** such as increased complexity, span of authority and responsibility, level of supervision, and scope and impact of decisions as it relates to a particular work category.

- **There are four work levels:**

  - Entry/Developmental

  - Full Performance

  - Senior

  - Expert

Instructor Notes:

- Show slide 3-12, "Work Levels and Work Categories."

- Participant Guide page 3-16

Work Levels and Work Categories

HR Elements for HR Practitioners
DCIPS Occupational Structure   Slide 3- 12

Your Notes:

- Refer participants to *Work Levels* in the *What You Should Know* box on pages 3-16_3-18 of the Participant Guide. Information is shown below for your reference.

- Have participants read the work levels definitions. Note that these descriptions are contained in Volume 2007.

- Point out that Components are encouraged to use Volume 2007 as the basis for alignment determinations and it can be found in the Supplemental Reference Guide, Tab A-7.

Speaking points:

- **Not all work levels are found in all the work categories.** For instance, the Technician/Administrative Support Work Category does not have a work level 4 and the Supervision/Management Work Category doesn't have a work level 1, **since no work is expected to be performed at this level.**

What You Should Know:

Work Levels

Work levels are standards to 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. There are four work levels, although not all work levels are found in all the work categories.

- **Expert (4)**: 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. Work at this level is only in the professional and supervision/management work categories. Employees at this level set priorities, goals, and deadlines and make final determinations on how to plan and accomplish their work. Components rely on employees at this level for the accomplishment of critical mission goals and objectives and, as a result, employees may lead the activities of 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 organization.

  - Expert-level positions require IC leadership and recognition within the IC or Component as a thought or action leader in substantive areas such as economic or political analysis, cryptology, or applied engineering.
  - An Expert is a recognized authority who leads IC working groups; develops new technological, analytical, or operational methods; or applies methods across disciplines to address problems of critical national interest.
  - Examples include an intelligence collector who is leading IC thinking on how to use cutting-edge technology or other methods to penetrate terrorist communications or an analyst who is addressing complex relationships in economics and politics.

- **Senior (3)**: Work at this level involves a wide range of complex assignments and

What You Should Know:

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

- Examples include a (an):
    - Analyst with broad regional knowledge whom his or her peers seek for his or her experience, or who is selected to lead analytical teams on the preparation of a topical analysis
    - HR professional who serves as a business partner to management of a significant operating unit with several hundred widely dispersed employees within a Component
    - Facilities (civil) engineer with design oversight for construction of a major new building

- **Full Performance (2)**: 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.

- **Entry/Developmental (1)**: 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

What You Should Know:

training and/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.

Additional Information About Work Levels

- The Supervision/Management Work Category begins with work level 2 and ends with work level 4. A combination of factors determine the different levels of management, including levels of complexity, scope of operations, level of work supervised, alignment in hierarchy, and authority or responsibilities for resource management. Some general guidelines to consider when determining work levels are as follows:

  - Work level 2 is typically a supervisor who oversees the work of a small unit of Full Performance professionals, managing their performance and performing other supervisory duties; or a senior technician who is responsible for a unit of technicians.
  - In work level 3, a supervisor typically supervises more complex units with a greater number of Professional employees than level 2.
  - Work level 4 requires performing management functions at the highest level such as resource acquisition, overseeing supervisors or subordinate managers, and budget management, often with very broad scope of responsibilities and authorities.

Speaking Points:

- Who can provide an example of a position that fits into the Expert Work Level?

- Can anyone provide examples for the other levels? (Confirm and comment on responses as necessary.)

- Remember, work levels are not pay bands or grades.

Instructor Notes:

- Show slide 3-13, "Step 4: Select Pay Band or Grade."

- Participant Guide page 3-19

Step 4: Select Pay Band or Grade

HR Elements for HR Practitioners
DCIPS Occupational Structure

Slide 3- 13

Your Notes:

Speaking Points:

- **The next step in the top-down process is to determine the Grade or Pay Band to which a position aligns.** DCIPS policies provide for both Grades and Pay Bands to support consistency across the Enterprise.

- **Neither pay structure is better nor worse than the other; they are just different pay structures.**

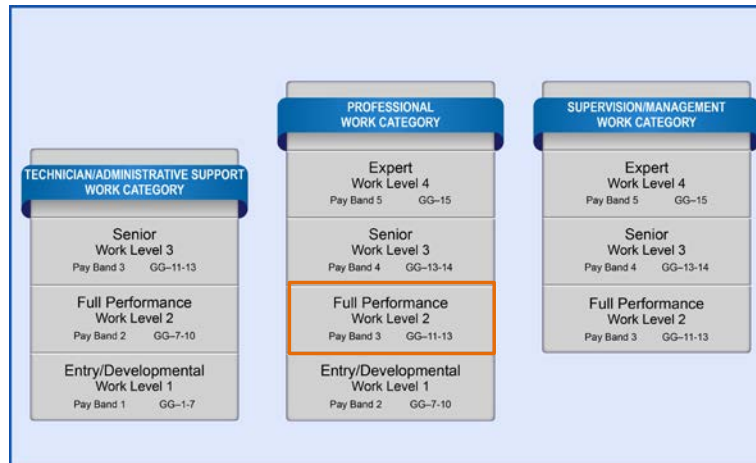- As we have talked about thus far, regardless of whether a position is in the banded or graded structure, it is aligned using the same top-down process.

Instructor Notes:

▪ Show slide 3-14, "Common Work Level."

▪ Participant Guide page 3-20

Your Notes:

Speaking Points:

▪ **Within the DCIPS Occupational Structure, there are five Pay Bands and fifteen Grades. Grades and pay bands share a common work level.** For instance, employees aligned to the Full Performance Work Level 2 in the Professional Work Category would be Pay Band 3 employees under the banded structure, or either a Grade 11, 12, or 13 under the graded structure. **Grading standards are used to determine which of the three available grades the position aligns to.** We will talk more about the grading standards in a moment.
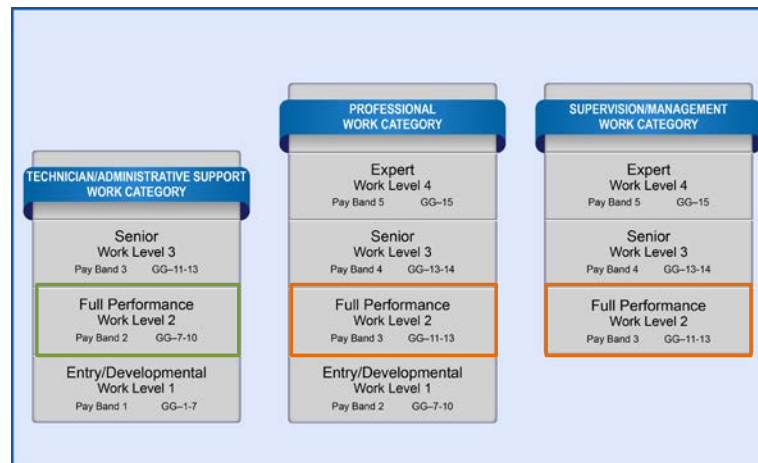
Instructor Notes:

- Show slide 3-15, "Pay Bands and Grades within Work Levels."
- Participant guide page 3-21

Your Notes:

Speaking Points:

▪ **One item to note is that not all of the work levels describe the same pay band or grade.** For example, Full Performance Work Level employees in the Supervision/Management and Professional Work Categories would receive pay within the range offered at Pay Band 3 under the banded structure, or within the ranges offered at Grades 11, 12, or 13 under the graded structure because these are equivalent work levels across these two work categories. However, an employee at the Full Performance Work Level in the Technician/Administrative Support Work Category would receive pay within the range offered at Pay Band 2 under the banded structure, or within the range offered between Grades 7 through 10 under the graded structure. **The difference stems from the nature of the work performed within each work category as we talked about earlier.**

▪ **Also notice that there is not a Supervision/Management work level 1.** First-line supervisors typically fall into work level 2, pay band 3/GG-11-13, **unless they are employees whose work, or the work of the employees they supervise, is Technician/Administrative as explained earlier.**

▪ **While all Professional Work Category employees are expected to attain the Full Performance Work Level**, not all positions in the Technician/Administrative Support Work Category progress to the Full Performance Work Level because work in this work category is often specific to the position or location. **Position structures and work available may not support such progression.**

▪ Now, let's talk about Grades and Pay Bands in more depth.

TOPIC 2: DCIPS GRADES AND PAY BANDS

Instructor Notes:

- Show slide 3-16, "Step 4: Select DCIPS Pay Band or Grade."
- Participant Guide page 3-22

Your Notes:

- **As you follow the top-down alignment process to determine mission category, work category, and work level, you are framing the options for determining the position's appropriate grade or pay band.**

- The **alignment** of nonsupervisory and supervisory/managerial positions **to pay bands or grades** occurs only <u>after</u> **the DCIPS mission category, work category, and work levels have been determined.**

- **Regardless of whether participants use grades or pay bands, they share a common work level.**

- Components using Grades use the pay plan "GG," while Components using Pay Bands use the pay plan "IA."

- Let's take a moment to discuss Grades and Pay Bands. First, Grades.

Instructor Notes:

- Refer participants to *Grades* and *DCIPS Pay Bands* in the *What You Should Know* boxes on pages 3-22_3-23 of the Participant Guide and ask them to follow along as you discuss speaking points.

Speaking Points:

Grades

- **Earlier we learned that once the work level is determined, the next step for those Components operating under the graded structure is to determine the grade to which a position aligns.** Individuals authorized to align positions use the *DCIPS Grading Standard for GG Graded Positions* (V2007, Tab 7) in order to:

    - Assign grades GG-1 through GG-15 to Defense Intelligence positions in Components operating under the graded structure

    - Provide grading criteria for nonsupervisory positions as well as guidance for assigning grades to supervisory and managerial positions

- According to Volume 2007, Grades provide a single rate range that establishes the range of pay for a work category, work level, and grade. **Multiple grades are encompassed by a single work level in cases except at the Expert work level, which includes only the GG-15.**

- ▪ **Defense Intelligence grades align with the standard 15 grades used by the GS system and applies the standard 10 steps within each grade.** The graded Pay Plan is "GG."

- ▪ **Work aligned to a grade must be paid within the range for that grade and evaluated against standards appropriate for work at that grade level.**

- ▪ **A DCIPS Grading Standard is provided in Volume 2007** to help identify the appropriate grade after the mission category, work category, and work levels have been determined. A copy of Volume 2007 is also provided in your Supplemental Reference Guide (tab 6, Appendix 4).

- ▪ **In Lesson 4 we'll do an exercise on using the grading standards.**

- ▪ Now, let's talk about Pay Bands.

Pay Bands

- ▪ **Pay bands were initially defined by the grades they encompassed; this alignment continues** in recognition of the shared alignment to the DCIPS Occupational Structure.

- ▪ There are no further divisions within the 5 Pay Bands.

- ▪ Work aligned to a band must be paid within the range for that band and evaluated against standards appropriate for work at that band level.

What You Should Know:

Grades

- ▪ As you followed the top-down alignment process, determining mission category, occupational group, work category, and work level, you were framing the options for determining the appropriate grade of a position.

- ▪ The *DCIPS Grading Standard for GG Graded Positions,* Appendix 4 in Volume 2007, is used to assign grades, GG-1 through GG-15, to Defense Intelligence positions in Components operating under the graded structure.

- ▪ The grading standards for Defense Intelligence positions are based on OPM's Factor Evaluation System (FES) Primary Standard as well as classification guidance from the Civilian Intelligence Personnel Management System (CIPMS). CIPMS standards were used by the Service Intelligence Components before

DCIPS. DCIPS policy is developing specific standards that will apply consistently across all Defense Intelligence Components and positions.

- o Current focus is on all-source analysis and HUMINT.

- o Goal is to continue working with the SME's in each of the Components and complete the process for all specialties within the next year.

- The *DCIPS Grading Standard for GG Graded Positions* provides the grading criteria for nonsupervisory positions as well as guidance for assigning GG grades to supervisory and managerial positions.

- The alignment of nonsupervisory and supervisory/managerial positions to the GG graded structure occurs only <u>after</u> the DCIPS mission category, work category, and work levels have been assigned.

- The *DCIPS Grading Standard for GG Graded Positions* is included in the Appendix at the end of the Reference Guide.

What You Should Know:

Pay Bands

- According to DCIPS Volume 2007, **a pay band is a single rate range** within the DCIPS compensation structure that **establishes the range of pay for a work category and work level**.

- **Once you identify the work level**, the position alignment process for Pay Bands structure requires documentation of the appropriate pay band. Under DCIPS policy, **pay bands align to the work levels**.

- The Pay Banded Pay Plan is "IA."

TOPIC 3: OCCUPATIONAL GROUPS

Instructor Notes:

- Show slide 3-17, "Occupational Groups."

- Participant Guide page 3-24

Your Notes:

- Ask participants to provide examples of occupational groups.

- If necessary, prompt participants by providing the example of the occupational group "analysis." Ask participants to provide examples of positions in that occupational group, such as an Intelligence Specialist or Intelligence Officer.

- From your experience, offer another occupational group for which the class can provide specific occupations (e.g., information technology, finance, etc.)

Speaking Points:

- **Occupational groups are 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.**

- **A term you'll frequently hear related to occupational groups is occupational series.** These are classes of positions that share distinct, common technical qualifications, competency requirements, career paths, and progression patterns (0132, 2210 etc.).

- **Occupational groups, series, and title are based on DCIPS policy and Component guidance.**

- **Selecting the occupational group isn't officially part of the top-down approach process, but at some point in the process, a Component alignment specialist will consider the appropriate occupational group** for a position. At this time, DCIPS policy supports the use of the OPM occupations series, or other codes a Component may use for this purpose. The common titling and job series effort will standardize this information across the Enterprise.

Speaking Points:

- This brings us to the end of this lesson. Let's review what we learned.

LESSON 3 REVIEW

Instructor Notes:

- Show slide 3-18, "Top-Down Alignment Approach."

- Participant Guide page 3-25

HR Elements for HR Practitioners
DCIPS Occupational Structure   Slide 3- 18

Your Notes:

Speaking Points:

- As we conclude, let's **take a moment to see how the steps of top-down approach process all come together.**

- Using the top-down approach graphic, we can see that in this example the alignment specialist first selected the Processing and Exploitation **Mission Category**. Then the the specialist selected the Professional **Work Category**. From there, the specialist **had four work levels from which to choose**. In this example, the specialist aligned the position to the Full Performance Work Level. **If the position is in the banded structure, the final step is to provide the appropriate documentation for band aligned to the work level**, in this example, pay band 3. **If the position is in the graded structure, the specialist would then use the grading standards to determine alignment to a grade that fits within the work level**, in this case, whether the position was a grade 11, 12, or 13.

- **Can you see that by following the top-down approach that each step helps to define the choices at the next level?** For example, once you've determined that the position is in the Technician/Administrative Support Work Category, you can eliminate the choices available in the Professional and Supervision/Management Work Categories.

Instructor Notes:

- Show slide 3-19, "Lesson 3 Review."

- Participant Guide page 3-26

DCIPS
DEFENSE CIVILIAN INTELLIGENCE
PERSONNEL SYSTEM

Lesson 3 Review

Lesson 3 Review

- Topic 1 – DCIPS Occupational Structure
- Topic 2 –Grades and Pay Bands
- Topic 3 – Occupational Groups

HR Elements for HR Practitioners
DCIPS Occupational Structure

Slide 3- 19

Your Notes:

Speaking Points:

- Before we move on to other facets of DCIPS, **let's review the occupational structure.**

- **Mission categories broadly classify work.** There are seven mission categories that are standard across the IC:

  - Collection and Operations
  - Processing and Exploitation
  - Analysis and Production
  - Research and Technology
  - Enterprise Information Technology
  - Enterprise Management and Support
  - Mission Management

- **Work categories are broad sets of work that cross all related occupational groups and are characterized by common qualifications and types of work.** There are three work categories:

  - Supervision/Management
  - Professional
  - Technician/Administrative Support

- **Work levels are standards to define work in terms of criteria** such as increased complexity, span of authority and responsibility, level of supervision, and scope and impact of decisions as it relates to a particular work category.

- **Each work category has either three or four work levels**:

  - Expert (4)
  - Senior (3)
  - Full Performance (2)
  - Entry/Developmental (1)

- **The position alignment process follows a top-down approach starting with mission categories and then working down to the pay band or grade.**

  - Mission category
  - Work category

- Work level
- Pay Band or Grade

- The *DCIPS Grading Standard for GG Graded Positions* (DoDI 1400.25 Volume 2007, Appendix 4, in the Supplemental Reference Guide, Tab 6) is used to assign grades, GG-1 through GG-15. **The grading standard is not used until the other determinations have been made.** Once the work level has been identified, the grading standard will help you determine the appropriate grade based on the grades available within the work level.

- **The occupational group is selected at any point within the top-down approach and is up to the individual component.**

- The rates of basic pay for a Pay Band or Grade, known as a rate range, are discussed in Lesson 7.

- What questions do you have?

Instructor Notes:

- Clarify any questions about what was covered in this lesson.

Lesson Transition:

The next lesson discusses the actual alignment of positions to the DCIPS Occupational Structure.