

# 5

## Employment and Placement

### Lesson Objectives

After completing this lesson, you will be able to:

- Define what it means for DCIPS to be in the excepted service under Title 10 United States Code Sections 1601-1614.
- List the unique considerations associated with DCIPS and the excepted service under Title 10, including the change in status incurred by movement from the competitive service and Title 5 to the excepted service under Title 10.
- Describe how veterans' preference principles are applied when filling DCIPS positions from external sources.
- Explain the process for passovers of 30% or more compensably disabled veterans.
- Explain the relationship of Component-unique or OPM qualification standards to DCIPS qualification standards.
- Explain procedures for establishing or modifying a qualification standard.
- Identify how to use the DCIPS hiring flexibilities to fill positions from both internal and external sources.
- Define and provide examples of indefinite appointments, term appointments, and temporary appointments.
- Given three scenarios, indicate how to fill the positions using internal and external placement and appointment options. Provide explanations for your decisions.
- Provide examples of how DCIPS can help participants and their organizations in their employment and placement efforts.
- Describe flexibilities offered by the internal placement process.
- List and describe the guidelines managers must follow when looking to fill positions from within a Component or from one Defense Intelligence Component to another.

- Identify circumstances when you must use a competitive process to fill internal DCIPS positions.
- Describe actions that do not require competition.
- Explain DCIPS Developmental Progression.
- Provide an example of how work category and work level determine the need for competition.
- Identify work levels for two different work categories.
- Identify scenarios that may or may not require competitive actions.
- Explain the requirements for DCIPS trial periods and reciprocity.
- List and describe the three DCIPS tenure groups.
- Describe how Joint Duty Assignments (JDA) work under DCIPS.
- Explain the purpose of the JDA Program and eligibility to participate.
- Describe how JDA credit is awarded.

**Topics**

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## LESSON 5 INTRODUCTION

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This lesson takes 2 hours, 30 minutes.

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# Lesson 5: Employment and Placement

Duration: 2 hours, 30 minutes

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**Your Notes:**



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## Lesson 5 Topics

- Topic 1 – DCIPS and the Excepted Service Under Title 10
- Topic 2 – Qualification Standards
- Topic 3 – DCIPS Appointing Authority and Hiring Flexibilities
- Topic 4 – Component-Specific Internal Placement Flexibilities
- Topic 5 – Competitive/Non-Competitive Actions
- Topic 6 – DCIPS Trial Periods
- Topic 7 – Joint Duty Assignments
- Topic 8 – Quality in Employment and Placement Outcomes



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- This lesson focuses on how positions are filled, both internally and externally, in DCIPS.

### Your Notes:

## TOPIC 1: DCIPS AND THE EXCEPTED SERVICE UNDER TITLE 10



### DCIPS and the Excepted Service Under Title 10

#### DCIPS and the Excepted Service Under Title 10

- What does being in the excepted service under Title 10 mean?
- What does Title 5 competitive service refer to?
- Does Title 5 also have excepted service positions?
- How does DCIPS protect employees' fundamental rights?
- What should DCIPS Components consider when staffing positions?
- What flexibilities are there for DCIPS areas of consideration and open periods?
- Does DCIPS require that a certain area of consideration be used when filling positions?



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### What You Should Know:

#### *DCIPS and the Excepted Service under Title 10*

- All Defense Intelligence positions under DCIPS are in the excepted service by specific statute, 10 U.S.C. 1601. Being in the excepted service under Title 10 means DCIPS is excluded from the competitive hiring processes to evaluate and rank candidates and other requirements that the Office of Personnel Management (OPM) establishes for Title 5 organizations outlined in 5 U.S.C.
- Competitive service refers to those organizations that use OPM's competitive hiring processes. DCIPS established its own evaluation criteria to use in filling vacancies and is exempt under statute from Title 5, including Title 5 practices and requirements.
- DCIPS provides flexibilities to make it easier to place the right people in the right position at the right time while preserving the Federal Government's core value of hiring based on merit.
- DCIPS protects employees fundamental rights through multiple employee protections.
  - Being in the excepted service under Title 10 does not impact Defense

Intelligence employees' eligibility for retirement benefits, health and life insurance and other insurance programs, Thrift Savings Plan, Flexible Spending Account, leave, and workers' compensation benefits.

- Veteran's preference principles remain in effect and are discussed in more detail on page 5-10 of this Participant Guide.
  - When staffing positions, Components should consider the quality rather than the duration of experience and assess how each experience demonstrates the possession of the knowledge, skills, abilities, and competencies necessary for successful job performance. DCIPS does not have time-in-grade or time-in-band requirements.
  - Employees can be promoted to any grade above the grade held if they are qualified. To be promoted, employees must have sufficient time to demonstrate the required proficiency and competency, documented through one or more performance ratings of record, or as determined by an assessment of previous comparable experience (e.g., military, private sector, etc.) that documents the knowledge, skills, abilities, and competencies that indicate their potential for promotion.
  - Component recruitment plans may limit areas of consideration and periods of time that announcements are open, so long as the areas of consideration and open periods used support a diverse pool of qualified applicants available to meet mission staffing requirements. This limitation can include concurrent consideration of all sources identified, i.e., internal and external, and varying areas of consideration depending on the nature and level of the positions to be filled.
  - When concurrent announcements are used, management may choose to consider applicants from just one or both announcements. They are not required to use candidate lists from both internal and external sources.
  - DCIPS does not require a certain area of consideration be used, only that an area of consideration be appropriate in identifying a pool of qualified applicants. The decision on area of consideration should be driven by the position requirements and likely candidates, not on geographic area.
- 
- Enter the answers to the questions on the following page.

### Your Notes:





## Moving to DCIPS and the Excepted Service

### Moving to DCIPS and the Excepted Service



- All new DCIPS employees are required to complete a two-year DCIPS trial period
- DCIPS trial periods are two years of continuous service
- Completion of a probationary or trial period under another personnel management system (e.g., Title 5 competitive service) does not waive the DCIPS two-year trial period
- Vacancy announcements for DCIPS positions must clearly note that positions are in the excepted service and covered by DCIPS
- Applicants must sign a statement acknowledging the conditions of employment or assignment that are unique to DCIPS positions

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### What You Should Know:

#### *Movement from the Title 5 Competitive Service to the Excepted Service under DCIPS*

- Competitive status is a person's basic eligibility for assignment to a position in the competitive service without having to compete with members of the general public in an open competitive examination. Individuals can only attain competitive status by employment with a competitive service organization after satisfactorily completing a probationary period.
- All employees new to DCIPS will complete the two-year DCIPS trial period. Competitive status does not waive the DCIPS two-year trial period (There is no interchange agreement covering DCIPS, the DCIPS Personnel Interchange Agreement expired on September 30, 2010). See page 5-41 in this Participant Guide to learn more about the DCIPS trial period.
- Vacancy announcements for DCIPS positions must clearly note that positions are in the excepted service and are covered by DCIPS. Non-DCIPS applicants selected for a DCIPS position must then acknowledge their understanding of this fact in writing, before the appointment is actually effected, even if they are moving from Title 5 excepted service. This is done to document employee notification,

and is retained in the Official Personnel File (OPF).

- Federal employees currently serving in the competitive service must acknowledge that they will voluntarily leave the competitive service under Title 5 by accepting an offer of employment for a DCIPS position.
- Vacancy announcements for DCIPS positions should note that all new Defense Intelligence employees are required to complete a two-year DCIPS trial period.
- Applicants must sign a statement acknowledging the conditions of employment or assignment that are unique to DCIPS positions. Applicants who do not meet these conditions may not be appointed or assigned.
- Employees who do not meet or maintain a condition of employment may be removed through reassignment, demotion, or removal in accordance with law and applicable Component regulations.
- Defense Intelligence employees can compete for competitive service positions that are announced “all sources.”
- Defense Intelligence employees with competitive status from previous employment may also apply for positions open to “status candidates” for which they are otherwise eligible.

### Your Notes:



## Veterans' Preference

- Complete the worksheet on page 5-13 in the Participant Guide
- Refer to *Veterans' Preference* in the *What You Should Know* box on pages 5-10\_5-12 of the Participant Guide to help you with this exercise.
- You will have 5 minutes to complete the worksheet.

### What You Should Know:

#### *Veterans' Preference*

- Veterans' preference applies when filling DCIPS positions that are open to external sources.
- Human Resources staff must work with managers/selecting officials to ensure understanding of the hiring process, specifically responsibilities regarding application of veterans' preference.
- Conditions under which an application of veterans' preference is **not required**:
  - If the position is advertised only to internal candidates.
  - When selecting external candidates with prior Federal competitive or excepted service who have completed a probationary or trial period and have not been separated for cause. These candidates were eligible for veteran's preference for their first entry to federal service, but not subsequent positions.
- When advertising externally, candidate lists, e.g., certificates of eligibles or registers, must identify candidates as internal or external. Preference-eligible candidates must be noted, but do not have to be noted with a specific preference with the exception of preference eligibles with a Military Service-connected

disability of 30% or more who must be specifically identified.

- When external applicants are being considered when filling a position, preference-eligible veterans shall be granted preference in selection over non-preference-eligible candidates with substantially equal qualifications.
- Current policy stipulates that veterans' preference eligibility be treated "as a positive factor in all stages of the review process," but this is being removed as part of a change to Volume 2005, in coordination as of December 2015. Content from the updated policy is provided below:
- When making final selections (i.e., at the point where those candidates under serious consideration for an offer have been identified), the selecting official, with the assistance of the Human Resources staff, should ascertain whether any of the candidates are preference eligible. If all relevant considerations for the position are deemed substantially equal, the selecting official must offer the position to a substantially equally qualified preference-eligible candidate as opposed to a non-preference-eligible candidate.
- If a non-preference-eligible candidate is selected, the reasons for non-selection of any substantially equally qualified preference-eligible candidate must be documented in writing and made part of the selection record. Reasons for non-selection shall will be provided to the preference-eligible candidate by the servicing human resources office.
  - Special procedures apply for the very rare situations where passing over a veteran with a compensable service-related disability of 30 percent or more is deemed appropriate by a Component.\*
    - Components must receive approval from USD(I) to pass over a veteran with a 30% compensable Service-connected disability who is found to be equally qualified as a non-preference-eligible candidate prior to extending the final offer of employment to a non-preference eligible candidate.
    - The passover request must include the USD(I) passover template, position description and vacancy announcement for the position, the application (or resume) of the proposed selectee, and the application (or resume) of the preference-eligible candidate with compensable service-related disability of 30 percent or more.
    - If the passover request is approved, the reasons for non-selection and the USD(I) approval of the passover must be made part of the selection record. Additionally, the reasons for non-selection must be

provided to the preference-eligible candidate by the servicing Human Resources office.

- Requests to passover a veteran with a 30% compensable Service-connected disability should be extremely rare.

- Complete the worksheet on the next page.

**Your Notes:**

## Veteran's Preference Worksheet

- Veterans' preference applies when filling Defense Intelligence positions  
\_\_\_\_\_
- Conditions under which a determination of veterans' preference is **not required**:
  - If the position is advertised only to \_\_\_\_\_ candidates.
  - When selecting external candidates with prior Federal competitive or excepted service who have completed a \_\_\_\_\_ and have not been separated for cause.
- When advertising externally, lists of candidates, e.g., certificates of eligibles or registers must identify candidates as \_\_\_\_\_. Preference-eligible candidates with a military service-connected disability of 30% or more must be specifically identified.
- When external applicants are being considered, \_\_\_\_\_ veterans shall be granted preference in selection over \_\_\_\_\_ candidates with substantially equal qualifications.



## Passovers

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### Passovers

Passovers of 30% or more compensably disabled veterans are expected to be exceptions and are especially rare



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### Your Notes:

## TOPIC 2: QUALIFICATION STANDARDS



### Qualification Standards

#### Qualification Standards



General qualification profiles include descriptions of the competencies, knowledge, skills, abilities, education, training, and the type and quality of experience required for successful job performance in the DCIPS Occupational Structure

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### What You Should Know:

#### *General Qualification Standards*

- DCIPS General qualification profiles are currently being developed by USD(I) together with the Components for consistent application by the Components. These profiles include descriptions of the competencies, knowledge, skills, abilities, education, training, and the type and quality of experience required for successful job performance in the DCIPS Occupational Structure.
- Until qualification profiles are issued by USD(I), Components may adopt OPM qualification standards or use existing Component-specific qualification standards derived from OPM qualification guidelines as long as there is no conflict between the standards and DCIPS policy. For example, policy states the professional work category begins at the entry/developmental work level, in pay band 2 or grade 7. Qualifications standards used must be applied in the context of DCIPS policy, and support aligning employees to work that fits within the appropriate work levels, bands or grades.
- When evaluating qualifications, candidates must meet the minimum qualification requirements established for the work category, occupation and work level, as well

as pay band or grade.

- Qualifications for DCIPS positions shall not include time-in-band or time-in-grade requirements, or some common title 5 qualifications standards such as superior academic achievement. Qualitative measures of the attainment of required knowledge, skills, abilities, and competencies are the basis for selection and are necessary for successful job performance in the DCIPS Occupational Structure.
- Employees can be promoted to any grade above the grade held as long as they meet all of the qualifications of the position. To be promoted, employees must have sufficient time to demonstrate the required proficiency and competency, documented through one or more performance ratings of record, or as determined by an assessment of previous comparable experience (e.g., military, private sector, etc.) that documents the knowledge, skills, abilities, and competencies that indicate their potential for promotion.

### *Applying OPM Qualification Standards*

- As noted above, Components may adopt OPM qualification standards or continue to use existing Component-specific qualification standards in evaluating candidate qualifications in accordance with the following table, until qualification profiles are issued by USD(I):

DCIPS Work Category	Work Level	Pay Band	Minimum Qualifying Grade Using General Schedule (GS) Grade-Based Standards
Technician/ Administrative Support	1	1	GG-01
Technician/Administrative Support	2	2	GG-07
Technician/ Administrative Support	3	3	GG-11
Professional	1	2	GG-07
Professional	2	3	GG-11
Professional	3	4	GG-13
Professional	4	5	GG-15
Supervision/Management	2	3	GG-11
Supervision/Management	3	4	GG-13
Supervision/Management	4	5	GG-15

- Candidates must meet specific requirements for the position being filled, including any selective placement factors or competencies critical to successful job performance.

### *Quality of Experience*

- Regardless of the candidate's current work category or work level or even military or civilian grade, the quality of the candidate's experience must demonstrate that

he or she possesses the knowledge, skills, abilities, or competencies necessary for successful job performance in the new position.

### *Establishing or Modifying a Qualification Standard*

- Components may tailor their use of OPM, Component-specific or DCIPS qualification standards by adding a valid knowledge, skill, or ability derived from a documented job analysis as either a selective placement factor or a quality ranking factor in selections, consistent with USD(I) developed qualification profiles. The minimum qualifying grade for the Professional Work Category is GG-07, in accordance with Volume 2007 of DoD Instruction 1400.25.
- Modifications to the DCIPS qualification standards will be controlled by the OUSD(I) Human Capital Management Office (HCMO) to ensure continued commonality and consistency in applications across the DCIPS enterprise. Components requesting a modification to a standard or the establishment of a new one should submit a request demonstrating the requirements for the modification or establishment. OUSD(I) HCMO will oversee a formal process to make a final determination.
- At a minimum, all DCIPS groups in the Professional Work Category require a bachelor's degree or equivalent experience. Some groups in this category, however, may have a positive education requirement that cannot be replaced with experience, such as a requirement for a particular type or level of academic degree.

### **Your Notes:**



## Qualification Standards Table

### Qualification Standards Table

DCIPS Work Category	Work Level	Pay Band	Minimum Qualifying Grade Using General Schedule (GS) Grade-Based Standards
Technician/ Administrative Support	1	1	GG-01
Technician/Administrative Support	2	2	GG-07
Technician/ Administrative Support	3	3	GG-11
Professional	1	2	GG-07
Professional	2	3	GG-11
Professional	3	4	GG-13
Professional	4	5	GG-15
Supervision/Management	2	3	GG-11
Supervision/Management	3	4	GG-13
Supervision/Management	4	5	GG-15

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### Your Notes:

## TOPIC 3: DCIPS APPOINTING AUTHORITY AND HIRING FLEXIBILITIES


Appointing Authority

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### Appointing Authority & Hiring Flexibilities

- 10 U.S.C. 1601 is the appointing authority for all DCIPS positions
- Appointments may be:
  - Permanent
  - Indefinite
  - Temporary
  - Term
- Merit system principles must be upheld at all times

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- DCIPS Volume 2005, Employment and Placement, provides Components the flexibility to recruit and appoint quality candidates and individuals to DCIPS positions from both internal and external sources.

### What You Should Know:

#### *DCIPS Appointing Authority and Hiring Flexibilities*

- 10 U.S.C. 1601 is the appointing authority for all DCIPS positions. Appointments may be permanent, indefinite, temporary, or term.
- The Title 10 excepted service appointing authority is the only appointing authority used for DCIPS appointments, including students, veterans, and disability programs, which under Title 5 might have special hiring authority.
- DCIPS appointments may be made directly from any non-Federal applicant source, with or without public notification or vacancy notices. Merit system principles must be upheld at all times.
- For DCIPS purposes, “internal” recruitment refers to the recruitment of applicants currently serving in Federal service; “external” recruitment refers to the recruitment of applicants not currently serving in the Federal service.

### *DCIPS Permanent Appointments*

- Appointments without time limitations.

### *DCIPS Indefinite Appointments*

- Nonpermanent appointments without a definite time limitation, with no plan (or employee is not eligible under any existing plan) for movement into the agency's permanent workforce without new examination of qualifications. Components may choose to use indefinite appointments for reemployed annuitants. Such appointments are reviewed for continuation at the conclusion of each normal tour rotation.

### *DCIPS Term Appointments*

- Appointments for a specified period when the need for an employee's services is not permanent or to accomplish permanent work in circumstances where the position cannot be filled permanently. A DCIPS term appointment may be made for an initial specified period of more than one year, but less than five years. Initial appointments of less than five years may be extended to a total of five years (Note: a change to Volume 2005 currently in coordination would require authorization from USD(I) to approve extensions beyond 5 years). Term appointments may be made through competitive or non-competitive procedures. Examples of reasons for term appointments are:
  - Project work
  - Extraordinary workload
  - Uncertainty of future funding
  - Scheduled contracting out or abolishment of a function
  - The need to maintain permanent positions for placement of potential surplus employees
  - When the incumbent is out of the position for a significant period, but is expected to return
- Employees serving in DCIPS term appointments shall serve DCIPS trial periods consistent with those for permanent appointments.
- A Component may noncompetitively make a term appointment permanent in cases where the employee was initially selected from an **announcement that specifically stated such eligibility and the employee has completed at least two years of continuous service** with at least a Successful overall Performance Evaluation of Record. In such cases, the employee converts to a permanent DCIPS position in the same or lower work level, pay band, or grade for which he

or she was hired. If a term appointee is converted to a permanent position, the time served in the same or a similar position will count toward completion of the required Trial Period.

- Term appointments terminate automatically upon the expiration date unless approval has been granted for an extension, or the employee resigns or is separated at an earlier date. These appointments may be terminated at any time by the Component. A notice period of 30 days is desirable before effecting a termination. (This is an area where DCIPS differs from Title 5).
- Termination of DTAs of preference eligibles with one year of service requires granting the same due process as permanent employees (i.e., they have appeal rights to the Merit Systems Protection Board) unless the employee's appointment has expired.
- Special programs, such as Student Programs, may provide conversion to a permanent position in a higher work level, pay band, or grade in accordance with established special program guidelines.
- Under Term appointments, employee benefits may include annual and sick leave, eligibility for WGIs, health benefits, life insurance, and retirement.

### *DCIPS Temporary Appointments*

- Appointments made for a short period when the need for an employee's services is not permanent.
- A temporary appointment must **not exceed one year but may be extended for up to one additional year, not to exceed a maximum of two years**. Some examples of the appropriate use of temporary appointments are:
  - Filling a position to address a temporary workload peak or to complete a project
  - Meeting a staffing need that is anticipated not to exceed a one-year time frame
  - Contracting out of a function
- A temporary appointment is generally more appropriate than a term appointment if the length of the actual appointment is not known in advance and the potential exists for the employee to be released with little advance notice.
- Temporary appointments terminate automatically upon the expiration date unless approval for an extension has been granted.
  - Temporary appointments may be terminated at any time by the Component, although a notice period of 30 days before termination of the appointment is desired.

**Your Notes:**

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## Appointment Type Activity

- Refer to *DCIPS Appointing Authority and Hiring Flexibilities* in the *What You Should Know* box for information on your assigned appointment.
- Discussion of appointment types is found throughout Volume 2005. For example, permanent appointments are addressed in the context of converting student hires to permanent appointments.
- Write your notes on the appointment types in the table below.

### *Appointment Types*

<b>Permanent</b>	<b>Temporary</b>
<b>Term</b>	



## Hiring Flexibilities Scenario

### Hiring Flexibilities Scenario

*Elizabeth, a member of the Defense Intelligence Agency and a reservist, has been called to active duty for a period of 18 months. Marvin, her supervisor, doesn't have anyone who can be detailed to support this position. He is considering how to get the work done while Elizabeth is gone and thinks the best course of action is to fill the position for the period of Elizabeth's absence.*



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- Discuss the supervisor's appointment options with others in your group.

### Your Notes:

## TOPIC 4: COMPONENT-SPECIFIC INTERNAL PLACEMENT FLEXIBILITIES



### Internal Placement Flexibilities

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### Internal Placement Flexibilities



DCIPS provides the flexibility to quickly assign the right people where they are needed

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### What You Should Know:

#### *Component-Specific Internal Placement Flexibilities*

- Internal placement procedures provide managers/supervisors with flexibility to assign work to employees within and across work categories, work levels, pay bands or grades. The streamlined processes make it easier to staff positions and fulfill mission requirements.
- Placement determinations shall be made within DCIPS Occupational Structure guidelines based on the total number of allowable Senior and Expert Work Level positions, expressed as a percentage of the total number of non-DISES/DISL DCIPS positions.
  - Currently (2012), the limitation is not more than 55% at senior and expert work levels with no more than 15% at the expert work level, unless a component has received an exception to policy.
- Details are another flexibility used in the internal placement process. A more in-depth explanation occurs during the competitive and noncompetitive actions and the Joint Duty Assignment (JDA) Program discussions.

## What You Should Know:

### *Internal Placement Flexibilities*

- The flexibilities associated with DCIPS internal placement policies reduce the time required to fill jobs and support the identification of the best candidates.
- DCIPS has no restriction prohibiting the movement of employees within any period of time from their initial appointment.
- When looking to fill positions from within a Component, or from one Component to another, managers/supervisors must follow the guidance below. The nature of the action, and sometimes the length of the assignment, determines whether the action can be accomplished noncompetitively or whether competition is required. Noncompetitive and competitive actions are discussed in more detail later in this lesson.
- A transfer is the movement of a Defense Intelligence employee from one Component to another.
  - If the transfer is to a position at the same work category, work level, and pay band or grade, it is known as a “lateral” transfer and may be done noncompetitively or competitively.
  - Transfers to higher work levels, pay bands or grades, or to work categories with higher promotion potential, require competition.
- A reassignment is the assignment of a Defense Intelligence employee to another DCIPS position in the same work level, pay band or grade within his or her Component.
- Employees may be permanently reassigned to positions within the same Component.
  - If the reassignment is to a position in the current or equivalent work category, at the current work level, and pay band or grade, the movement may be made noncompetitively. Qualifications for the new position must be met.
  - If the reassignment involves movement to a work category with higher band or grade potential, a competitive process must be used.
- A detail is a temporary assignment to a different position.
  - A detail may be made noncompetitively to a position in the same or equivalent work category, work level and pay band or grade, normally not

to exceed one year.

- A detail of more than 240 days involving a higher work level, pay band or grade, or to a different work category with higher band or grade potential, requires competition.
- A detail does not involve a change to money, unless it includes a change to a different geographic area and LMS or TLMS is affected.
- Although the flexibility exists to noncompetitively effect certain types of transfers, reassignments, and details as discussed above, management always has the option to apply a competitive process when filling a position. This applies to permanent and non-permanent positions.
- DCIPS policy does not require that certain areas of consideration be used, only that areas of consideration be sufficiently broad to ensure the availability of quality candidates.
- Candidate evaluation may give due weight to performance evaluations and awards received.
- Management has the right to select or not select from among a group of candidates and to select from appropriate sources of candidates, but must consider and apply any special requirements, such as veterans' preference must be applied when external candidates are considered.
- Components, usually through their servicing Human Resources office, must maintain a record of each position filled through competitive procedures including documentation on process, candidate review, and selection. These records must be maintained and destroyed in accordance with records retention requirements. Components should work with their Office of the General Counsel (OGC) or Human Resources office to ensure understanding and application of requirements is shared with managers and HR staff. Merit system principles apply to DCIPS actions. Selections are based on the ability, knowledge, skills, and competencies of applicants in relation to the position or work assigned. The procedures and processes are qualifications-based and open, thus assuring that all employee protections are upheld.
- Components shall allow for varying areas of consideration depending on the nature and level of the positions to be filled and ensuring the availability of quality candidates.
- Regardless of the method by which a position will be filled, all candidates, including preference eligibles, must meet the prescribed minimum qualification standards associated with the position.

- Prior to the recruitment process, authorized management officials work with Human Resources staff to identify, through job analysis or another method, the job-related criteria to use when evaluating and determining minimum qualifications of candidates. Components may expand this process to provide criteria for use in evaluating and determining the most qualified candidates for referral ensuring that veterans' preference requirements are met. For example, some Components have a list of everyone who is minimally qualified sent to the selecting officials; while in other Components, HR determines higher level qualifications and only sends applicants who meet them to the selecting officials. The job analysis identifies the:
  - Basic duties and responsibilities of the position
  - Knowledge, skills, abilities, and competencies
  - Factors important to evaluating candidates
- The job analysis may cover a single position or a group of them, or an occupation or group of them, having common characteristics.
- DCIPS policy forms the foundation of Component-specific merit promotion plans.

- Answer the questions on the following page.

**Your Notes:**





## Key Terms

### Can you Define These Key Terms?

- Promotion
- Reassignment
- Reduction in Band or Grade



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## What You Should Know:

### *Additional Personnel Placement Actions*

- There are other types of personnel actions involving the movement of Defense Intelligence employees to new positions that apply to organizations operating under the DCIPS banded or graded structure.
- A promotion is a movement to a higher work level, pay band or grade on a permanent basis. For example, movement from Pay Band 3 to Pay Band 4 is a promotion, as is movement from GG-14 to GG-15.
- Reassignment - Movement to a different position in the same Component at the same or equivalent work category, and the same work level, pay band or grade on a permanent or temporary basis.
- A reduction in band or grade is the movement of an employee to a lower pay band or grade on a permanent basis.
- A reduction in band or grade does not necessarily bring with it a reduction in salary. If a person is reduced in band or grade because of performance or conduct issues, then management may reduce the employee's salary (processes are described in Volume 2009). If the reduction is voluntary or management-directed

for reasons not associated with adverse, performance-based or disciplinary actions, then the employee will have his/her salary matched in the lower band or grade to the extent possible, including use of the extended salary range. In the case of a management-directed action, the employee could be put in a retained pay status and not experience a reduction in salary.

- The key to determining salary after a reduction in band or grade is the type of action that is being taken, e.g., voluntary, disciplinary or management-directed.

## TOPIC 5: COMPETITIVE/NONCOMPETITIVE ACTIONS



**DCIPS**  
DEFENSE CIVILIAN INTELLIGENCE  
PERSONNEL SYSTEM

### Exceptions to Competition

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### Exceptions to Competition

- Lateral Transfers
- Reassignments
- Details
- Developmental Programs
- Realignment
- Accretion of Duties



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- You will be assigned to review either Competitive Actions or Exceptions to Competition.
- Take notes on the next page.

### What You Should Know:

#### *Competitive Actions*

- Competition is the established process, as detailed in the Component's merit staffing plan, by which candidates are evaluated to determine the best-qualified individual for specific career or advancement opportunities.
- Competitive actions are required in the following circumstances:
  - Promotions to a higher pay band or grade.
  - Selections to a position at a higher work level in the same work category.
  - Transfers to higher work levels, pay bands or grades, or to work categories with higher promotion potential.
  - Reassignment to a work category with higher pay band or grade potential (e.g., from the Technician/Administrative Support Work Category to the Professional Work Category).

- Details to a higher work level or pay band/grade for more than 240 days are normally\* competitive actions.
  - Details to a different work category with higher pay band/grade potential, for periods in excess of 240 days are normally\* competitive actions.
  - There are no non-competitive promotions above the Full Performance Work Level in the Professional and Management/Supervision Work Categories. All promotions to bands 4 and 5, and grades 14 and 15 are competitive, unless a specific exception such as accretion of duties or new alignment standards applies.
- In all these cases, the competition is based on the documented process that the Component determines and that complies with merit system principles.

*\* There may be times when competitive action is not feasible, practical, or necessary. Such instances are rare, but the flexibility is available in DCIPS.*

## What You Should Know:

### *Exceptions to Competition*

- The following actions do not require competition:
  - **Lateral transfers** from one Component to another Component within the same or equivalent work category, work level, pay band or grade.
    - **Note:** Equivalent work categories are Professional and Supervision/Management. Employees can move between these two work categories at the same work level, band, or grade non-competitively.
  - **Reassignments** within a Component in the same or equivalent work category at the same work level and pay band or grade
  - **Details** within the same or equivalent work category, work level, pay band or grade, normally for periods of up to one year. Joint Duty Assignments are a type of detail. Details may be extended by mutual agreement of all parties. Components shall regularly review their use of details to ensure that principles of merit, employee equity, and proper workforce management are not compromised.
  - **Priority Placement Program (PPP)** is a special program that does not require competition. It helps employees who are being displaced or otherwise negatively impacted by one Component, to be matched to another Defense Intelligence position. Further information can be found

later in the lesson on Adjustment in Force (AIF).

- **Developmental Programs** – Planned salary advancements (for those organizations operating under the DCIPS banded structure) or career promotions (for those organizations operating under the DCIPS graded structure) tied to developmental milestones may be effected noncompetitively under a Component’s established developmental program for employees in the Professional Work Category to develop employees in certain occupations within compensation parameters, advancement time-frames, and advancement criteria coordinated through USD(I). Such progression is considered non-competitive under DCIPS policy but is technically salary advancement or promotion without further competition because the initial program entry competition included competition for the entirety of the program. While all Components must have Development Programs for employees in the Professional Work Category that plan for the development of employees from the Entry/Developmental work level to the Full Performance work level, Components are not required to provide for non-competitive salary advancements or grade promotions.
  - Developmental programs are not like traditional career ladders.
  - Developmental programs will include:
    - Hiring guidance for the occupation.
    - The duration of the developmental program relative to the experience at hire.
    - Developmental benchmarks and supporting criteria and standards that must be met to receive a developmental salary progression or non-competitive promotion, if provided for in the Component’s Developmental Program.
    - Salary advancement or promotion schedule associated with the program.
    - End point (position in band or grade level) of the development program
  - Selections for developmental programs are conducted through a formal competitive process as outlined in the Components’ merit placement/staffing plans.
  - As part of an established developmental program, an employee may be advanced noncompetitively to and through the established Full Performance Work Level for the Professional Work Category.
  - Salary advancement or promotion associated with a Component’s Developmental Program is not an entitlement, but is contingent upon meeting all program criteria.

- Due to the position-specific nature of most Technician/Administrative Support Work Category positions, DCIPS policy does not provide for Developmental Progression programs for the Technician/ Administrative Support Work Category. DCIPS policy may be developed in the future to allow Components to establish similar programs as discussed above to support developmental goals for employees in certain occupations in other work categories.
- **Conversion from student programs to permanent positions** in the entry/developmental work level to the professional work category at the completion of the student program.
- **Conversion from Term position to Permanent position** if the position announcement initially stated such non-competitive conversion was possible.
- **Application of New Job Grading Standards** – Changes resulting from the application of a new job grading standard or the correction of a position alignment that result in a promotion to a higher work level and pay band or grade, are made noncompetitively. Such realignment determinations shall be made within guidelines on the total number of allowable Senior and Expert Work Level positions expressed as a percentage of the total number of non-DISES/DISL DCIPS positions.
- **Accretion of Duties:**
  - A determination that a non-competitive promotion through the accretion of duties is appropriate must be based on duties and responsibilities that are continuously performed by that position and have been performed over an extended period of time, i.e., several months. Promotion based on accretion of duties will not be made for duties performed on a one-time or intermittent basis, in the absence of another employee, when another position is vacant, or while another position is being created. DCIPS policy in this Volume allows details to higher graded work for up to 240 calendar days without competition to manage such temporary work assignments.
  - Promotions based on accretion of duties will not be made for duties and responsibilities which could have been assigned to one or more other employees in the organization. Accretion of duties will not be used to avoid competition through established merit promotion procedures.
  - Promotions to a higher pay band or grade in the same work category and occupation resulting from the accretion of additional duties and

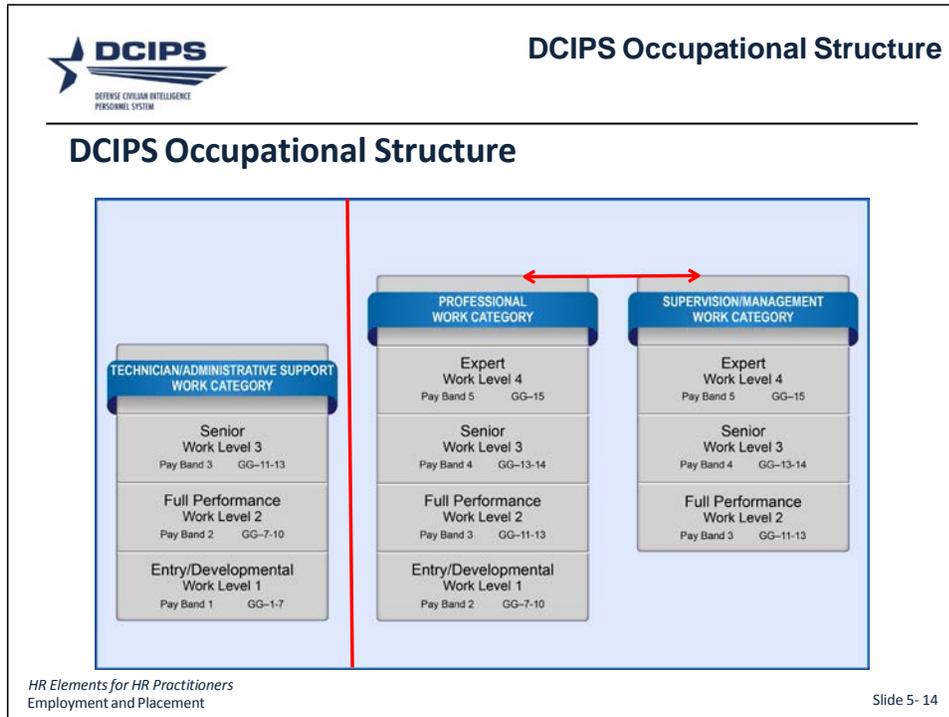
responsibilities may also be made noncompetitively. Such promotions shall be rare occurrences. In meeting the standard for accretion of duties, Components must affirm that the additional duties do not adversely affect another position and that the employee meets all eligibility requirements for the higher work level, pay band, or grade. Promotions must be made within the guidelines on the total number of allowable Senior and Expert Work Level positions expressed as a percentage of the total number of non-DISES/DISL DCIPS positions.

- DCIPS Policy does not permit temporary promotions.

### Your Notes:

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<b>Competitive Actions</b>	<b>Exceptions to Competition</b>



## What You Should Know:

### *Need for Competition Based on Work Category and Work Level*

- As mentioned previously, changes in work level or work category generally requires competition, even where there is no immediate increase in pay. For example, a move from the Technician/Administrative Support Work Category to the Professional Work Category requires competition because it increases the employee's career potential for future pay increases to the Professional Senior and Expert Work Levels that were not available to the employee in the Technician/Administrative Support Work Category.
- There are different numbers of work levels within each work category.
  - The Technician/Administrative Support Work Category has three work levels: Entry/Developmental, Full Performance, and Senior.
  - The Professional Work Category has four work levels: Entry/Developmental, Full Performance, Senior, and Expert.
  - The Supervision/Management Work Category has three work levels: Full Performance, Senior and Expert.
- The Professional Work Category and the Supervision/Management Work Category are considered equivalents, permitting employees to move between them at the

same work level and grade or band non-competitively.

- To fully understand employment and placement actions, including when competition is and is not required, it's important to understand the DCIPS occupational structure.

### Your Notes:

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## DCIPS Competitive Actions Game



### DCIPS Competitive Actions Game

#### DCIPS Competitive Actions Game



Instructions: Create 5 questions about competitive actions to ask the other team. At least two questions should be scenario-based and focus on:

- The type of action required
- Whether the action requires competition
- Reason for your answer

- Your team has 10 minutes to create 5 questions (and answers) about competitive actions to ask the other team. At least two of the questions should be scenarios that may or may not require competitive actions. As you develop the scenarios, you should create questions that focus on:
  - The type of action required
  - Whether the action requires competition
  - The reason for the answer
- A team scores one point for each correct answer. No points are deducted if the answering team provides an incorrect answer; however, if the asking team then provides an incorrect answer, deduct one point from that team's score.
- Use the following page to write your 5 questions and answers.

*Competitive Actions Questions and Answers*

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## TOPIC 6: DCIPS TRIAL PERIODS


**Trial Periods**

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**Trial Periods**

- All new Defense Intelligence employees will serve a two-year trial period
- Once an employee has completed a DCIPS trial period, he/she will not need to complete another one
- A Defense Intelligence employee who moves to another DCIPS position or Component before completing the trial period does not have to start over, but will complete the trial period in the new position or Component



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- Answer the questions on the following page.

### What You Should Know:

#### *DCIPS Trial Periods*

- A DCIPS trial period covers the first two years of continuous service for permanent or term employees.
- A person who has previously completed a DCIPS trial period does not need to serve a new DCIPS trial period.
- A Defense Intelligence employee who moves to another DCIPS position or Component before completing the trial period completes the trial period in the new position or Component and does not have to start over.
- Employees that leave a DCIPS position before completing their trial period will be required to start a new trial period if they later accept another DCIPS position.
- Completion of a probationary or trial period in another system or obtaining competitive status does not waive the DCIPS trial period. The DCIPS Personnel Interchange Agreement with OPM ended on September 30, 2010.
- Time served in a DCIPS temporary appointment is not credited towards

completion of the required two-year DCIPS trial period; however, as noted above, time served towards a trial period in a Term appointment is credited.

- Employees may be separated during their DCIPS trial period with no right of appeal outside the Department of Defense (except for certain preference-eligible candidates) any time their conduct or performance is found to be unsatisfactory.
- Preference-eligible employees have a right to appeal to the Merit System Protection Board (MSPB) after serving one year of a DCIPS trial period.
- Supervisory or managerial probationary or trial periods are not applicable in DCIPS. Components must ensure that newly selected supervisors or managers possess the required supervisory or managerial competencies and provide appropriate developmental activities.
- In cases where organizational units or other groups of employees have positions that are converted to DCIPS, employees in those positions who have completed a trial or probationary period in another federal civilian system before the conversion will not be required to serve a DCIPS trial period upon conversion of their position into DCIPS. Employees who have not yet completed a trial or probationary period in the other system prior to conversion will have the time served towards the trial or probationary period in the other system credited towards the two year DCIPS trial period.
- Absences taken while serving a trial period for the purposes of Leave Without Pay or Military Service should be treated in accordance with Title 5 provisions pertaining to probationary periods.

### Your Notes:

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**Questions:**

- Does a person who has previously completed a DCIPS trial period need to serve a new DCIPS trial period?
  
- Does a Defense Intelligence employee who moves to another DCIPS position or Component before completing the trial period have to start over?
  
- Is time served in a DCIPS temporary appointment credited towards completion of the required two-year DCIPS trial period?
  
- True or False? Employees may be separated during their DCIPS trial period with no right of appeal outside the Department of Defense (except for certain preference-eligible candidates) any time their conduct or performance is found to be unsatisfactory.
  
- Preference-eligible employees have a right to appeal to the Merit System Protection Board (MSPB) after serving how much of a DCIPS trial period?
  
- True or False? Supervisory or managerial probationary or trial periods are not applicable in DCIPS. Components must ensure that newly selected supervisors or managers possess the required supervisory or managerial competencies and provide appropriate developmental activities.

## TOPIC 7: JOINT DUTY ASSIGNMENTS



### Joint Duty Assignments

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### Joint Duty Assignments



The JDA Program is a leadership development program whose purpose is to build a cadre of intelligence professionals with experience in more than one IC element.

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- Answer the questions on the following page.

### What You Should Know:

#### *Joint Duty Assignments*

- The JDA Program is a leadership development program that supports the temporary detail of employees to JDA positions that provide substantive professional, technical, or leadership experience in another Defense Intelligence Component, IC element, or other eligible department or organization.
- The purpose of the program is to build a cadre of intelligence professionals with experience in more than one IC element.
- Each Component has a JDA lead who should be contacted for questions and information regarding the JDA program.
- JDA assignments can be effected competitively or noncompetitively and do not require initial hire processing because the employee remains permanently assigned to their parent Component.
- The purpose of the IC's JDA Program is to support employee development and understanding about how other agencies function. The Program meets a mission

need. The increased knowledge and cross-collaboration opens many avenues for increased efficiency and effectiveness across the enterprise.

- JDA positions are limited to employees in Pay Band 3 or GG-11 or above positions.
- Under the Intelligence Community's JDA Program, employees are detailed to another IC organization and become a member of that organization for a specific period. JDAs are typically for a period of one year, but may be extended to two years by agreement of all parties.
- While most employees complete a JDA in their local commuting area, with agreement from all parties, JDAs can be completed in other commuting areas.
- While serving on a JDA, employees assimilate to the host organization. The host organization's supervisor and chain of command provide the Performance Evaluation of Record for employees assigned on JDAs with more than 90 days under the JDA's performance plan, and provide the final Performance Evaluation of Record to the parent organization. JDA policy established this to support the employee being evaluated by the beneficiary of their work for the period of the JDA.
- Once the host organization has finalized the Performance Evaluation of Record it is forwarded to the parent organization. For pay pool purposes, an employee is considered for permanent salary increases and base-pay increase monetary awards by the parent organization and for lump sum monetary awards (e.g., bonuses) by the host organization. Experience through a JDA may enhance one's ability to compete for other positions by developing a broader base of experiences and skills.
- Completion of JDA requirements is required for promotion to senior ranks, the DISES and DISL for Components.
- Employees transferring from one Component to another Component or to another organization may claim JDA credit if prior experience qualifies them for JDA credit in accordance with the JDA Program DoDI 1400.36.
- A limited number of employees may be eligible to receive JDA credit for an internal assignment that involves significant policy, program, managerial, operational, liaison, tasking, or coordinating responsibility for resources, programs, policies, or operations that are carried out by the employee's agency in conjunction with one or more other IC components. JDA policy provides additional information about JDA credit for internal assignments. Internal positions are reviewed for approval by the USD(I) upon request by the Head of a Component.

**Your Notes:**

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**Questions:**

- What is the JDA Program?
  
  - What is the purpose of the program?
  
  - Why don't JDA assignments require initial hire processing?
  
  - Who is eligible for JDA positions?
  
  - How long is a typical JDA?
  
  - Which organization provides the employee's Performance Evaluation of Record?
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## JDA Scenario

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### JDA Scenario

- *Management has been trying for some time to fill a procurement analyst position. The position is in the Professional Work Category at the Full Performance Work Level, GG-13 and requires some unique skills. The position has been advertised at least four times; generally, it does not get any qualified applicants.*
- *One of the problems with the position is that it is located in an isolated area. When management has tried to hire for these types of positions in the past, they have had a great deal of difficulty and some positions have remained unfilled for months, although other organizations within the IC have employees with the necessary skill sets.*

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### Your Notes:

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## JDA Credit Criteria

### JDA Credit Criteria

- Full-Time Employees
- Part-Time Employees
- Deployment to a Combat Zone
- Multiple Assignments



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## What You Should Know:

### *Criteria for JDA Credit*

- A full-time employee may receive credit for JDA in one of the following ways:
  - Completing a temporary, rotational JDA of at least 12 months in a position at or above the Band 3 or GG-11 level in another Component, IC element, or an organization outside the IC with a “Successful” Performance Evaluation of Record or higher. Additionally an employee must:
    - Be approved by the employee’s first-level supervisor and second-level manager and through Component-specific procedures as applicable.
    - Have duties and responsibilities requiring that employee to acquire and apply substantial practical knowledge and understanding of the organization to which he/she is assigned, including its mission, structure, key personnel, and culture.
    - Be part of that employee’s individual career development plan(s), as discussed with and approved by the employee’s first-level supervisor.
    - Meet competency requirements and career path(s) recommended by the individual’s professional community.

- Serving at least 12 months in an internal position that has been specifically designated as providing JDA credit within the employee's own element.
- Serving at least 12 months in another IC agency or element, or other organization in a permanent position classified at a Band 3 or GG-11 or above, accepted as providing joint duty credit IAW joint duty policy.
- Part-time employees may receive JDA credit if assigned to a designated JDA position and complete the equivalent of at least 12 months of full-time work.
- Deployment to a designated combat zone for 179 days or more on permanent change of station (PCS), temporary change of station, or temporary duty orders is deemed to satisfy the 12-month minimum requirement for JDA credit.
- Multiple assignments of 90 consecutive days or more shall be cumulatively applied to satisfy the 12-month minimum requirement for JDA credit, so long as that minimum requirement is met within a 24-month period. Multiple assignments of 90 consecutive days or more in a designated combat zone shall also be cumulatively applied to meet the 179-day minimum requirement for JDA credit, provided that minimum requirement is met within a 24-month period.

**Your Notes:**

## TOPIC 8: QUALITY IN EMPLOYMENT AND PLACEMENT OUTCOMES



### Employment and Placement Metrics

#### Employment and Placement Metrics

- Time-to-Fill
- Vacancy Rate
- Transparency
- Collaboration
- Quality



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### What You Should Know:

#### *Quality in Employment and Placement Outcomes*

- Components are required to implement and follow quality standards that state how they, through their employment and placement practices, will ensure the availability of qualified applicants from diverse backgrounds.
- Components are also required to use metrics to support the OUSD(I) and Office of the Director of National Intelligence (ODNI) assessment of employment and placement activities. These metrics include, but are not limited to:
  - Time-to-fill metric – measures the average time it takes to fill a position as determined by the ODNI and DoD methodology.
  - Vacancy rate metric – tracks vacancy rates in key mission categories, work categories, work levels, pay bands, or grades.
  - Transparency metric – measures employee and candidate perceptions of the fairness of Component selection processes through regular opinion surveys provided through the OUSD(I) and ODNI.
  - Collaboration metric – measures critical indicators of IC collaboration in employment and placement. Such indicators shall be developed by the

OUSD(I) in consultation with the Components. Components report on this metric annually.

- Quality metrics – measures manager satisfaction with the hiring process and with the quality of selectees through surveys and other appropriate means as determined by OUSD(I).

**Your Notes:**

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## LESSON 5 REVIEW

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### Lesson 5 Review

- Topic 1 – DCIPS and the Excepted Service Under Title 10
- Topic 2 – Qualification Standards
- Topic 3 – DCIPS Appointing Authority and Hiring Flexibilities
- Topic 4 – Component-Specific Internal Placement Flexibilities
- Topic 5 – Competitive/Non-Competitive Actions
- Topic 6 – DCIPS Trial Periods
- Topic 7 – Joint Duty Assignments
- Topic 8 – Quality in Employment and Placement Outcomes



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- The following circumstances are addressed in Volume 2005.
  - Appointment of retired service members
  - Appointment of Federal annuitants
  - Upward mobility and similar hiring programs
  - Student programs

### Your Notes:

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### Lesson Transition:

In Lesson 6, we'll explore compensation administration.

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