

# 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 DCIPS Grades used by Components operating under the graded structure.
- Identify and discuss the DCIPS Pay Bands used by Components operating under the banded structure.
- Identify and define occupational groups and occupational series.
- Identify and define how the pieces of the occupational structure work together.

### Topics

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## LESSON 3 INTRODUCTION

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This lesson lasts 45 minutes.

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# Lesson 3: DCIPS Occupational Structure

Duration: 45 minutes

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

**Your Notes:**



## Lesson 3 Topics

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### Lesson 3 Topics

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



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### Your Notes:

## TOPIC 1: DCIPS OCCUPATIONAL STRUCTURE



### Key Terms

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#### Can you Define These Key Terms?

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



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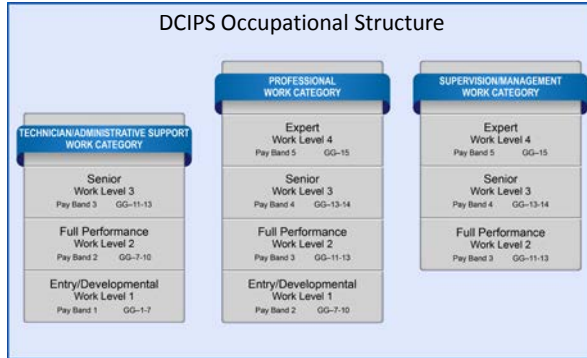
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### Your Notes:



## Position Alignment

### Position Alignment



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

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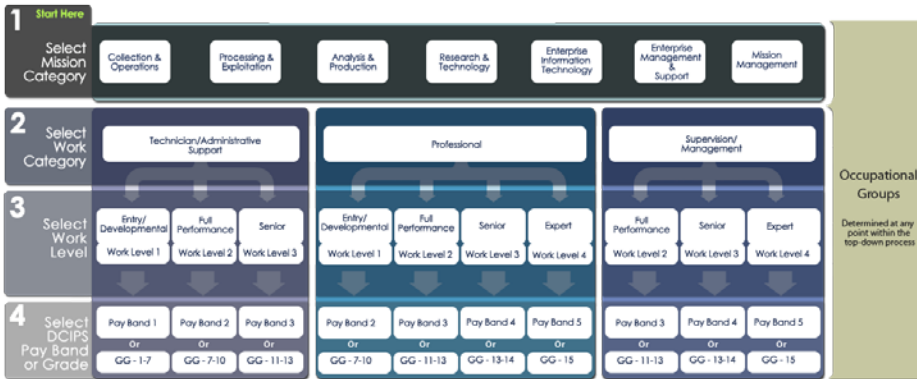
- See your Supplemental Reference Guide, Tab 2, for a larger version of the Occupational Structure slide.

### Your Notes:



## Alignment Process

### Top-Down Alignment Process



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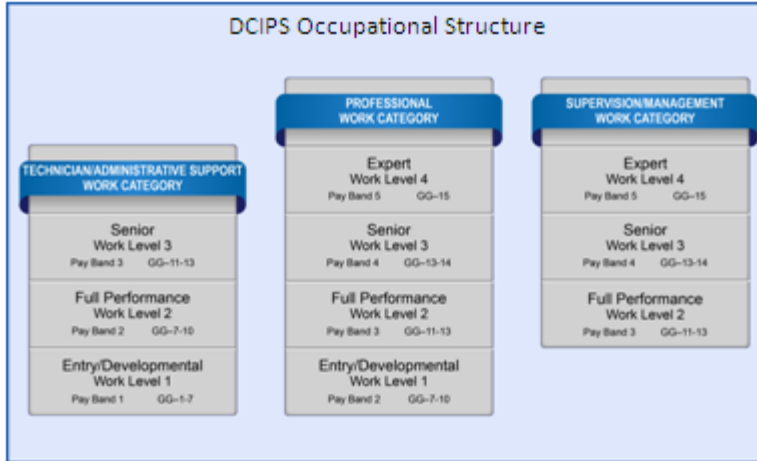
- See your Supplemental Reference Guide, Tab 3, for a larger version of the the Top-Down Alignment Process slide.
- Mission Categories do not cascade down through the rest of the occupational structure or alignment process.
- Occupational groups are a part of the occupational structure, however, how and when to include them is at each component’s discretion.

### Your Notes:



## DCIPS Occupational Structure

### Overview of DCIPS Occupational Structure



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### Your Notes:

## What You Should Know:

### *Overview of the DCIPS Occupational Structure*

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





## 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



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- 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.

### Your Notes:



## Step 1: Select Mission Category

### Step 1: Select Mission Category



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- 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.
- Mission category determinations may require engagement with other teams, (e.g. finance or manpower).

### Your Notes:



## 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

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### 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 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.

**Your Notes:**



## Step 2: Select Work Category

### Step 2: Select Work Category



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## 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. 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 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.

## Your Notes:



## Step 3: Select Work Level

### Step 3: Select Work Level



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- 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.

### Your Notes:



## Work Levels and Work Categories

### Work Levels and Work Categories



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## 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 exists 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 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 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.

### **Your Notes:**



### Step 4: Select Pay Band or Grade

### Step 4: Select Pay Band or Grade



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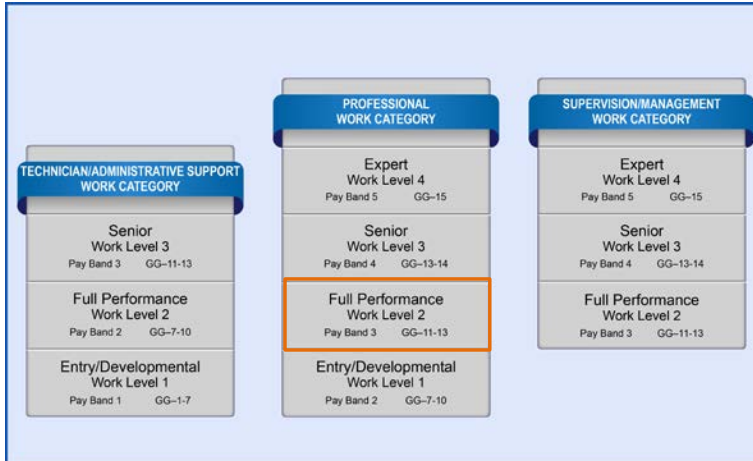
- The next step in the top-down process is to determine the Grade or Pay Band to which a position aligns. DCIPS policies provide for both Grades and Pay Bands to support consistency across the Enterprise.

### Your Notes:



## Common Work Level

## Common Work Level



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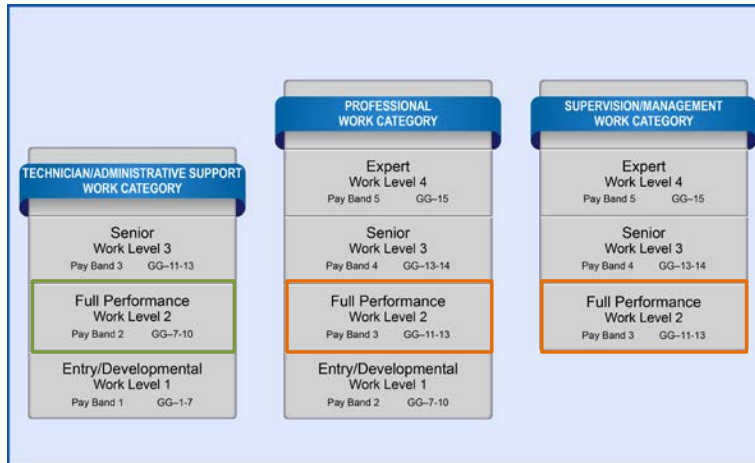
- Within the DCIPS Occupational Structure, there are five Pay Bands and fifteen Grades. Grades and pay bands share a common work level.

### Your Notes:



## Pay Bands and Grades within Work Levels

### Pay Bands and Grades within Work Levels



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- Not all of the work levels describe the same pay band or grade.

### Your Notes:

## TOPIC 2: DCIPS GRADES AND PAY BANDS



### Step 4: Select DCIPS Pay Band or Grade

#### Step 4: Select DCIPS Pay Band or Grade



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- 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.

### What You Should Know:

#### *DCIPS 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.

- Current focus is on all-source analysis and HUMINT.
- 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 after 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:

#### *DCIPS 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 those Components operating under the pay banded structure requires documentation of the appropriate pay band. Under DCIPS, pay bands align to the work levels.
- The DCIPS Pay Banded Pay Plan is “IA.”

### Your Notes:

### TOPIC 3: OCCUPATIONAL GROUPS



### Occupational Groups

#### Occupational Groups



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- 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.
- 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.

#### Your Notes:



# LESSON 3 REVIEW



## Top-Down Alignment Approach

### Top-Down Alignment Approach



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DCIPS Occupational Structure

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## Your Notes:



## Lesson 3 Review

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### Lesson 3 Review

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



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### Your Notes:

- 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. DCIPS has 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 V2007, Tab 7) 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.

### Lesson Transition:

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