

HR Elements for HR Practitioners

Workbook

Developed for the Under Secretary of Defense for
Intelligence (USD(I))

February 2016

ICE BREAKER: DCIPS AND THE HR PRACTITIONER



Top Five Challenges

My top five DCIPS related challenges as an HR Practitioner (not as an employee under DCIPS):

- 1.
- 2.
- 3.
- 4.
- 5.

Your Notes:

Work Level Identification Exercise



Work Level Exercise

- Each group will be assigned to a work level (1 to 4).
 - 10 minutes to research and prepare presentations explaining the work level.
 - 3 to 5 minutes each to present findings.
-
- Your instructor will assign you to a team.
 - Each team will be assigned to a work level (1 to 4).
 - Read about your assigned work level in Lesson 3 in your Participant Guide and devise a strategy to teach other classmates about that work level, including how it fits within the different work categories.
 - You will have up to 10 minutes to research and prepare your team's presentation. Record your information on the following page.
 - You will have between three and five minutes to present your team's findings.
 - As other teams give their presentations, record their findings in the space provided on the following page.

Your Notes:

Work Levels

Expert (4)

Senior (3)

Full Performance (2)

Entry/ Developmental (1)

Position Alignment Exercise

Alignment Exercise: Example #1

Position: Security Assistant

Mission Category _____

Work Category _____ Work Level _____

Band ____ Grade _____

Assists security specialists with the training of personnel and administering policies for the utilization and protection of collateral security information and materials from unauthorized disclosure or sabotage. Possess an in-depth practical knowledge of a specific body of rules and procedures pertinent to the specialized function supported to perform assignments.

Applies and references security regulations and directives to provide technical advice and guidance to employees on issues such as classification, declassification, and handling of classified documents and materials.

Assists security specialists in research and preparation of reports tracking trends and potential areas for improvement. Helps develop new and revised standard operating procedures or processes. Makes decisions based on the application of regulations and practices and initiates actions that affect various organization units; errors could prove costly in terms of delay and waste of time and resources.

Conducts projects that are limited in scope relating to managing sensitive compartmented information accesses. Provides findings and recommendations to security specialists. Uses judgment in interpreting and applying available and established guidelines and procedures such as the agency program policies, regulations, SOPs, and work direction for application to specific cases or problems.

Responsible for analyzing results and recommending changes to improve processes or identify problems. Completed work is reviewed for accuracy, quality, and adherence to instructions and established procedures. Accomplishes routine tasks independently with responsibilities remaining clearly defined.

Supports internal committees and working groups to develop and resolve security practices and issues. Indoctrinates employees who meet certain criteria for the appropriate special security accesses. Plans and carries out successive steps and handles problems and deviation in the assignment in accordance with instructions, previous training, and accepted practices.

Alignment Exercise: Example #2

Position: Secretary

Mission Category _____

Work Category _____ Work Level _____

Band _____ Grade _____

Receives calls, greets visitors, and directs requests or inquiries to the supervisor or staff for only those contacts needing their attention or action. Handles all routine administrative matters and responds to routine and non-technical requests for information that is available from files. Has knowledge of standardized rules and operating procedures that require a considerable amount of training and experience to perform the full range of standard clerical and non-clerical assignments and to resolve recurring problems.

Schedules appointments and makes commitments for the supervisor to attend meetings and other events without prior approval. Reminds supervisor of appointments and briefs supervisor on subject matter and purpose of meetings. Conducts research and analysis to validate information or data, compiles data into reports based upon internal and external sources to provide a basis for developing recommendations with minimal supervision, and researches information specific to the functional or administrative field by using standard processes, databases, and systems.

Reads all incoming correspondence, determines proper action, and at times prepares answers before referring to the supervisor. Reviews outgoing correspondence and reports for correct format, mathematical content, and grammar, and ascertains that all necessary coordination of facts has been completed and is in accordance with established policy. Makes decisions on the application of established procedures and initiate actions that affect various organizational units; errors in decisions or commitments are not immediately apparent but are revealed in subsequent operations, and may result in loss of time in other organizational units.

Prepares time and attendance records and leave schedules for the office. Makes arrangements for required overtime and obtains necessary justification. Accepts assignments from supervisor who defines objectives, priorities, and deadlines and assists the employee only with unusual situations that do not have clear precedents. Responsible for planning and carrying out successive steps and handling problems and deviations in accordance with instructions, previous training, and accepted practices in the occupation. Finished work is reviewed for accuracy, quality, and compliance with more complex instructions and guidelines.

Makes necessary arrangements for travel and accommodations for supervisor, staff, and incoming officials who are attending meetings or conferences the agency hosts. Prepares travel orders and reviews travel vouchers for accuracy and completeness. Able to formulate solutions to standard problems by identifying the nature of the problem and obtaining additional information either verbally or in writing to correct any inconsistencies and errors.

Alignment Exercise: Example #3

Position: Budget Analyst

Mission Category _____

Work Category _____ Work Level _____

Band _____ Grade _____

Responsible for the formulation, reprogramming, and execution of budgetary objectives for the organization. Makes continuous minor and frequent major reprogramming changes. Assesses impact of changes in workload, assumption of new missions, and other developments affecting funding requirements for which existing, standardized resource-estimation techniques may not exist. Directs continuing maintenance of cumulative experience data for all activities. Receives requests for changes of apportionment from operating activities together with justification in terms of program fluctuations and changes. Analyzes data and approves minor reprogramming within prescribed constraints, analyzing costs of other activities to determine where funds can be cut to provide for increases elsewhere. Analyzes data and submits recommendations for higher-level review when major reprogramming requirements occur.

Works independently to carry out assignments resolving conflicts using initiative and resourcefulness when deviating from established guidelines to develop and/or propose new policies or procedures. The supervisor sets overall objectives and resources and reviews finished work products for effectiveness and adherence to assigned objectives.

Projects budgetary requirements for selected accounts for higher-level review. Determines estimates for various accounts within totals provided from other activities. Ensures accuracy of financial records. Compiles and analyzes information prior to completing budget schedules. Reviews and consolidates prepared budget estimates and verifies all levels of budget detail. Ensures all elements conform to guidance provided by higher-level organizations. Assembles proposed operating budget with summaries for review by management and governing office. Formulates narrative and quantitative justification for financed and unfinanced resource requirements.

Contacts activities, furnishes accumulated experience data and limitations, and requests anticipated requirements upon receipt of overall budget ceiling. Reviews and analyzes data submitted; if in excess of funded operating cost figures, determines by review of experience data where reductions might be made. Coordinates reprogramming recommendations with organizations, considering impact of

anticipated new program changes, anticipated reimbursements, increased cost, and increased workload.

Participates in overall financial planning, furnishing recommendations for future plans based on budgetary experience. Maintains contact with all program officers and satellite activities regarding status of funds and to keep apprised of requirements. Maintains liaison with activities providing feeder data for complex budget development to ensure timely and accurate reporting of data. Discusses the feasibility of future budgetary requirements and needs for additional funding as requested.

Alignment Exercise: Example #4

Position: Program Analyst

Mission Category _____

Work Category _____ Work Level _____

Band_____ Grade _____

Conducts or participates in complex cost comparison and benefit studies of current or projected programs; develops lifecycle cost analyses of programs or other projects and actions on existing or forecasted problems, capabilities, needs, opportunities, or other areas requiring resolutions and the development of new or substantially modified business operations. Plans, evaluates, coordinates, and integrates activities with other organizational elements and functions. Maintains knowledge of programs, mission, and functions and organizational goals and objectives, and applies this knowledge to difficult and complex work assignments. Possesses thorough and detailed knowledge of and skill in applying analytical and evaluative techniques for developing new or modified work methods, approaches, or procedures; and skills to identify, evaluate, and recommend solutions to complex issues or problems.

Conducts detailed analyses of complex functions and processes. Defines critical issues and problems, collects data from various sources, assesses data, and determines the most effective and efficient method and approach to meet management needs and requirements. Utilizes various analytical tools to measure and evaluate data. Interprets results from study and develops statistical and narrative reports, graphs, and charts to justify changes and recommendations. Develops research strategies by identifying required sources and the means of collecting and synthesizing information, tactfully perseveres in obtaining information by reaching out to the most appropriate source, articulates problems or objective statements to clarify the main questions to be answered, extracts key points from information to forecast potential issues and problems, identifies gaps in data based on knowledge of the organization or subject matter, researches new or improved business and management practices to support changes in organizational programs and operations, and conducts research to identify and validate trends related to organizational strategy development.

Prepares detailed plans, budgets, and schedules for assigned programs and participates with management in fiscal planning. Provides support and advice on reprogramming of funds and funding levels due to changes in workload or mission. Recommends procedures for preparing, documenting, validating, and presenting resource requirements to higher authority.

Researches and investigates new or improved business and management operations for application to agency programs. Plans and advises management on implementation of new ideas, procedures, processes, methods, or approaches of continuous improvement initiatives. Consults with supervisor to develop deadlines and projects after supervisor sets the overall objectives and resources available. Responsible for planning and carrying out assignments, resolving most of the conflicts that arise, interpreting policy in terms of established objectives, and informing supervisor of progress and any controversial matters.

Serves as a representative on working groups to plan and develop internal strategies to address program issues and concerns. Makes decisions based on the interpretation of regulations and practices and initiates actions that affect various organizational units. Commitments that do not involve interpretation of policy or the setting of precedents may have an adverse effect upon the activities of the assigned element; errors could prove costly in terms of delay and waste of time and resources within the element.

Alignment Exercise: Example #5

Position: Management Analyst

Mission Category _____

Work Category _____ Work Level _____

Band _____ Grade _____

Conducts or participates in moderately difficult management projects and studies productivity enhancements, strength management, accountability, and other projects and actions based on existing or forecasted problems, needs, opportunities, or other areas requiring resolutions and the development of new or substantially modified business practices. Maintains knowledge of a wide range of management concepts, principles, and skills in applying knowledge to difficult and complex work assignments. Possesses thorough and detailed knowledge of and skill in applying analytical and evaluative techniques for developing new or modified work methods, approaches, or procedures; and identifying, evaluating, and recommending solutions to complex issues or problems. Supervisor makes assignments by defining objectives, priorities, and deadlines and assists the employee with unusual situations that do not have clear precedents. Finished work is reviewed for accuracy, quality, and compliance with more complex instructions and guidelines.

Identifies issues and collects relevant data from records, reports, regulations, policies, directives, and other pertinent sources to define the problem area. Assesses collected data and utilizes analytical tools to measure and evaluate data. Develops statistical and narrative reports, graphs, and charts to justify changes and recommendations. Maintains in-depth knowledge of qualitative and quantitative techniques for analyzing and measuring the effectiveness and efficiency of programs meeting established goals and objectives.

Researches and investigates new or improved business and management practices for application to agency programs. Plans and advises management on implementation of new ideas, procedures, processes, methods, or approaches of continuous improvement initiatives. Able to develop research strategies by identifying required sources and the means of collecting and synthesizing information, tactfully persevere in obtaining information by reaching out to the most appropriate source, articulate a problem or objective statement to clarify the main questions to be answered, identify interrelationships and dependencies of disparate information to better understand the situation, extract key points from information to forecast potential issues and problems, identify gaps in data based on knowledge of the organization or subject matter, research new or improved business and management practices to support

changes in organizational programs and operations, and conduct research to identify and validate trends related to organizational strategy development.

Drafts internal instructional and informational materials for use in improving and standardizing business practices. Maintains a basic knowledge of organizational culture, business processes, and organizational needs. Able to respond straightforwardly to questions using knowledge of the specific program, discipline, and organizational mission; identify the impact of changes to existing policies and programs to communicate required organization activities, and articulate the impact of the changes to existing policies and programs. Uses judgment in interpreting and adapting guidelines such as the agency's policies, regulations, and precedents and analyzes results and recommends changes.

Alignment Exercise: Example #6

Position: Intelligence Officer

Mission Category _____

Work Category _____ Work Level _____

Band_____ Grade _____

This is an entry/developmental position. Serves in the first phase of a developmental program, performs a variety of clearly defined tasks under routine supervision assigned to increase the employee's knowledge and understanding of the collections and operations of intelligence sources by various means and to provide a general familiarity with governing policies, procedures, and regulation. Receives intensive on-the-job and classroom training in the application of concepts, principles, practices, and procedures in preparation for developmental progression to the Full Performance Work Level.

Alignment Exercise: Example #7

Position: Intelligence Officer (general military analysis)

Mission Category _____

Work Category _____ Work Level _____

Band _____ Grade _____

Researches, reviews, edits, plans, prepares, integrates, and publishes complex all-source regional, strategic, or functional national military intelligence studies, plans, or products. Coordinates, monitors, and integrates valid intelligence while ensuring timely, comprehensive, and accurate responses. Develops innovative analytical approaches and validation of analytical conclusions. Intelligence policies and precedents are applicable but are stated only in general terms. Guidelines for performing the work are scarce or of limited use. Uses initiative and resourcefulness in deviating from traditional methods or researching trends and patterns to develop new methods, criteria, or proposed new policies. Supervisor sets the overall objectives and resources available; finished products are reviewed for accuracy and effectiveness and for compliance with complex instructions and guidelines.

Identifies significant trends within assigned subject-matter area and proposes new or revised analytical projects to alert decision-makers to new developments and to meet customer requirements. Consults with senior analysts to develop and recommend complex analytical approaches to problems and situations for which data are incomplete, controversial, or for which no precedent exists. Maintains knowledge of a wide range of intelligence concepts, principles, and practices and skill in applying this knowledge to difficult and complex work assignments. Possesses thorough and detailed knowledge of and skill in applying analytical and evaluative techniques for developing new or modified general military analysis work methods, approaches, or procedures; and to identify, evaluate, and recommend solutions to complex issues and problems.

Identifies intelligence gaps, specifies collection requirements to fill gaps in information, evaluates resulting intelligence collected in response to requirements, and determines analytical approach. Able to produce strategic-level assessments and projects of the influence of cultural, historical, geographic, and regional factors applying multi-disciplinary knowledge of regional factors; produce strategic level socioeconomic assessments and forecasts germane to the country or region by applying multi-disciplinary approaches; and provide predictive analysis and strategic level assessments about state and non-state actors which may affect U.S. national security policy and military operations.

Serves as a team member on agency-wide, multi-disciplinary efforts that involve critical regional, strategic, or functional analysis issues. Advises national security agencies and others on general military threats and trends. Represents the agency's position to senior policymakers in briefings on general military analysis intelligence. Provides input to policymakers on key general military analysis trends.

Collaborates in developing and strengthening substantive ties with other government organizations. Collaborates with other IC analysts on intelligence analysis and with collectors through analyst-assisted collection targeting. Responsible for planning and carrying out the assignment, resolving most of the conflicts that arise, and interpreting policy in terms of established objectives.

Alignment Exercise: Example #8

Position: Human Resources Specialist (generalist)

Mission Category _____

Work Category _____ Work Level _____

Band _____ Grade _____

Analyzes, modifies, and adapts systems or techniques to solve a variety of compensation problems or conditions by applying comprehensive knowledge of policies and regulations. Monitors compensation data and analyzes trends or anomalies and their significance to ongoing agency programs and operations. Develops and recommends changes to directives within the framework of policies and established procedures. Human capital guidelines are available but are not completely applicable to the work or have gaps in specificity. Uses judgment in interpreting and adapting guidelines such as the agency human capital policies, regulations, precedents, and work directions for application to specific cases or problems. Analyzes results and recommends changes. Finished work is reviewed for accuracy, quality, and compliance with more complex instructions and guidelines.

Provides position management and classification advisory services to managers and employees of assigned organizations. Supported organizations and activities typically include complex position and organizational structures with closely aligned responsibilities. Advises employees and managers on the position classification process and position management. Advises on position management policies including supervisory ratios, appropriate use of leader positions, fragmented organizational structures, job restructuring, impact of positions or employees with planned reorganizations, and provides recommendations for improvements in position and organization structures.

Provides advisory services on recruitment and placement actions requiring identification and analysis of management staffing problems, and development of solutions considering the total human resource management viewpoint. Exercises persuasiveness, creativity, and insight in preparing and presenting recommendations to management. Advises management on recruitment strategies, sources, and special programs. Makes suggestions and offers advice concerning the best-qualified candidates in keeping with agency staffing goals and programs. Completes assignments on a wide range of human resources principles, concepts, and techniques to accomplish difficult and complex work assignments and develop new methods, approaches, or procedures. Able to generate effective guidance for employees and management on a wide range of human-capital issues and initiatives, provide practical advice on implementing human-capital programs based on an extensive understanding

of organizational needs, problems, and issues in partnership with other organizations. Facilitates change, initiating it when necessary.

Advises managers about appropriate disciplinary or other corrective techniques that are responsive to a range of conduct and performance problems, interprets facts and events, and gathers background information and prepares formal correspondence on a full range of disciplinary actions. Advises and assists employees, managers, and supervisors on grievance procedures and appropriate options for proper resolution of conflicts or problems. Ensures that official case files are maintained properly with complete documentation to support recommended or final action. Coordinates with legal officials, as appropriate. Reviews and advises management on performance plans and provides technical information on performance management systems. Interprets policies and provides advice on other personnel issues.

Administers the employee benefits program and provides full-scope consultation, guidance, and assistance on employee benefits issues to include retirement, injury compensation, life and health insurance benefits, and Federal Retirement Savings Plan and flexible spending accounts.

Alignment Exercise: Example #9

Position: Electronics Engineer (Missile Systems/Intelligence)

Mission Category _____

Work Category _____ Work Level _____

Band _____ Grade _____

Produces finished intelligence products for the agency, DoD, national and international intelligence publications, and organizations. Researches, analyzes, interprets, evaluates, and integrates all-source intelligence data; conducts and prepares detailed engineering assessments and designs of complex and unique foreign electronic surface-to-air missile systems or subsystems; and documents and disseminates information through reports and briefs. Develops and recommends complex analytical approaches to problems and situations for which data is incomplete, controversial, or for which no precedent exists. Completes assignments requiring professional knowledge of a wide range of scientific and engineering principles, concepts, and techniques to accomplish difficult and complex work assignments and develop new methods, approaches, or procedures. Specific engineering knowledge requirements include electronics, electrical, and other related engineering fields to include computer modeling and simulation and engineering analysis tools.

Exploits and analyzes collected missile intelligence data; and develops complex models and computer software simulations to test and predict missile electronic systems capabilities, vulnerabilities, opportunities, threats, and targets to develop potential ways of eliminating threats. Monitors and integrates intelligence by obtaining and using available analysis and collection tools and systems as well as collaborating with other government organizations, IC analysts, and collectors. Develops innovative analytical approaches and validation of analytical conclusions. Maintains an in-depth knowledge of intelligence collection systems; their capabilities and limitations and appropriate tasking methods; and comprehensive knowledge of electronic systems, subsystems, and technologies pertaining primarily to missile system microelectronics, electronic hardware, circuits, sensors, guidance and control, signals, electromagnetic, EO/IR or other similar associated electronic and electrical characteristics of surface-to-air missile systems.

Coordinates, monitors, and integrates valid intelligence ensuring timely, comprehensive, and accurate responses. Identifies intelligence gaps, specifies collection requirements to fill gaps of information, evaluates resulting intelligence collected in response to requirements, and determines analytical approach. Able to bound new or unique analysis problems without creating limits to solutions; identify

outdated and unjustifiable assumptions to maintain objectivity and suspend judgment; challenge differing perspectives on similar and related analytic efforts by using argument evaluation and validated analytic methodologies; explore innovative applications of accepted or experimental structured analytic methodologies and techniques; efficiently form and manage logical and plausible competing hypotheses; and guide the implementation of methodologies and processes for conducting comprehensive research on complex topics.

Maintains currency in advances and developments related to or which have potential impact on assigned area. Develops and projects data, draws conclusions, and estimates probabilities based upon knowledge of current and past intelligence situations. Identifies significant trends within assigned subject-matter area and proposes new or revised analytical projects to alert decision-makers to new developments and to meet customer requirements. Develops and recommends complex engineering and analytical approaches to problems and situations for which data are incomplete, controversial, or for which no precedent exists. Electronic engineering policies and precedents are applicable but are stated only in general terms. Guidelines for performing the work are scarce or of limited use. Uses initiative and resourcefulness in deviating from traditional methods or researching trends and patterns to develop new methods, criteria, or proposed new policies.

Develops and strengthens substantive ties with other government organizations, international agencies, and the IC. Advises and briefs leadership regarding foreign missile threats and trends. Represents the agency's position to senior policymakers in briefings on electronic systems of missiles. Provides input to policymakers on key trends. Supervisor sets the overall objectives and resources available. Develops deadlines and projects jointly with Supervisor. Informs Supervisor of any controversial issues. Finished work and methods are reviewed for accuracy and effectiveness and for compliance with complex instructions and guidelines.

Alignment Exercise: Example #10

Position: Financial Manager

Mission Category _____

Work Category _____ Work Level _____

Band _____ Grade _____

Applies managerial and technical competencies in managing the integration of major parts of the comptroller's program as a second-level manager. Responsible for the integration and coordination of the agency's budget execution with the accounting and management-financial reporting functions and serves as an advisor on matters pertaining to agency financial operations, the agencies internal control program, and financial management policy. Serves as the deputy comptroller.

Exercises broad responsibility and authority, directly and through subordinate supervisors for planning and managing the overall efficiency, effectiveness, and integration of budget execution with accounting and management-financial reporting operations for the entire agency. At this level a greater variety of work and activities requiring frequently shifting work assignments and diversified occupational specialties exists. Assigns and reassigns personnel and consults with superiors on major technical and administrative problems. Responsible for the effective use of assigned personnel and for the quality and quantity of work produced.

Organizes, plans, supervises, and directs work through subordinate supervisors, with full technical responsibility and authority for financial programs. Exercises technical and administrative supervision over a diverse staff who oversee budgeting, accounting, or management-financial reporting. Incumbent has the authority to develop plans and schedules for guidance of subordinate supervisors for the accomplishment of work to meet program goals, objectives, and broad priorities higher level of management establishes. Guidelines exist but judgment and ingenuity in interpreting their intent is required. May be required to make and lead major or novel adaptations to existing guidance or policy in order to accomplish the mission of the element.

Participates in the development, management, and execution of the organization's financial strategic plan and ensures financial management policy, the agency's internal control program, and operational requirements align with the organization's strategic plan overall.

Provides long-range continuity and expertise in the programming, budgeting, analysis, and accountability activities for all the organizational resources, manpower, and

dollars. Participates in the review, evaluation, and performance and budget integration of agency programs.

Represents the agency within the Department of Defense and Intelligence Community on external boards, committees, and forums and is recognized as an expert in financial management. Serves as a senior defense IC resource advisor to the comptroller and represents the agency in financial hearings and other Congressional engagements.

Alignment Exercise: Example #11

Position: Computer Engineer

Mission Category _____

Work Category _____ Work Level _____

Band _____ Grade _____

Maintains state-of-the-art knowledge in assigned scientific area; and based upon analysis of S&T requirements develops processes or methods to improve S&T analytic capabilities for addressing current and future S&T issues and challenges (such as tool development, collection, and research). Consults with intelligence analysts, engineers, and scientists to evaluate scientific and engineering requirements. Works with software engineers in hardware or software development and the daily operational testing and integration of tools and techniques within the S&T environment.

Uses knowledge of the operating principles of surface-to-air missiles; short-range ballistic missiles; anti-tank guided munitions; and associated command, control, and communications used to perform analysis of the design, construction, and operation of computer systems, including hardware and software and their integration in order to advise on and produce scientific and technical intelligence assessments. Establishes the validity and applicability of data to specific intelligence issues using comprehensive scientific, engineering, and intelligence methods and practices. Advises customers on methods to articulate S&T issues, needs, and requirements.

Provides network-system administration oversight for capabilities, testing, functioning, and troubleshooting and maintains computer hardware and software. Coordinates with team members to review current and long-range plans to upgrade and integrate all new software and hardware with the operating system. Provides constructive review of peers' scientific and technical (S&T) analysis and results.

Uses initiative to deviate from traditional methods to develop new methods or techniques to address current and future S&T requirements aligned to objectives established by the supervisor. Responsible for carrying out assignments independently; complying with complex instructions and guidelines, requesting assistance in the event that a controversial issue arises.

Interfaces with customers, contractors, telecommunications and computer specialists, senior managers, and budget officers to accomplish mission objectives. Provides detailed training for internal as well as external customers and is responsible for the set-up, installation, and implementation of software at customer facilities as required.

Possesses knowledge of government contracting and procurement. Serves as a technical point of contact on contractual efforts involving area of expertise as required. Prepares contractual statements of work describing requirements critical to developing software models and ensures conformity to standards and connectivity with other hardware models and simulations.

Alignment Exercise: Example #12

Position: Administrative Support Assistant

Mission Category _____

Work Category _____ Work Level _____

Band _____ Grade _____

Receives all visitors and telephone calls, makes a determination as to the necessary action to take. Handles standard administrative queries on own initiative; refers calls on technical or policy matters to supervisor or to proper substantive organizations.

Establishes and maintains a wide variety of files and records of correspondence, reports, and various administrative data pertinent to the activity's operations. Able to retrieve and analyze information and data from various sources and specialized systems to accomplish, verify and validate, and correct transactions.

Requests supplies, equipment, and services for the office. Maintains and monitors expenditures for all supplies, equipment, and impress funds, and ensures that the office does not exceed budgetary limitations. Submits requests for the establishment of expendable supply stock and maintains records of items with serial numbers.

Ensures that security clearances for all staff are passed to various agencies, commands, and other organizations for conferences, meetings, and seminars in accordance with applicable directives and DIA regulations.

Type's correspondence, forms, summary sheets, messages, and other material including statistical and tabular material and reports from rough drafts. Initiates endorsements on letters of appreciation, military awards, and security requests.

Ensures that such correspondence is complete, accurate, neat, and consistent with existing regulations governing format, grammar, security markings, spelling punctuation, assembly, and necessary coordination. Handles standard administrative queries on own initiative; refers calls on technical or policy matters to supervisor or to proper substantive organizations. Able to conduct research and analysis to validate information or data and compile data into reports based upon internal and external sources to provide a basis for developing recommendations with minimal supervision. Special guidelines are available. Employee uses judgment in selecting and applying the appropriate guidelines. Finished work is checked for accuracy, adequacy, and adherence to instructions the supervisor provides.

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.

Your Notes:

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

Permanent	Temporary
Term	

Questions:

- What is a transfer?

- What is a “lateral” transfer?

- What is a reassignment?

- When must a competitive process be used for a reassignment?

- What is a detail?

- When would a detail require competition?

- True or False? Management has the right to select or not select from among a group of candidates and to select from appropriate sources of candidates.

- What does a job analysis identify?

Your Notes:

Competitive Actions	Exceptions to Competition

Competitive Actions Questions and Answers

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.

Your Notes:

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?

Your Notes:

Exercise 6-1: Setting Pay—Your Notes

1. How will you recommend setting the pay of each selectee?

2. How will you advise Adam to respond if Selectee 2 asks him to consider a higher salary offer? Selectee 5?

Instructions:

- Using the information covered up to this point in this lesson, determine how pay would be set for each scenario below and why.
- Assign a spokesperson for your group to share your answers with the other groups.

Case Studies:**Scenario 1**

Robin is being reassigned from a Program Analyst, Professional Work Category, Full Performance Work Level (Work Level 2) position at the GG-12 in Atlanta to a Program Analyst position at the same work category, work level, and grade in Washington, DC.

How is her pay set?

Scenario 2

Roger is about to take a reassignment, at the same work level and grade, within his department and is currently on pay retention. Recently he received an Outstanding (5) Performance Evaluation of Record. Roger's supervisor, Alice, wants to increase his base salary.

Can she, and if so, by how much?

Scenario 3

Doug is a Human Resources Management Officer, Professional Work Category, Full Performance Work Level (Work Level 2), GG-13. He has applied for an entry-level analyst position, Entry/Developmental Work Level (Work Level 1). He has a Master's degree in political science, meets the entry-level qualification requirements for this position, and brings with him years of experience in the Intelligence Community. He is excited about the new position because it provides a new career path for him that is more in line with his career goals. If he were selected, HR has determined this position would be at the GG-10 level, the highest grade encompassed in the Entry/Developmental Work Level.

How may the supervisor set Doug's pay? (Assume his current salary is GG-13 step 5.)

Scenario 4

Charles is a GG-13 employee with pay retention.

1. If no other event occurs that would terminate Charles's eligibility, how long can he remain on pay retention?

2. Describe two scenarios that could have placed Charles on pay retention.

3. If Charles performs above the unacceptable level, will he get an increase to his base salary?

4. If the work level and grade to which he is assigned is adjusted, is he eligible for any corresponding increase to his base salary?

Scenario 5

Marilyn is an Intelligence Specialist. She is moving from her current agency where she is an Intelligence Specialist, Professional Work Category, Full Performance Work Level (Work Level 2) at the GG-12 to another Defense Intelligence Component to take a reassignment as a Professional Work Category, Full Performance Work Level Intelligence Specialist position at pay band 3, which offers her the chance to develop her skills and meet new challenges. Can she get a salary increase when she moves to the new Agency?

Your Notes:

Performance Management Phases Activity Notes:

Phase	Description
<i>Plan</i>	
<i>Develop and Monitor</i>	
<i>Rate</i>	
<i>Reward</i>	

SMART Performance Objectives

S	
M	
A	
R	
T	

Evaluating Performance Exercise

Performance Objective	Performance Objective Rating	Performance Elements	Performance Element Rating
A	3	Accountability for results	4
B	3	Communication	4
C	3	Critical thinking	3
		Engagement and collaboration	3
		Leadership	3
		Managerial proficiency	3
Final:	?		?
Final Performance Evaluation of Record = ?			

- Calculate:
 - Final Performance Objective Rating:
 - Final Performance Element Rating:
 - Final Performance Evaluation of Record:

Your Notes:

Disciplinary Action

Performance-Based Action

Adverse Action

Your Notes:

Questions:

- Why give awards?

- What makes DCIPS awards and recognition programs important components of the overall DCIPS compensation philosophy?

- May employees be granted multiple awards in the same performance period?

- May employees receive bonuses for accomplishments already recognized through other monetary awards?

Your Notes:

Lump Sum Monetary Awards	Base-Pay Increase Monetary Awards

Questions:

- What is the average size of a pay pool?

- What criteria are used when establishing pay pools?

- When are employees assigned to pay pools?

- What are the special rules for employees detailed on Joint Duty Assignments (JDA)?

- How does DCIPS use the pay pool process?

- What objectives are individual payout decisions based on?

- What must be included in training for pay pool managers and panel members?

Your Notes:

<i>Performance-Based Salary Increases</i>	<i>Performance-Based Bonuses</i>

Questions:

- What may be included in an employee's performance payout?

- What is the CWB algorithm based on?

- True or False. Pay pools are designed to produce identical results.

- True or False: Two employees with the same Performance Evaluation of Record will receive the same performance-based salary increase.

- Can a pay pool decision cause an employee's salary to exceed the maximum rate for his/her pay band?

- Can a pay pool decision to grant a DQI or SQI cause an employee's salary to exceed the maximum for his/her grade rate range?

Your Notes:

Questions:

- Defense Intelligence Components have the authority to identify necessary special categories of personnel based on what requirements?

- Where must policies developed for special categories of personnel be submitted for review?

- Component-specific policies must align with any applicable regulations. What are some examples of such applicable regulations?

Your Notes:

Questions:

- In what ways can an AIF be avoided?

- What situations require the use of competitive AIF procedures?

- How many days before the planned AIF effective date must USD(I) receive notification?

- How many days before the planned AIF effective date should potentially affected employees receive notification?

Your Notes:

Questions:

- Competitive areas establish the _____ and _____ limits of AIF competition.
- Components should determine competitive areas at least ____ days prior to the effective date of an AIF.
- What are the factors that may determine a competitive area?

- For DISL positions, competitive areas may be based on _____.
- The minimum geographic competitive area is the local _____ area.
- An employee's competitive area is determined by his/her _____ or work role of record.

Your Notes:

Questions:

- How is an employee's performance score determined?

- What happens if there are fewer than three DCIPS Performance Evaluations of Record and there are no other Evaluations of Record available to convert to DCIPS ratings?

- What about employees who move into a DCIPS position individually, meaning they are not a part of a mass conversion, and do not have a DCIPS Performance Evaluation of Record score yet?

- What if a Defense Intelligence employee is missing Evaluations of Record?

Your Notes:

Displacement

Order of Displacement and Release

Exceptions to Order of Release

Your Notes:

Questions:

- Though the decision by a Component to conduct an AIF is not subject to appeal, what may an employee appeal?

- May preference-eligible employees with one year of continuous service appeal to the Merit Systems Protection Board (MSPB) **and** the AIF AC?

Your Notes:

Note: General Rules in an AIF apply and requires that Volume 2004 be reviewed in its entirety when reviewing the Retention Register and making displacement determinations.

													Retention Factors				
Position Number	Employee Name	Pay Plan	Occupational Series	Grade	Position Title/Work Role	Supervisor Y/N	Mission	Work Level	Work Category	Org Code	Duty Station Code	Work Schedule	Tenure	Veterans' Preference Y/N	Sub-group for Veterans' Preference	Performance Rating (avg last 3)	AIF SCD (adj for add'l civ/mil time)
1	Franklin	GG	132	13	Intelligence Analyst	N	A	3	A	GC-24	1234903	F	I	Y	A	4.2	03/14/05
2	Tim	GG	132	11	Intelligence Analyst	N	B	2	A	GC-24	1234903	F	I	N	B	4.1	11/10/87
3	Bill	GG	132	11	Intelligence Analyst	N	A	2	A	GC-24	1234903	F	I	N	B	3.6	07/03/84
4	Sela	GG	2210	9	Information Technology Specialist	N	B	1	A	GC-24	1234903	F	I	N	B	3.5	08/09/96
5	Michelle	GG	0560	11	Budget Analyst	N	A	2	A	GC-24	1234903	F	I	N	B	3.3	06/04/97
6	Kendra	GG	0510	7	Accountant	N	A	1	A	GC-24	1234903	F	I	N	B	3.2	02/11/11
7	Allison	GG	132	7	Intelligence Analyst	N	B	1	A	GC-24	1234903	F	III	Y	AD	3.2	04/17/12
8	Vacant	GG	132	9	Intelligence Analyst	N	B	1	A	GC-24	1234903	F	NA	NA	NA	NA	NA

Questions:

Step 1A

- Which 4 positions will be eliminated?

Step 2

- Of those employees who are remaining in positions to be eliminated, who has the highest retention standing and will be analyzed first?

Step 3

- Review the position that is the lowest on the retention register to determine the following:
 - Does Tim qualify for that position?
 - Is it the best offer or match for Tim?
 - Move up the list to identify the best offer, if possible.

Step 4

- Review the position that is the lowest on the retention register to determine the following:
 - Does Bill qualify for that position?
 - Is it the best offer or match for Bill?
 - Move up the list to identify the best offer, if possible.

Step 5

- There is one remaining position to be abolished and it is occupied by _____.
- Once again, review the position that is the lowest on the retention register to determine the following:
 - Qualify for that position?
 - Is it the best offer or match?
 - Move up the list to identify the best offer, if possible.

Your Notes:

HR ELEMENTS FOR HR PRACTITIONERS

Course Evaluation

Name (optional): _____ Component/Agency: _____

Instructor Name: Cara Holtmann Date: _____

Thank you for your participation in this course. OUSD(I) will use your feedback to improve future course offerings. Read each statement below and circle the number that indicates your level of agreement. Then, please take a moment to provide your comments.

After completing this course...

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
1. I can explain DCIPS goals and objectives.	1	2	3	4	5	N/A
2. I have a solid understanding of the Occupational Structure.	1	2	3	4	5	N/A
3. I can describe the alignment process for Defense Intelligence positions in the pay banded and graded structures.	1	2	3	4	5	N/A
4. I have a thorough understanding of how positions are filled both internally and externally.	1	2	3	4	5	N/A
5. I have a full understanding of the elements of pay setting (e.g. base salary, local market supplements (LMS), targeted local market supplements (TLMS)).	1	2	3	4	5	N/A
6. I can confidently describe phases of the performance management process.	1	2	3	4	5	N/A
7. I can explain disciplinary, performance-based, and adverse actions.	1	2	3	4	5	N/A
8. I can relay elements of employee grievance procedures.	1	2	3	4	5	N/A

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
9. I can describe the awards philosophy and various types of awards and recognition available to Defense Intelligence employees.	1	2	3	4	5	N/A
10. I can provide a detailed explanation of the pay pool process and factors that impact payouts (e.g. Evaluation of Record, budget).	1	2	3	4	5	N/A
11. I can briefly explain special categories of personnel and the roles each Component and USD(I) play in developing policies for this group.	1	2	3	4	5	N/A
12. I have an understanding of Adjustment in Force, its purpose, and how to avoid it.	1	2	3	4	5	N/A
13. The training facility was conducive to learning.	1	2	3	4	5	N/A
14. The information covered was valuable and relevant to my job.	1	2	3	4	5	N/A
15. The information covered was at the appropriate level of difficulty.	1	2	3	4	5	N/A
16. The scenarios and activities were relevant and useful for understanding the information.	1	2	3	4	5	N/A
17. The course was interesting and kept my attention.	1	2	3	4	5	N/A
18. The instructor presented the material effectively.	1	2	3	4	5	N/A
19. The instructor demonstrated effective interpersonal skills.	1	2	3	4	5	N/A
20. The instructor was knowledgeable on the subject.	1	2	3	4	5	N/A
21. Overall, the course met my expectations.	1	2	3	4	5	N/A
22. I feel prepared to deliver this course to others within my Component	1	2	3	4	5	N/A

What was the most useful part of the course?

What was the least useful part of the course?