

# 2016 Defense Intelligence Human Capital Summit

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Classification and Career Standards for DCIPS



# Agenda

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- Overview and goals
  - Current state vs. future state
- Position classification standards
  - Professional work category
  - Supervision/management work category
- Career standards (promotion criteria)
  - Proposed approach
  - Development of career standards – pilot at DIA
- Next steps



# Overview and Goals

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- DCIPS is a hybrid personnel system that incorporates broad work levels and grades embedded within levels
  - However, the current implementation of the system does not adequately recognize the strengths of a person in the classification process
- Goals
  - Use the banded structure to simplify classification by aggregating work into clearly differentiated work levels (position-based)
  - Use the graded structure to recognize an individual employee's capabilities (person-based)
  - In both, introduce financial controls manage organizational structure and control promotion rates



# Goal of Revised Approach

Driven by position requirements (the work)

Entry/ Developmental	Full Performance	Senior	Expert
GG-07 - 10	GG-11 - 13	GG-13 - 14	GG-15

Driven by person  
(competencies)



# Current State

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- Current classification system
  - Includes a detailed and complicated point system to determine grades
    - Results in a tedious system that classifiers own and managers do not understand
  - Factors are weighted in a manner that sets a lower threshold for higher grade levels than other factor evaluation systems
  - Factors used to classify supervisory/managerial positions are not comprehensive
    - For example, performance management and resource management are missing or not emphasized
  - Capabilities of the employee are not part of the classification process/decision



# Future State

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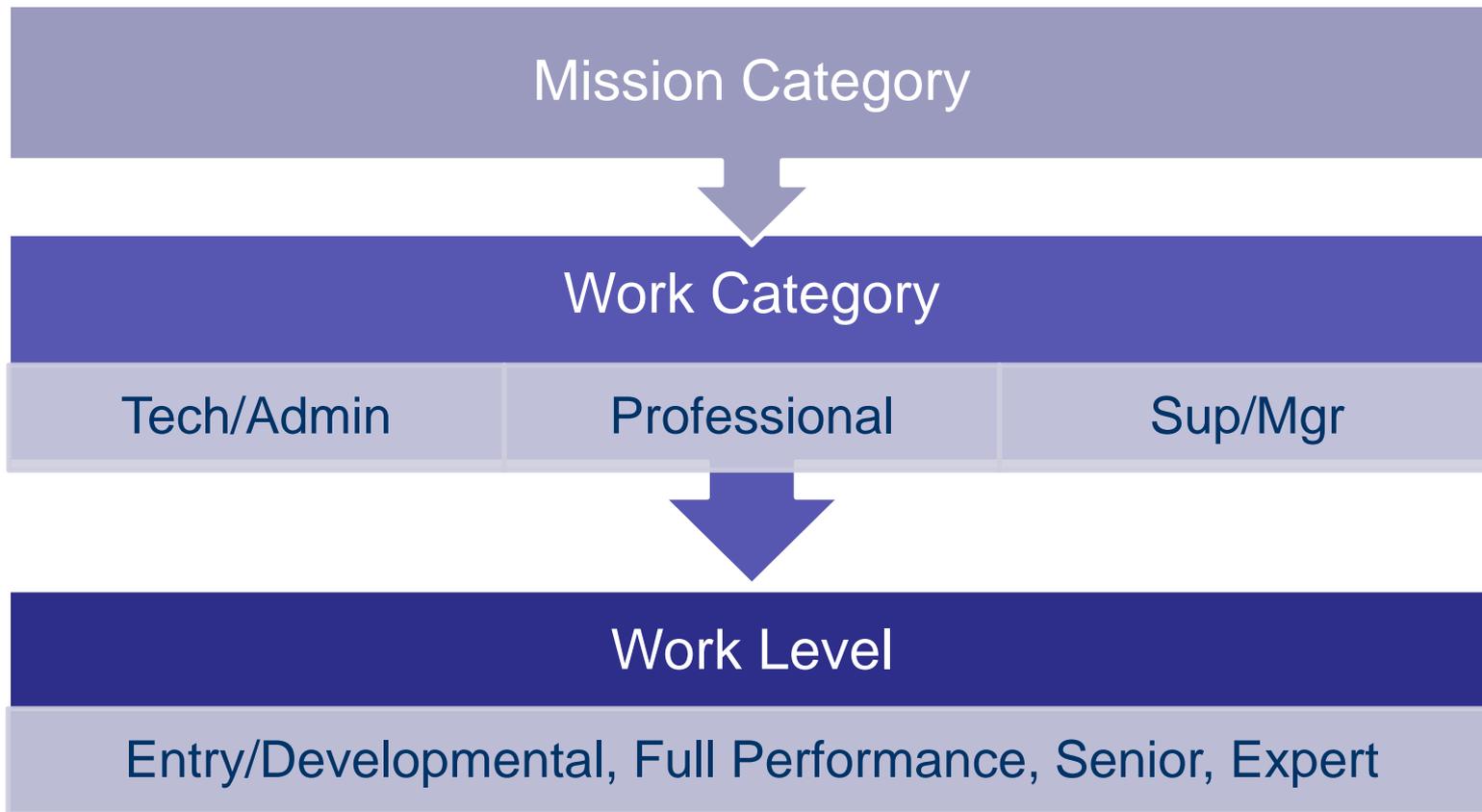
- Revised approach
  - Develop streamlined standards that allow movement within and across work levels to be driven both by the capabilities of the employee and the need for and availability of positions at higher levels
    - One set of standards used to define position requirements at each work level by work category (consistent with job classification factors)
    - One set of standards for each major occupation and specialty within the occupation that includes competency-based requirements for grades within the work levels
- Improvements
  - Quicker adaptation to mission priorities
  - Movement across grades driven by competence
  - Movement from one grade happens when performance warrants it
  - Proficiency qualifies individuals for positions
  - Managers have a bigger role in the process
  - Compensation is based on the position AND the person



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# Position Classification

## DCIPS Position Classification Process





# Professional Work Category

## Updated DCIPS Factors – Non-Supervisory Positions

Knowledge/ Technical Skills	This factor measures the nature and extent of information or facts that employees must understand to successfully perform their work (e.g., steps, procedures, practices, rules, policies, theories, principles, and concepts) and the nature and extent of the skills needed to apply this knowledge.
Level of Responsibility	This factor covers the nature and extent of direct or indirect controls exercised by the supervisor, the employee's responsibility, and the extent to which completed work is reviewed.
Guidelines	This factor measures the nature of the guidelines used (e.g., regulations, procedures, precedents, methods, techniques and forms of governance over the work) and the degree of interpretation and judgment required to use or adapt these references.
Complexity	This factor measures the variety of activities required to perform the work, the degree to which activities are routine versus ambiguous, and the extent to which multiple pieces of information have to be integrated to formulate plans or strategies to complete the work.
Impact	This factor covers the relationship between the nature of the work and the effect of the work products or services within and outside the organizational element. It also considers the consequences of decisions made and actions taken by an individual and whether the potential outcomes are limited or broad in scope.
Relationships	This factor includes contacts with persons not in the supervisory chain, and is based on what is required to make the initial contact, the difficulty of communicating with those contacted, and the degree to which the employee and those contacted recognize their relative roles and authorities. Also considered by this factor are the purposes of the contacts, which range from factual exchanges of the information to situations involving significant or controversial issues and differing viewpoints, goals, or objectives.



# Classification Tool

- The proposed classification tool is a decision chart in which the descriptor that best matches the requirements of the job is chosen for each factor
- The pattern of results determines the work level for the position

Knowledge/ Skills	Responsibility	Guidelines	Complexity	Impact	Relationships	Work Level
						Expert
		Descriptor Matches Job				Senior
Descriptor Matches Job	Descriptor Matches Job		Descriptor Matches Job	Descriptor Matches Job	Descriptor Matches Job	Full Perf
						Entry/Dev



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# Development of Occupational Standards

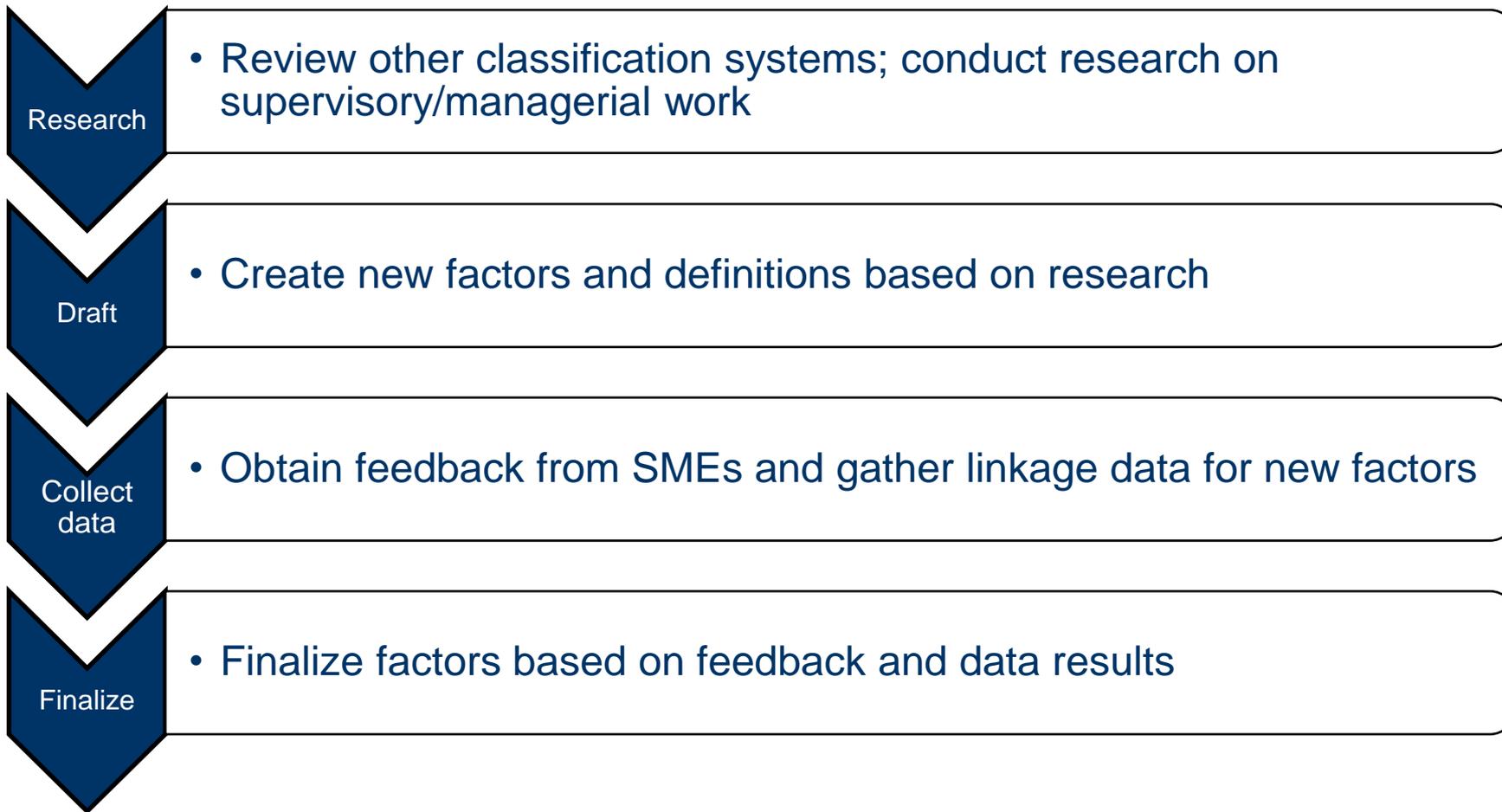
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- Occupational standards are key to consistency across the Enterprise
  - Functional managers provide content
  - HCMO provides technical oversight to ensure adherence to core standards
- Current status
  - All-source analysis drafted
  - HUMINT standards under development
  - GEOINT/SIGINT upcoming



# Development Approach for Supervisor/Manager Position Classification Standards

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# Supervision/Management Work Category

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## Updated DCIPS Factors – Supervisory/Managerial Positions

Knowledge/ Technical Skills	Addresses the nature and extent of information or facts that leaders must understand to successfully perform their work (e.g., theories, principles, and concepts) and the nature and extent of the skills needed to apply this knowledge.
Skill Focus	Evaluates the nature of the skills (i.e., technical, interpersonal, conceptual) most frequently utilized in daily work activities.
Performance Management	Considers the nature of activities required to assess and manage the performance of individual employees and the organization. This includes involvement in activities such as identifying training needs and performance issues, matching work to the skill level and developmental needs of employees, defining measures of success for employees and the organization, and assessing results.
Managing Work & Resources	Evaluates the type of activities required to ensure work is completed efficiently and effectively. This includes planning, organizing, and coordinating work assignments, operating within and setting budgets, identifying and obtaining required resources (e.g., personnel, equipment), tracking progress on projects, and evaluating product or service quality.
Complexity & Ambiguity	Assesses the variety of activities required to perform the work, as well as the degree to which judgment, originality, and the synthesis/analysis of information are required to solve problems or develop courses of action. The degree to which guidelines and policies are present or absent determines the level of independent judgment and initiative in the supervisory position.
Impact	Covers the effect of the work products or services within and outside the organizational element. It also considers the consequences of decisions made and whether the potential outcomes are limited or broad in scope.
Communication	Includes contacts with subordinates and persons in the supervisory chain, as well as stakeholders outside of the organization. It covers the typical direction of the communication (up and/or down), and the purpose of the communication (e.g., provide direction, influence decisions, translate broad strategies into concrete messages).



# Supervision/Management Factors Next Steps

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- The proposed set of new factors need to be comprehensive and grounded in the work performed by IC supervisors/managers across all occupations
  - To date, three workshops with supervisors, managers, and executives at DIA and Navy have been conducted
  - The content in the current factors incorporated the feedback from the workshops
  - Additional SME input and job analytic data are need to ensure the comprehensiveness and job relevance of the factors



# Career Standards (Promotion Criteria)

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- Goal is to develop a framework for establishing standards that accurately identify employees who are ready for promotion
  - Standards should be based on individual capabilities (competencies, contributions, performance) and occupation-specific
- Collection Management was chosen as the pilot occupation for developing the proposed framework for the career standards



# Career Standards Development Process

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Interview

- Interview stakeholders and SMEs

Analyze

- Conduct occupational analysis

Develop

- Develop eligibility and assessment standards and associated assessment methods

Design

- Design other rules, conditions, and procedures

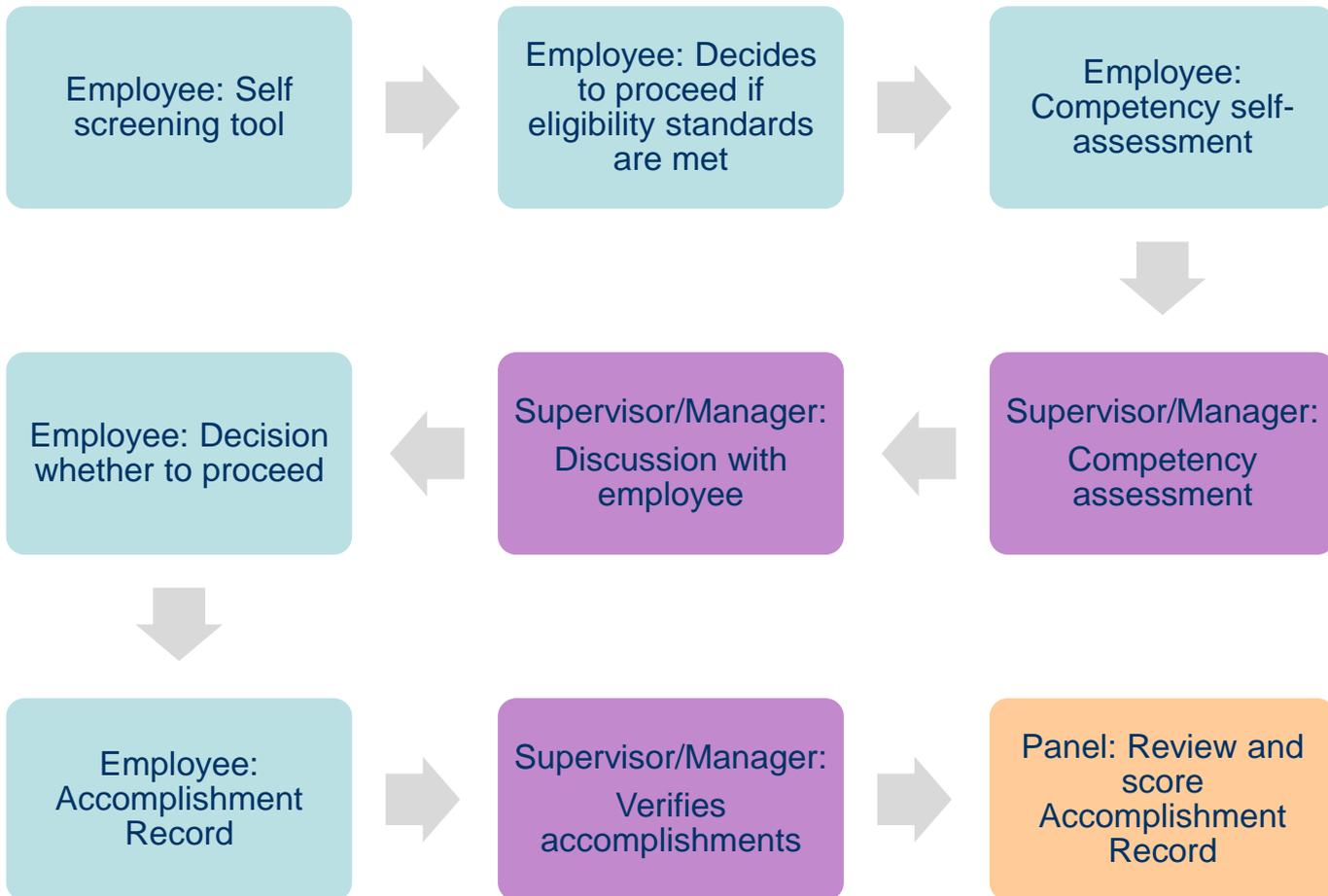
Finalize

- Finalize products



# Proposed Career Standards Process

Readiness

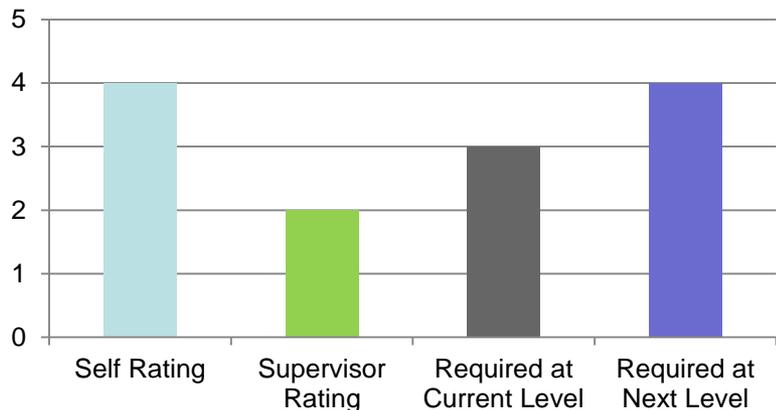


Competitiveness



# Proposed Assessment Methods

## Competency: Collection Assessment



“My record speaks for itself”

## Readiness Assessment

- Do self-ratings and supervisor ratings reflect the proficiency required to advance to the next level?
- Promotes productive career development conversations

## Accomplishment Record

- Measures maximal performance
- Expect smaller subgroup differences
- Face validity and fairness perceptions



# Career Standards Status

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- Collection Management pilot
  - Collected job analysis and proficiency data to identify required competencies and proficiencies at each grade level
  - Drafted generic criteria for a self-screening tool, an accomplishment record for one grade level, and an accomplishment record template
    - Additional data is needed to finalize the accomplishment records for all grade levels
- Developed a handbook with specific guidance for developing career standards for other IC occupations



# Next Steps

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- Position classification
  - Coordinate draft standards within the Department
  - Obtain additional feedback and data to finalize the supervision/management classification factors
    - Finalize decision chart tool for supervision/management classification
- Career standards
  - Looking to identify organization to pilot
  - Open to additional best practices

# Questions?

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