



Empowering Our
Greatest Asset

Defense Intelligence Enterprise

THE EVOLUTION OF OUR HUMAN CAPITAL MISSION

Presenter:
Mindy Pope
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**2011 Worldwide Human
Resources Conference**

Department of Defense

Who Are We?



Under Secretary of Defense for Intelligence
USD(I)

Human Capital Management Office
HCMO

HCMO – An Enterprise Approach

- Implementation and sustainment of the Defense Civilian Intelligence Personnel System (DCIPS)



- Strategic workforce management
- Professional development
- Foreign language and area studies development
- Executive resource management

Foreign Language and Area Knowledge

- Refine and broaden capability of foreign language professionals and foreign area specialists
- Highest levels of proficiency and readiness for civilians and military
- Improve needs analysis process
- Coordinated effort with DoD and the Intelligence Community (IC)
- Defined cadre with established career paths

Professional Development

‘PROFESSIONALIZE’ THE INTELLIGENCE AND SECURITY WORKFORCE

- National Intelligence University (NIU) transitioned to Defense Intelligence Agency (DIA)
- Advance Global Intelligence Learning Environment (AGILE)
- Nationally accredited certification programs
- Joint Duty Assignment (JDA) requirements

Strategic Workforce Management



**DEFENSE INTELLIGENCE ENTERPRISE
HUMAN CAPITAL STRATEGIC PLAN**

2010-2015

SUPPORTING THE ENTERPRISE'S MOST IMPORTANT ASSET, YOU!

OFFICE OF THE UNDER SECRETARY OF DEFENSE FOR INTELLIGENCE
HUMAN CAPITAL MANAGEMENT OFFICE

Defense Civilian Intelligence Personnel System (DCIPS)

- Prior to NDAA FY 1997
 - Services operating under Civilian Intelligence Personnel Management System (CIPMS)
 - Combat Support Agencies (CSAs) operating under various authorities
- DCIPS unites the Enterprise under a Title 10 performance-focused personnel system
 - Army Intelligence
 - Naval Intelligence
 - Marine Corps Intelligence
 - Air Force Intelligence
 - Defense Security Service
 - Office of the Under Secretary of Defense for Intelligence
 - Defense Intelligence Agency
 - National Geospatial-Intelligence Agency
 - National Security Agency
 - National Reconnaissance Office
 - Other intelligence positions in the Department

Five Key Points About DCIPS

- Applies consistency in workforce management to \approx 50,000 employees
- Considered...
 - Over 10 years of NGA's pay banded structure
 - Department alternative pay systems
 - Office of the Director of National Intelligence (ODNI) guidance
- Simplified position classification (alignment)
- Facilitates transparency and accountability
- Focus on performance management and mission success

NDAA FY 2010

- Suspended certain pay authorities until December 2010
- Directed independent review
- NGA was exempted and permitted to continue
- Many Components had pay pools ready to go for December 2009
 - Pay pool proceeded for bonuses
 - Salary deliberations for evaluation purposes only

DCIPS INTERIM (10/28/09 – 12/31/10)

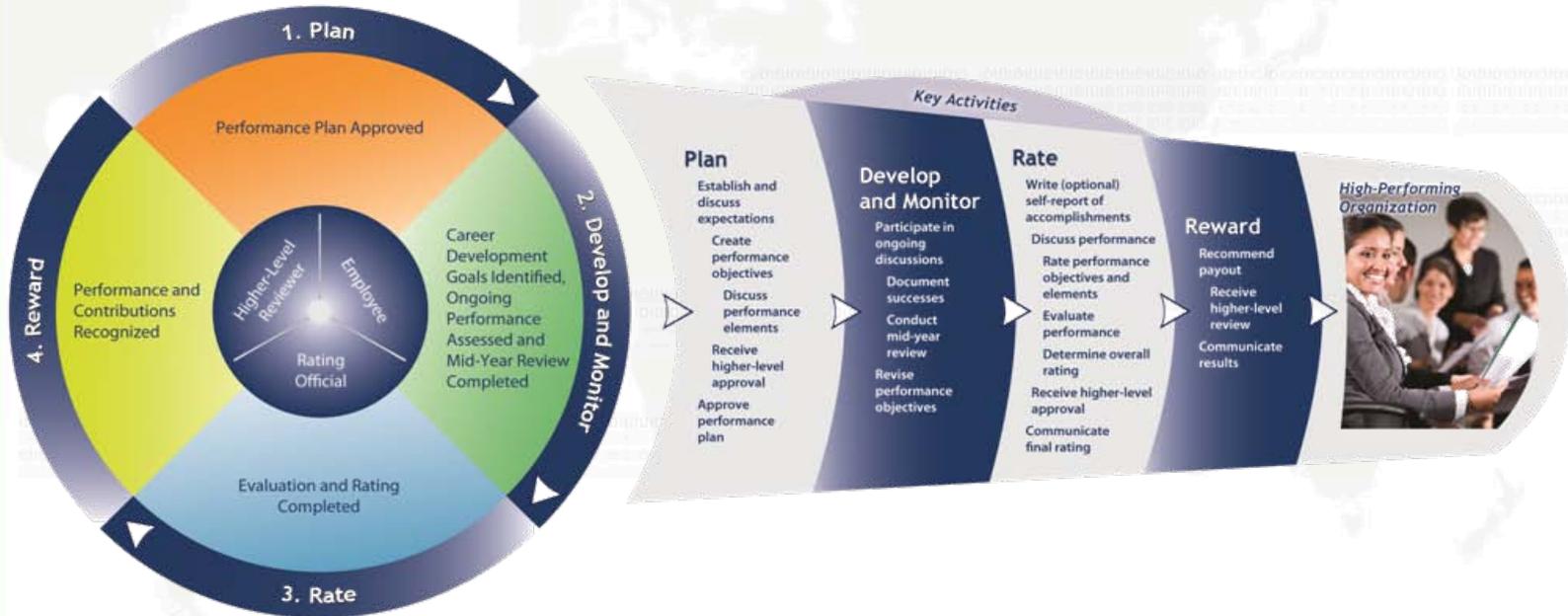
- Policies used during the period of suspension
- Retained as much “regular” policy content as possible
- Introduced new rules to accommodate the suspension
- Continue to operate under INTERIM policies until Components transition to grades

NDAAs FY 2010 – What did we do?

- National Academy of Public Administration (NAPA) conducted an independent review
 - June 1, 2010 – report delivered to Congress
- Congressional engagement
- Communications and training
- Policy and implementation support
- Employee engagement
 - Surveys
 - Town hall sessions
 - Site visits
 - Conferences

Transition to Grades – 2010 and 2011

- SecDef decided to move forward with DCIPS in a graded environment
- Continued focus on performance management and occupational structure



DCIPS Grades

DCIPS Occupational Structure



Lightning Round!



Non-Foreign Area Targeted Local Market Supplement (TLMS)

- DCIPS paid TLMS to all employees in foreign and non-foreign areas equivalent to the DC-Baltimore local market supplement
- 2009 – Non-foreign Area Retirement Equity Assurance Act (NAREAA)
 - Locality pay rates for non-foreign OCONUS for all Feds
- 2010 – Enterprise-wide independent review of cost of living and labor market data

What did they find...

Non-Foreign Area TLMS (cont'd)

- Business case for TLMS for non-foreign areas no longer exists
- Government-wide locality pay rates for non-foreign OCONUS results in pay equity
 - Among Enterprise employees
 - Department-wide

What does that mean...

- Non-foreign area TLMS is being phased out beginning January 2011
- Phase out will be complete in January 2015
- Newly assigned DCIPS employees do not receive non-foreign TLMS

Who is impacted...

Non-Foreign Area TLMS (cont'd)

Alaska

Territory of Guam



Hawaii

Commonwealth
of Puerto Rico

Bonuses

- Office of Personnel Management (OPM) and Office of Management and Budget (OMB) memo June 2011
- Reduce bonuses/awards to not more than 1% of aggregate salaries during CY 2012
- Continue pay pools for bonuses
- Concerns addressed in memo were previously addressed in DCIPS performance management
 - Equity
 - Meaningful distinctions in performance

Defense Intelligence Senior Civilians

- Defense Intelligence Senior Executive Service (DISES)
- Defense Intelligence Senior Level (DISL)
- Both are classifiable above GS-15, but serve different roles
- Comparable to the SES and SL under Title 5
- Defense Intelligence participated in departments efficiencies review of Senior Civilian positions
 - DISES/DISL position represent 29% of the reductions of the efficiency review

Defense Intelligence Senior Civilians (cont'd)

- Federal pay freeze stopped all DISES and DISL performance-based pay increases
 - June 2011 memo requires USD(I) approval for increases for DISES who take positions of higher tier or greater responsibility
- Premium Pay
 - DISES, as SES equivalent, are not eligible
 - DISLs, as SL equivalent, are permitted to earn premium pay
 - Currently under review because of the Executive Corps concept

Resources

<http://dcips.dtic.mil/>

Army Intelligence | Air Force Intelligence | Marine Corps Intelligence | Naval Intelligence | Defense Intelligence Agency | National Geospatial Intelligence Agency | National Reconnaissance Office | National Security Agency | Defense Security Service | Under Secretary of Defense for Policy | Air Force Intelligence | Marine Corps Intelligence | Naval Intelligence | Defense Intelligence Agency | National Geospatial Intelligence Agency | National Reconnaissance Office | Defense Security Service | Under Secretary of Defense for Policy

DCIPS ONE Defense Intelligence Enterprise ONE Common System
Defense Civilian Intelligence Personnel System

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 Recently, I asked my senior leaders to join me in communicating the importance I place on DCIPS and to demonstrate their support of the changes necessary to move our personnel system forward. Transition to DCIPS Grades is the next milestone that the enterprise needs to achieve, with the exception of NGA who will remain in pay bands. Each DCIPS component is fully focused on preparing for this transition. I have asked my staff to double their efforts in providing all the resources necessary to facilitate these changes. [Read more](#)

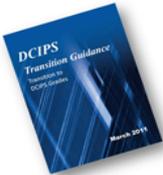
DCIPS performance management guidance and policy clarification from Mr. Vickers. [Read more](#)

What's Happening Now?

- USD(I) Message on Performance Management Supplemental Guidance
- USD(I) Message to Leaders on DCIPS Way Ahead
- Fact Sheet - Positioning Yourself for Your Future
- DCIPS Transition Guidance March 2011
- DCIPS Change Management Plan
- Continuation of DCIPS INTERIM Guidance

DoD Social Media

- RSS Feeds
- Podcasts
- Widgets
- DOD Live Blog
- Facebook
- Twitter
- YouTube
- Flickr


Transition to Grades


Review of DCIPS

WWHR

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Thank You



Mindy Pope
Mindy.Pope@osd.mil
703.604.1123