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MANUAL

FEBRUARY 1978

DOD-WIDE CIVILIAN CAREER PROGRAM FOR

GENERAL INTELLIGENCE PERSONNEL

DOD 1430.10-M -3



**OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE
(MANPOWER, RESERVE AFFAIRS, AND LOGISTICS)**



DEPARTMENT OF DEFENSE
PUBLICATION SYSTEM

CHANGE TRANSMITTAL

OFFICE OF THE SECRETARY OF DEFENSE
Assistant Secretary of Defense
(Manpower, Installations, and
Logistics)

CHANGE 2
DoD 1430.10-M-3
PROGRAM MANUAL
16 JULY 1984

**DoD-WIDE CIVILIAN CAREER PROGRAM FOR
GENERAL INTELLIGENCE PERSONNEL**

The Deputy Assistant Secretary of Defense (Civilian Personnel Policy and Requirements), has authorized the following changes to DoD 1430.10-M-3, "DoD-Wide Civilian Career Program for General Intelligence Personnel," issued February 1978 (Change 1 was issued October 1, 1981):

This change is issued for the information and guidance of all DoD and Federal Research Division of the Library of Congress general intelligence personnel.

The following pen and ink changes will be made:

- Page 7 Paragraph XII.C, Line 4: Change "ACD" to read "OT-1."
- Page 9 Paragraph XIV, next to last line, Change "ACD" to read "OT-1."
Paragraph XVI.A, Line 7, Change "Office" to read "Division."
- Page 10 Paragraph XVI.C, Lines 4, 7, and 9, Change "Office" to read "Division."
- Page A-1 Paragraph A.2, Line 1: Change "ASD(MRA&L)" to read ASD(MI&L)."
- Page A-3 Paragraph E.2.c, Line 3: After the word "Appraisal" delete the word "Form" and add "/Development Plan." After "DD Form 1917" delete "(Test)."
- Page A-4 Paragraph F.2.c, Line 3: Change "Course" to read "Program" and "(Master's Degree Program)" to read "(MSSI)."
Line 4: Change "School" to read "College."
- Page A-6 Paragraph I, Line 3 and Paragraph J, Line 5: Change "November 1976" to read "March 1984."
- Page C-1.1 Paragraph A, Line 3: After the word "Appraisal" delete the word "Form" and add "/Development Plan." After "DD Form 1917" delete "(Test)."
Paragraph C, Last sentence: Delete.
- Page C-1.2 Paragraph E.1.d(3): Change to read "Training Compendium for General ICDP Personnel."
Add to Paragraph E.1.d: "(4) Rotational Assignment Compendium."
Paragraph E.3.a. Lines 2 and 4: After "DD Form 1917" delete "(Test)."
- Page C-1.3 Paragraph F.3, Line 1: After "DD Form 1917" delete "(Test)."
- Page E-1.1 SENIOR LEVEL GS-13-14-15; MANDATORY, Item 1, Line 1: Change "Course" to read "Program."
- Page E-1.1 JOURNEYMAN GS-11-12, Item 2, Lines 1 and 2: Delete "Information Science for Intelligence Functions."
- Page E-1.2 ENTRY LEVEL, MANDATORY, Item 1, Line 2: "Analyst" is misspelled — delete the "h."

WHEN PRESCRIBED ACTION HAS BEEN TAKEN, THIS TRANSMITTAL SHOULD BE FILED WITH THE BASIC DOCUMENT

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- Page E-2.1 Item 1, LOCATION: Change "School" to read "College" and "(DIS)" to read "(DIC)." Throughout the remainder of Appendix E change "DIS" to read "DIC."
- Page E-2.1 The asterisk footnote should be changed to read: "* These courses are programmed sequentially and scheduled consecutively."
- Page E-2.5 Item 1, COURSE, Line 2: Change "Course" to read "Program."
- Page E-3.1 SENIOR LEVEL, GS-13-14-15, MANDATORY, Item 1, Line 1: Change "Course" to read "Program."
- Page E-3.1 JOURNEYMAN GS-11-12, Item 2, Lines 1 and 2: Delete "Information Science for Intelligence Functions."
- Page E-4.2 Delete Item 2.
COURSE, Item 6, Line 2: Change "Course" to read "Program."
- Page E-4.4 COURSE, Item 1, Line 2: Change "Course" to read "Program."
- Page F-1 Paragraph 2, Line 4: Change "(6 weeks)" to read "(4 weeks)," and change "School" to read "College."
Paragraph 5, Line 2: Change "School" to read "College."

Changes to this manual include:

- a. Revised appraisal and counseling form (DD Form 1917), Employee Career Appraisal/Development Plan, is included in Appendix C.
- b. The "Information Science for Intelligence Functions" course is no longer offered by the CIA Information Science Center. This course is being deleted from the Training and Education Requirements for the GS-0132 and Scientific and Technical (S&T) Intelligence Personnel.
- c. The DoD Intelligence Career Development Program (ICDP) Office has been redesignated the DoD Intelligence Career Development Program (ICDP) Division, Office of Training. This resulted in necessary changes to office symbol references: References to ACD have been changed to OT-1.
- d. The DoD-Wide Training Agreement is to be in effect until revised, superseded, or revoked in accordance with DoD memorandum dated October 29, 1981.
- e. A subparagraph was added to XII to include the Senior Executive Service (SES).
- f. Civil Service Commission references were changed to Office of Personnel Management. Assistant Secretary of Defense (Manpower, Reserve Affairs, and Logistics) (ASD(MRA&L)) references were changed to Assistant Secretary of Defense (Manpower, Installations, and Logistics) (ASD(MI&L)). The Defense Intelligence School references were changed to the Defense Intelligence College.

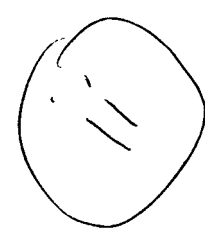
The reprinted sheets attached hereto will be inserted and the corresponding sheets removed. Revised pages are indicated by change number and date.

Remove

Insert


Pages 1 through 6
 Page 11
 Appendix C Contents page
 Page C-2.1 through C-2.4
 Pages E-2.3 and E-2.4

Pages 1 through 6.1
 Page 11
 Appendix C Contents page
 Page C-2.1 through C-2.4
 Pages E-2.3 and E-2.4



Effective Date

This change 2 to DoD 1430.10-M-3 is effective immediately.


O. J. WILLIFORD, DIRECTOR
Correspondence and Directives

Attachments a/s

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**DEPARTMENT OF DEFENSE
PUBLICATION SYSTEM
CHANGE TRANSMITTAL**

**OFFICE OF THE SECRETARY OF DEFENSE
DEFENSE INTELLIGENCE AGENCY**

**CHANGE 1
DOD 1430.10-M-3
PROGRAM MANUAL
October 1, 1981**

**DOD-WIDE CIVILIAN CAREER PROGRAM FOR
GENERAL INTELLIGENCE PERSONNEL**

The Deputy Assistant Secretary of Defense (Civilian Personnel Policy), has authorized the following changes to DoD 1430.10-M-3, "DoD-Wide Civilian Career Program for General Intelligence Personnel," issued February 1978.

This change is issued for the information and guidance of all Department of Defense and Federal Research Division of the Library of Congress general intelligence personnel. This change includes a revised statement concerning the Exceptions to the DoD Priority Placement Program (PPP) and revised training and education requirements for GS-0132 and scientific and technical intelligence analysts; pen and ink changes are included to make changes in office designation and office symbol included in Defense Intelligence Agency letter, U-15283/ACD, dated 31 August 1979. The revised pages are indicated by the change number 1 and the effective date (Ch 1, 10/1/81).

The following pen and ink changes will be made:

- | | |
|------------|--|
| Page 3 | Paragraph VII.C, Line 1: Change "Instruction" to read "Directive." |
| Page 7 | Paragraph XII.C, Line 4: Change "(ATTN: RPM-3)" to "(ATTN: ACD)." |
| Page C-1.3 | Paragraph F.3, Line 2: Change "DISCASA" to read "the DoD ICDP Office." |
| Page C-2.1 | Section II, Item 3: Change "DISCASA" to read "DoD ICDP Office." |

Changes to this manual include:

- a. The redesignation of the DoD Intelligence Career Development Program (ICDP) Division to the DoD Intelligence Career Development Program (ICDP) Office. This resulted in necessary changes to office and office symbol references: References to "DISCAS Activity" have been changed to "DoD ICDP Office" and references to "RPM-3" have been changed to "ACD."
- b. An expanded statement concerning the Exceptions to the DoD Priority Placement Program in Paragraph XVII.D. Guidance concerning qualification adjudication by the gaining organization is added.
- c. Addition and deletion of courses to the Master Training and Education Plan for the GS-0132 Intelligence Analysts and the Scientific and Technical Intelligence Analysts. Courses *added* are: Joint Intelligence Course, Intelligence Analyst Course, Joint Intelligence Management Course, Advanced DIAOLS/COINS, DIAOLS/COINS for Managers, and Intelligence Collection Management Course. Courses *deleted* are: Intelligence Analyst Introductory Course and Joint Intelligence Orientation Course.

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The reprinted sheets attached hereto will be inserted and the corresponding sheets removed. Revised pages are indicated by change number and date.

REMOVE

- ✓ Pages 1 and 2
- ✓ Pages 9 and 10
- ✓ Pages A-1 and A-2
- ✓ Pages E-1.1 through E-2.8
- ✓ Pages E-3.1 and E-3.2
- ✓ Pages E-4.1 through E-4.8
- ✓ Pages F-1 and F-2

INSERT

- ✓ Pages 1 through 2.1
- ✓ Pages 9 through 11
- ✓ Pages A-1 and A-2.1
- ✓ Pages E-1.1 through E-2.7
- ✓ Pages 3.1 and E-3.2
- ✓ Pages E-4.1 through E-4.6
- Pages F-1 and F-2

EFFECTIVE DATE

This change 1 to DoD 1430.10-M-3 is effective immediately.

O. J. Williford
O. J. WILLIFORD, DIRECTOR
Correspondence and Directives
Washington Headquarters Services
Department of Defense

Attachments a/s

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*DOD-WIDE
CIVILIAN CAREER
PROGRAM FOR*

GENERAL INTELLIGENCE PERSONNEL

DOD 1430.10-M-3

*OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE
(MANPOWER, RESERVE AFFAIRS, AND LOGISTICS)*

*This manual supersedes DoD 1430.10-M-3, July 1973. ★'s in
the margin indicate significant changes.*

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ASSISTANT SECRETARY OF DEFENSE
WASHINGTON, D. C. 20301

3 October 1977

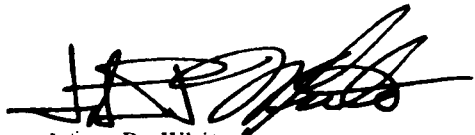
FOREWORD

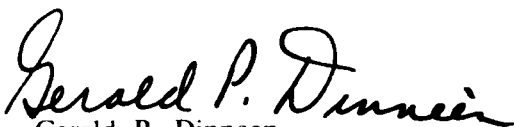
The Presidential Memorandum of 5 November 1971 concerning the **Organization and Management of the U.S. Foreign Intelligence Community** stressed the need for an improved intelligence product and greater efficiency in the use of intelligence resources. More specifically, it emphasized the need for a determined effort to upgrade analyst personnel by providing "more rewarding careers for intelligence analysts."

Ensuing steps to implement the career development aspect of the **Presidential Memorandum** resulted in the issuance of DoD Directive 5010.10 to formalize an Intelligence Career Development Program. This Directive chartered the way toward developing a professionally competent and highly motivated civilian intelligence work force, and DoD Manual 1430.10-M-3, July 1973, established a DoD-Wide career development program for general intelligence civilian personnel.

This revised Manual 1430.10-M-3 implements the appropriate sections of DoD Directive 5010.10 and includes program requirements, changes, and refinements which have been established since the issuance of the original Manual in July 1973.

This Manual provides the framework for a career development program which has as its goals more rewarding and satisfying careers for intelligence professionals, more efficient use of these professionals, and, ultimately, an improved intelligence product.


John P. White
Assistant Secretary of Defense
(Manpower, Reserve Affairs, and
Logistics)


Gerald P. Dinneen
Assistant Secretary of Defense
(Communications, Command, Control,
and Intelligence)





DOD-WIDE CIVILIAN CAREER PROGRAM FOR GENERAL INTELLIGENCE PERSONNEL

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A P P E N D I C E S

- Appendix A - Intelligence Career Development Program (ICDP) Organization**
- B - Terms and Definitions in Career Areas**
- C - Appraisal and Counseling**
- D - Career Pattern**
- E - Master Training and Education Plan**
- F - Entry Level Trainee Program**
- G - Representative List of S&T and Intelligence
Related Occupational Series**

DoD-WIDE CIVILIAN CAREER PROGRAM FOR GENERAL INTELLIGENCE PERSONNEL

I. GENERAL

This manual issued pursuant to DoD Directive 1430.2, "Assignment of Responsibility for Civilian Career Program," May 9, 1966, and DoD Directive 5010.10, "Intelligence Career Development Program," dated August 9, 1972, establishes a DoD-Wide Civilian General Intelligence Career Development Program (hereafter referred to as the civilian ICDP) which shall be administered in accordance with the policies, requirements, and procedures contained herein. The procedures and requirements in this manual and appendices are supplemented by the Procedural Manual for the Defense Intelligence Special Career Automated System (DISCAS), DoD 1430.10-M (Annex 3: General Intelligence), March 1984, operated by the Defense Intelligence Agency (DIA) as an independent subsystem of the Automated Career Management System (ACMS).

II. ROLE OF CIVILIAN GENERAL INTELLIGENCE PERSONNEL

Civilian general intelligence personnel are those civilians engaged in the collection, processing, analysis, production, and dissemination of intelligence information, or involved in the planning, programming, and management of intelligence resources. Intelligence information is data-related to one or more aspects of foreign countries or areas which is immediately or potentially significant to the development and execution of plans, policies, and operations. The term "intelligence analyst" used throughout this manual is a short title description for personnel involved in career areas defined in Appendix B.

III. OBJECTIVES

- A. The civilian ICDP is designed to improve the career development of DoD civilian general intelligence personnel and thereby improve the DoD intelligence capability through aggressively pursuing and obtaining the following objectives. All objectives must be accomplished in accordance with U.S. Office of Personnel Management (OPM) and DoD policies governing Equal Employment Opportunity (EEO) Program goals and concepts.
1. Insure timely, planned development on a long-range basis, effective motivation and efficient use of the required numbers and types of civilian intelligence personnel.
 2. Provide to all career civilian intelligence personnel opportunities for education, training, rotation, and promotion equal to other DoD civilian career personnel to meet the needs of the community.
 3. Insure that career intelligence personnel are carefully selected, provided opportunities and incentives to increase their skills and broaden their experience, and are motivated toward primary careers in one or more areas of intelligence.
 4. Achieve an appropriate balance of skills and experience to insure an effective and meaningful long-range career program and correct shortcomings such as restrictive mobility.
- B. Emphasis will be placed on improving career development and advancement opportunities by:
1. Projecting and effecting planned work assignments that follow clear lines of progression to higher skill and grade levels and to successively more responsible positions.
 2. Integrating these work assignments with the DoD Component's Plan for Executive Development as provided for by DoD Instruction 1430.8 and Federal Personnel Manual Letter 412-1, "Guidelines for Executive Development in the Federal Service."

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CH 2, 7/16/84

3. Affording the opportunity of cross-movement and promotion to positions in and among DoD components requiring intelligence professionals. Cross-movement of intelligence personnel will be accomplished in accordance with the "U.S. DoD Special Training Agreement; Delegation Agreement, June 13, 1980 and DoD Memorandum, 29 October 1981," (to be in effect until revised, superseded, or revoked).
4. Affording appropriate educational and training opportunities.

IV. APPLICABILITY

This manual applies to the Office of the Secretary of Defense, the Military Departments, the Organization of the Joint Chiefs of Staff (OJCS), the Unified and Specified Commands, and the DIA, hereafter referred to collectively as DoD Components.

V. SCOPE

- ★ The provisions of this manual apply to DoD civilian positions and employees, grades GS-05 and above, that meet the criteria for the job series described below. Cryptologic personnel and those enrolled in the National Security Agency (NSA) career system are excluded.
 - A. GS-0132 Intelligence Series positions which are concerned with advising, administering, supervising, or performing work in the collection, processing, analysis, production, evaluation, interpretation, dissemination, and estimation of intelligence information.
 - B. All scientific and technical positions engaged in targeting and/or the engineering, physical, or technical sciences in an intelligence function, which are assigned to an organizational component performing an intelligence function. A representative list of S&T-related occupational series, which may be included in the civilian ICDP, is contained in Appendix G.
 - C. Professional positions: (1) which are assigned to an organizational component performing an intelligence function; (2) in which a majority of the incumbent's time is spent advising, administering, supervising or performing work in the collection, processing, analysis, production, evaluation, interpretation, dissemination, and estimation of intelligence information or in the planning, programming and management of intelligence resources; and (3) when a requirement for staffing the position includes specialized experience in intelligence work. (Entry level positions should be placed in the civilian ICDP if the full performance level of that position requires specialized intelligence experience.) A representative list of occupational series within which such positions might fall is listed in Appendix G under "Intelligence Related Series."
 - D. Other positions related to the general intelligence function will be included as this program develops and as appropriate.
 - E. The following criteria will be used as a guide to determine the inclusion of non-DoD intelligence organizations or activities in the Intelligence Career Development Program (ICDP): (1) employees must be Federal employees currently serving on a career, career-conditional or excepted service appointment; (2) employees must be U.S. citizens; (3) the duties of the employee's current position must meet criteria of the SCOPE statement as defined in paragraphs A through C above; and (4) the employee must be clearable for a security clearance up to TOP SECRET.

VI. STANDARDS

The provisions of this manual establish standards applicable to all DoD personnel engaged in or pursuing careers in general intelligence.

VII. RESPONSIBILITIES

- A. The Assistant Secretary of Defense (Communications, Command, Control, and Intelligence) (ASD(C³I)), as the DoD principal staff assistant for intelligence, has overall responsibility in accordance with the provisions of DoD Directive 5010.10 for overseeing, guiding,

and coordinating the civilian ICDP consistent with overall manpower policies and standards issued by the Assistant Secretary of Defense (Manpower, Installations, and Logistics) (ASD(MI&L)). ASD(C³I) has established and, at his discretion, will convene as his chief advisory body a joint "Intelligence Career Development Steering Group," chaired by the Principal Deputy ASD(C³I) and composed of senior military and civilian representatives (Intelligence and Personnel) from each of the Military Departments, OJCS, DIA, NSA, and ASD(MI&L).

- B. ASD(MI&L) will provide overall guidance to ASD(C³I) in the operation, evaluation, and implementation of the civilian ICDP.
- C. The Director, DIA, in accordance with provisions of DoD Directive 1430.2, has been designated by DoD Directive 5010.10 as functional director, under the guidance and direction of ASD(C³I) for establishing a DoD career development program designed to provide civilian general intelligence career personnel for duty with DIA, Service Intelligence Staffs, and Unified and Specified Commands.
 - 1. In exercising this responsibility, the Director, DIA, is charged with:
 - ✓ a. Acting as executive agent for the development of an overall career development program for all DoD civilian general intelligence personnel in accordance with DoD Directive 1430.2.
 - DISCARD. b. Delineating the civilian general intelligence field and establishing and maintaining a referral system for all identified billets and personnel.
 - c. Establishing in consonance with the referral system an overall assignment and promotion opportunity for civilian general intelligence personnel and appropriate cross assignments among DoD Components for professional broadening.
 - d. Submitting proposals, including possible required legislation, to upgrade career opportunities by providing more rewarding careers for the civilian general intelligence community, including the opportunity to reach higher salary levels while remaining analysts.
 - e. Evaluating the adequacy of the civilian ICDP and providing appropriate comments and recommendations to ASD(C³I) on the achievements, problems, and plans for solving the problems.
 - 2. To facilitate development and operation of the civilian ICDP, the Director, DIA, has established a civilian ICDP Planning Group, a joint DIA-Departmental group, designed to exchange information and achieve coordination in planning for and developing the civilian ICDP.
 - 3. As executive agent for the civilian ICDP, DIA is responsible, under general guidance of ASD(MI&L), for developing changes and revisions to this manual as required.
- D. The head of each DoD Component will implement the civilian ICDP within the Component. The organizational structure and responsibilities for the implementation of the civilian ICDP within specified DoD Components is found in Appendix A.

VIII. WORK FORCE ASSESSMENT:

This is a first step in the ICDP development process. It is considered indispensable to the process of isolating and identifying areas in need of improvement or adjustment. The assessment process will provide the Director, DIA, and the functional chiefs with the basic information needed to determine which improvements and adjustments the workforce must undergo to more effectively meet the organizational requirements. During the assessment process managers must be sensitive to work-force characteristics, such as age, retirement eligibility and plans, education, performance, qualifications, mobility, and career objectives of each employee. Each

of these can produce a major impact upon an activity's capability to perform its mission and therefore must be taken into account when plans for work force change or adjustments are being considered.

IX. INTAKE SYSTEM

A. General. Intake of highly qualified personnel into the civilian ICDP on a planned basis is essential to development and maintenance of an effective general intelligence program. Each DoD Component will develop a system for identifying and meeting intake requirements in accordance with the following:

1. Intake shall be related to replacement needs based upon long-range personnel requirements with due consideration given to known and projected attrition rates, planned expansions or contractions, and technological advances. Each Component should provide, within their respective manpower accounting systems, the means of accommodating entry level personnel intake. Entry level personnel should be given permanent placement in the organization upon completion of training or as soon thereafter as possible.
2. Although primary emphasis is placed on entrance into the civilian ICDP at the entry level, intake of qualified individuals may be accomplished at the journeyman or higher level. Through effective selection and training of employees at the entry level, the ICDP will have an employee population with potential for career advancement. Selection of personnel from outside the civilian ICDP for vacancies above the entry level will normally be made only when qualified candidates are not available within the career field. The decision to concurrently consider personnel outside the ICDP will be based upon applicable OPM regulations and/or Component directives. Intake above the entry level is also subject to the mandatory referral requirements as outlined in the procedural manual for DISCAS.

B. Recruitment Sources. Recruitment and selection practices for the general intelligence career field will follow the principle of obtaining the best qualified candidate for the position to be filled. Each DoD Component is responsible for designing an effective system to attract and assure consideration of all prospective candidates without regard to race, color, religion, sex, age, or national origin. Recruitment brochures or literature, paid advertising, or other appropriate and authorized publicity measures will be employed as necessary to support career intake recruitment. College and university relations and recruiting programs will be used as a means for attracting promising students for employment in the intelligence career field. Each entry level candidate will meet all basic eligibility and qualification standards prescribed by the OPM and/or by the DoD Component. Types of individuals from the various sources include:

1. College graduates with good academic qualifications.
2. DoD employees who have necessary qualifications and demonstrated ability to perform effectively.
3. Employees from industry or other federal agencies who possess technical or specialized skills and abilities appropriate to the general intelligence field.
4. DoD employees who are eligible and qualified and who have been displaced as a result of base closures, transfers of function, and reductions-in-force.
5. DoD employees who are eligible and qualified and who have return rights from overseas assignments.
- ★ 6. DoD employees who are eligible and qualified who wish to leave intelligence positions overseas, but who do not have return rights to positions in CONUS.

C. Resource Support for Career Trainees. Personnel entering the general ICDP at the entry level as trainees should be trained and utilized in accordance with the entry level trainee

program (Appendix F). To assure continuity of training and to eliminate possible conflict between long- and short-range objectives, resources for trainee intake will be provided and allocated to DoD Component level as additive operational resources and may be delegated under appropriate controls to the major activity or command level. DoD Component functional chiefs will review annually with the appropriate DoD principal staff assistant the requirement and allocation determinations for this purpose and will assure, in coordination with ASD(MI&L), proper allocation and utilization of resources earmarked for trainee intake.

X. CAREER APPRAISAL, COUNSELING, AND PERFORMANCE

- ★ A. **Appraisal and Counseling:** The system for appraisal and counseling of employees in the civilian general ICDP is described in Appendix C. The prescribed appraisal form, DD Form 1917, Mar 84, has been developed by the Intelligence Career Development Program Planning Group and approved by ASD(MI&L) for use by general intelligence personnel only. It replaces DD Form 1917 (Test), 1 Oct 76. Career appraisals will, as a minimum, be conducted and recorded at least annually. The scheduling of annual appraisals is at the discretion of the component. It is suggested that the career appraisal be accomplished in conjunction with the performance appraisal. Approved appraisals will be filed in DISCAS in accordance with the instructions in the DISCAS Procedural Manual, DoD 1430.10-M (Annex 3: General Intelligence), March 1984, Chapter III, Paragraph C.1.b.
- B. **Career Plans:** All personnel registered in the DISCAS will, on an annual basis, indicate their career plans in the appropriate sections of the Employee Career Appraisal/Development Plan. These plans will be the result of a joint counseling effort between the employee and the supervisor with the advice and assistance of the Local ICDP Advisor and the use of the information in paragraph X and XI and Appendices C, D, and E. All career plans will represent those training and development requirements that can reasonably be planned ahead for 5 years with emphasis on specific development opportunities during the ensuing year. Plans are to be reviewed periodically, updated, and revised annually. It is important that the various developmental activities be related to the development and/or improvement of the employee's qualifications as they relate to the qualification standards of the position occupied as well as to the next career position and the general career progression goals (see Appendix C & E).
- C. **Performance:** Use of career appraisal forms does not replace the need for performance evaluation. DoD Components in carrying out their personnel management responsibilities should, when justified, take appropriate action to remove from the program or the rolls, any employee who is not fully meeting acceptable training criteria and/or work performance standards.

XI. CAREER PATTERN

- A. Career Program participants will have the opportunity to advance to key positions in one of the functional specialties. Vertical movement or progressive advancement is the common desire of careerists who change positions. However, to advance beyond the individual specialty areas, individuals should be encouraged to participate in developmental or lateral assignments.
- B. The particular pathway through the intelligence career pattern by employees will depend largely upon their training and development. Therefore, it is essential that employee interests, abilities, and potential be continually addressed and that employees be advised by their supervisors and local ICDP advisor of the training and developmental assignments required to qualify them for career advancement. Training plans and qualification standards provide for promotion and lateral movement between occupational specialties.
- ★ C. An individual may move from one occupational series or specialty to another within the career field provided the employee possesses or acquires the necessary experience and educa-

tion needed to meet the requirements identified in applicable Qualification Standards. The pathways in advancing from the entry level to the highest positions of technical and managerial responsibilities are contained in Appendix D-1; these progressive steps include both the vertical and horizontal scope of the career program. The pattern is divided between the Generalist (Management) and Specialist (Analyst) career development pathways. Appendices D-2 and D-3 display typical Developmental Assignments that GS-0132 and S&T personnel should complete to be fully qualified for a key position within the intelligence function.

XII. TRAINING AND DEVELOPMENT

A. The Master Training and Education Plan, and pertinent course information, Appendices E-1 through E-4, outline and describe the mandatory and desirable training available to the employee for development and improvement of technical knowledge and skills throughout the employee's career in the general intelligence career field. In addition to job-related instruction, either formal or informal, the Master Training and Education Plan delineates other training for the career levels described below.

1. **Entry Level (GS-05 through GS-09):** The range of grade levels in which employees normally enter the career field and progress through mandatory training assignments toward full performance in an occupation. Employees at this level will normally possess a Bachelor's degree or show equivalent education and/or experience. Entry level civilian intelligence personnel will receive a foundation in specialized training, together with a general orientation with respect to the position and role of the employing activity in accomplishing the DoD mission. Progressively responsible work assignments, job-related training, formal courses of instruction and self-development activities will be included.
2. **Journeyman Level (GS-11 and GS-12):** The range of grade levels in which employees receive training and developmental assignments to increase technical knowledge, skill and general job competence. Work assignments are selected which add to the depth and breadth of technical competence. At this career level, increasing emphasis is placed upon administrative ability and experience. Training and developmental activities generally are concerned with increasing emphasis on human relations and supervisory skills as well as technical matters. Self-development activities should be accelerated and training opportunities provided on a selective basis. Personnel will receive advanced technical training and progressively responsible work assignments. In addition, individuals identified for supervisory positions will be given appropriate courses in supervision.
3. **Senior Level (GS-13 through GS-15):** The range of grade levels in which employees who are technically competent and have demonstrated potential are expected to attain top level competence in an occupational field and assume high level duties and responsibilities, either in management and supervision or in advanced technical or professional specialization. Training and development will be provided to enable employees to keep abreast of technical changes and advanced management skills. Training becomes more generalized with greater emphasis on self-development. Employees in this career level will be given opportunities to gain experience and demonstrate potential for executive positions.
4. **Executive Level (GS-16 and above):** The range of grade levels representing the capstone of the Federal Civil Service System. The training and executive development of employees at their career level is covered in individual career programs and by the federal-wide Executive Assignment System under OPM Rule IX. Employees at this level are practically concerned with new developments, top management programs, and research activities. Development is oriented toward the highest professional capabilities, top managerial skills, and advanced study of Government policy and operations.

5. **Executive Level (Senior Executive Service):** The responsibility for developing Senior Executive Service members is shared by the individual executive, his or her supervisor and agency Executive Resources Board (ERB). The development for and within the Senior Executive Service (SES) is specifically covered by 5 USC 3396. Agency programs must include the preparation, implementation, regular updating, and ERB approved IDP for each SES member. SES executives must be knowledgeable about such areas as: technological developments, new legislation, innovative management practices, and current policy and program initiatives. Agency SES Candidate Development Programs are also under the overall direction and management of the ERB and should focus on individuals just below the SES, at the GS/GM-15 level.



- B. In addition to being arranged in four levels, the formal courses have been further identified as mandatory or desirable in accordance with the relationship of the course content to the mission of the general intelligence function. DoD components have the authority to designate desirable courses as mandatory to their mission requirements. Additional courses pertinent to individual components may also be added.
- ★ 1. Mandatory - Those areas of training providing basic skills required for an employee to advance within a career field consistent with mission requirements. Normally, employees will be expected to complete the mandatory training or creditable training/experience prescribed in Appendix E for their current career level before advancement to the next career level. However, an otherwise qualified employee who has not had the opportunity to receive the mandatory training for a particular career level may, nevertheless, be advanced if he/she is scheduled to take such training within 12 months after the promotion. Upon achieving the next career level, employees should receive, as soon as feasible, the mandatory training required for that career level.
2. Desirable - All other areas of training recognized as important but not mandatory.
- C. In order to maintain a dynamic training program, the Director, DIA, is responsible for assuring the continual review of the Master Training and Education Plan by the Civilian ICDP Planning Group for necessary or desirable changes. Likewise, DoD components, through their ICDP Functional Chief, are encouraged to recommend to the Director, DIA, (ATTN: OT-1) revisions, deletions, or additions to formalized training or course offerings. This includes requested course substitutions or equivalent course determinations. Approved changes will be made in accordance with paragraph XVIII.
- ★ D. The following special provisions have been made for meeting mandatory training requirements:
1. During the inception of this program in July 1973, it was assumed that all GS-0132 general intelligence personnel had satisfied the mandatory training requirements for the career level they had achieved. These 0132 personnel will be expected to complete the mandatory training requirements for each career level attained subsequent to July 1973 before advancement to the next higher career level (see Appendix E).
2. It is also assumed that all S&T general intelligence personnel as of February 1978 have satisfied the mandatory training for the career level they have achieved. These S&T personnel will be expected to complete the mandatory training requirements for each career level attained subsequent to February 1978 before advancement to the next higher career level (see Appendix E).
3. Creditable training/experience will be accepted in lieu of mandatory training. Determination of additional creditable training/experience for specific courses will be made by the Civilian ICDP Planning Group.

XIII. TRAINING PLAN

- A. Each DoD component will prepare annually a civilian ICDP Training Plan covering the succeeding 5 fiscal years. The objective of this plan is to provide a systematic and long-range program of training and education as an integral part of the civilian ICDP. Training and education courses are essential tools for the successful development of professional intelligence personnel. In developing this training plan, it is essential that priorities of needs and projections for long-range accomplishment be developed concurrently. Priorities for each of the 5 succeeding fiscal years are to be formulated in accordance with criteria established by DoD Instruction 1430.5 (listed

below) or by comparable criteria established by each DoD component.

1. Priority I - Training that must be accomplished in the ensuing fiscal training cycles or it will have a direct adverse effect on mission accomplishment. The highest priorities will be given to those training and educational opportunities listed as part of the approved Master Training and Education Plan.
 2. Priority II - Training which is required to provide for systematic replacement of skilled employees as required by career management programs and if deferred beyond the ensuing training cycles will have an adverse effect on mission accomplishment in the period following.
 3. Priority III - Training which is required for an employee who is performing at an adequate level of competence to increase the employee's efficiency and productivity. This training may be accomplished after Priority I and Priority II needs have been met but would not be in the DoD or public interest to defer beyond the ensuing training cycles.
- B. Projections for meeting training needs should be based on a 5-year cycle or force structure (the ensuing fiscal year, plus the 4 following fiscal years).
- C. A Training Plan to be effective must reflect all requirements as they exist regardless of cost. The amount of funds available will have a great impact on how much of the Training Plan can be implemented, hence the importance of listing all requirements in priority order.
- D. In determining the training requirements to be included in the 5-year Training Plan the following suggestions are provided:
1. Utilize the information in DISCAS as a primary means of determining individual current and long term training needs. The Employee Career Appraisal Form will be a basic document for establishing training requirements on next career positions and overall career progression.
 2. Consult with individual supervisors/managers and Local ICDP Advisors to surface training needs that otherwise might be overlooked.
 3. Counsel employees on their training needs and how these needs can be met.
- E. As training requirements are determined, this information is to be incorporated into documentation far enough ahead in fiscal year programming so that funds can be allocated to meet justifiable requirements.
- F. Procedures for the accomplishment of training are the responsibility of each component.
- G. Each DoD component should submit a copy of their 5-year (fiscal) training plan to the Director, DIA, the Executive Agent for the DoD-wide Civilian Career Program for General Intelligence Personnel, no later than 1 April of each year. Report Control Symbol RCS: DD-M(A)1280 is assigned for this purpose.

XIV. ENTRY LEVEL DEVELOPMENT PLAN

Each DoD component will design and administer a comprehensive Entry Level Development Plan for newly-hired personnel which will include and implement Master Training and Education Plan mandatory courses. These programs will cover the selection, appointment, and training of civilian ICDP trainees to assure that these trainees receive planned, concentrated training and phased, related work experience necessary to perform effectively in their jobs and to qualify them for journeyman level positions in

any one of the job series covered by the career program. The programs and supporting training plans will be developed in coordination with the appropriate DoD component functional chief. Completion of a formal civilian ICDP general intelligence trainee program will be a major factor in considering employees for promotion to journeyman level. Trainee programs should cover a sufficient period of time to accomplish optimum development of the trainee. Appendix F should serve as a model for the development of an appropriate plan. Each DoD component shall provide the Director, DIA (ATTN:OT-1) with a copy of the Entry Level Development Plan.

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XV. DEVELOPMENT THROUGH ROTATIONAL ASSIGNMENTS

As an important element of an individual's development, every opportunity will be provided for rotational assignments within and between organizational segments of each DoD component as well as between DoD components. The head of each DoD component will assure that a continuing program of developmental assignments is established. (For ICDP personnel, the guidelines for programs cross-training and exchange of individuals between installations within a DoD component and between DoD components are outlined in DoD Instruction 1430.8, paragraph VII.C.5 and accomplished as indicated in paragraph III.B.3 of this manual.) This program will include regular surveys of all resources for the identification of individuals at all echelons possessing the skills, knowledge, abilities, and personal characteristics needed to perform successfully in specific developmental assignments. Likewise, projects and assignments within an activity suitable for use as vehicles in the development of employees through official detail to such projects or assignments will be identified. Individuals responsible for appraisal of the potential of employees will recommend individual developmental assignments at the time of the employee's career appraisal.

★ **XVI. SPECIAL PROGRAM PROCEDURES**

In keeping with the objectives of planned development, effective motivation and efficient use of civilian general intelligence personnel the following special program procedures have been developed:

- A. *Placement Assistance for Overseas Personnel (PAFOP)* is designed to provide assistance to ICDP employees who wish to leave intelligence positions overseas but who do not have return rights to positions in the CONUS. In order to be eligible for PAFOP, employees must be serving in a position within the scope of the general ICDP, must have a current DISCAS registration, and must have satisfactorily completed their overseas service obligation. To participate in PAFOP, employees will apply through their overseas servicing Civilian Personnel Div (CPO). Upon receipt of a PAFOP request, the CPO will supply the DoD ICDP Office with the employee's name, geographical preferences, lowest acceptable grade for placement (which may not exceed the highest grade held in the ICDP), and a statement that the employee has satisfactorily completed duty assignment and any transportation agreement. The ICDP Office will then forward notification of the employee's desire for placement in the CONUS to the DoD CPO's which staff intelligence positions.
- B. *Return Reemployment Rights* for overseas positions will be granted, effective 2 June 1976, by DoD components to any ICDP employee who: (1) is recruited from the 50 states or the District of Columbia by any Defense component; (2) is a bona fide registrant in DISCAS; (3) is referred for selection through DISCAS; (4) is selected for assignment in the U.S. territories or possessions, foreign areas, Hawaii, Alaska or the Canal Zone; (5) satisfactorily completes the prescribed tour of duty in an ICDP position and any official extensions; and (6) makes proper application within 90 days before completion of such overseas duty. Return Rights will be granted for the initial tour and approved extensions for an aggregate period not to exceed five years. This agreement will not apply to employees serving in overseas positions prior to June 1976 who were not granted return rights before the time of departure for duty overseas.

- ★ C. *Reduction-In-Force (RIF) Administrative Procedures* have been implemented to give visibility to the qualifications of those civilian ICDP personnel identified for separation by RIF. It is the CPO's responsibility to: assure that ICDP employees presented with a notice of separation due to RIF are identified to the DoD ICDP Div ; assure that employees are fully registered in DISCAS and that their records are kept current until actual separation. Also, DoD component CPO's will: receive from the DoD ICDP Div a list of RIF-affected employees along with their qualification records, provide for the consideration of these employees for appropriate vacant positions, notify the DoD ICDP Div of employment offers extended to RIF-affected candidates and the final disposition of the offer including furnishing a copy of the SF-50 (Notification of Personnel Action) if the offer is accepted. Candidates will remain on the list and in DISCAS for a period of one year from the effective date of separation. However, candidates will be removed from the list if they decline an offer of employment at the same or higher grade within the same commuting areas as the position from which they will be or have been RIFed, or if they accept a position in the DoD intelligence community. These administrative procedures are in accordance with the non-application of DoD Priority Placement Program "Stopper Lists" when placing selected excepted intelligence community surplus employees.
- D. *Exceptions to the DoD Priority Placement Program (PPP)*
1. **General:** Employees serving in positions within the scope of the DoD-Wide General ICDP who are scheduled for separation under reduction-in-force or declination of transfer of function outside of the commuting area, may be reassigned to vacant positions in the excepted service intelligence community which are also within the scope of the ICDP, as an *exception* to the DoD Priority Placement Program. Therefore, CPO's need not consult "Stopper Lists" if there is an ICDP employee scheduled for separation, as described above, and if there is a vacant position within the ICDP community to which the employee can be reassigned.
 2. **Qualifications Adjudication:** In staffing positions in the excepted service under the DoD-Wide Priority Placement Program (PPP), the final adjudication of qualified/not-qualified is made by the gaining intelligence organization (either the head of that organization who has the authority to make appointments, or the civilian personnel office to which appointment authority has been delegated). In staffing excepted service positions, the gaining activity is the final adjudicating authority. Regional, zone and theater coordinators are not requested to resolve conflicts in determination of qualified/not-qualified for excepted service positions.
 3. **Managers may waive the requirement for security procedures in emergency cases.** If a competitive service candidate under the PPP is offered an excepted service position, and if it is otherwise appropriate, the person can be advised that the offer is contingent on the completion of a security investigation. If they do not wish to undergo the investigation, they can decline the offer with no adverse effect since such a PPP declination to excepted service work does not constitute a valid PPP offer and does not remove the employee from the PPP. If they do agree to the investigation, they would remain under the PPP and on the "Stopper List" for referral for another vacancy which may offer more timely placement. If they are picked up for another vacancy sooner, they are dropped from the PPP and the intelligence/personnel manager would proceed to other "Stopper List" candidates; and if none exists, to other staffing methods.

XVII. REGISTRATION, INVENTORY, AND REFERRAL

- A. Terms and definitions to be used in identifying the career areas are in Appendix B.
- B. Instructions relative in registration of personnel in this program, including inventory, referral, and selection procedures are covered in the Procedural Manual for DISCAS, DoD 1430.10-M (Annex 3: General Intelligence), March 1984.

XVIII. AMENDMENTS

- A. Amendments to this manual will be in the form of "changes" issued by ADS(MI&L) through the Executive Agent responsibilities for developing, coordinating, and maintaining a record of changes, in coordination with the ASD(C³I). DoD Components may submit amendment proposals in writing to the Director, DIA, (ATTN: OT-1).
- B. Personnel at all levels are encouraged to submit, through appropriate channels, suggestions for improving the effectiveness of this career program.

XIX. REPORTING REQUIREMENTS

Reporting requirements will be in accordance with DoD Directive 5010.10, DoD Instruction 1430.10, and this manual.

1. Five-year Training Plan, Report Control Symbol RCS: DD-M(A)1280, by 1 April each year.
2. Annual Status Report, Report Control Symbol RCS: DD-I(A)1200 by 2 January each year.



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APPENDIX A

INTELLIGENCE CAREER DEVELOPMENT PROGRAM (ICDP) ORGANIZATION

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Functional Chiefs

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Senior Civilian ICDP Advisor

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Civilian ICDP Panels

Unified and Specified Commands

Management

Civilian Personnel Officers



APPENDIX A

**INTELLIGENCE CAREER DEVELOPMENT PROGRAM
(ICDP) ORGANIZATION**

A. ORGANIZATION FOR IMPLEMENTING THE CIVILIAN ICDP

The general organizational structure for implementing the DoD-wide civilian ICDP consists of the following:

1. The DUSD(C³I) serves as principal assistant to the Secretary of Defense for overseeing, guiding, and coordinating all DoD component ICDP's (see paragraph VII.A.).
- ★ 2. The ASD(M I & L) provides overall guidance to DUSD(C³I) with respect to the civilian ICDP (see paragraph VII.B.).
3. The Director, DIA, serves as Functional Director for the civilian ICDP (see paragraph VII.C.).
4. DoD Functional Chiefs (see B. below).
5. The Civilian ICDP Planning Group (see C. below).
6. The Senior Civilian ICDP Advisor (see D. below).
7. Local ICDP Advisors (see E. below).
8. Civilian ICDP Board (see F. below).
9. Civilian ICDP Panels (see G. below).
10. Unified and Specified Commands (see H. below).
11. Management (see I. below).
12. Civilian Personnel Officers (see J. below).

B. FUNCTIONAL CHIEFS

1. To provide effective representation as well as effective career management of the civilian general intelligence communities within the Military Departments, the Service Functional (Intelligence) Chiefs will act as the Functional Chiefs for ICDP. The Functional Chiefs, in addition to representing and managing the careers of general civilian intelligence personnel, will be responsive to the Director, DIA, in his capacity as the Functional Director for the overall civilian ICDP.
2. The following are designated as Functional Chiefs for implementing the civilian ICDP within their DoD components:
 - a. The Assistant Chief of Staff for Intelligence, Department of the Army.
 - b. The Commander, Naval Intelligence Command, Department of the Navy.
 - c. The Assistant Chief of Staff, Intelligence, Department of the Air Force.
 - d. The Chief of the Federal Research Division (FRD), Library of Congress (LOC), in conjunction with the Chief of the DoD ICDP Office.

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3. **Functional Chiefs in their respective Services will be responsible for:**
 - a. Providing the leadership, direction, coordination, and continuous evaluation of their Service's part of the civilian ICDP.
 - b. Serving as the DoD component focal point with the Functional Director (Director, DIA).
 - c. Appointing the Senior Civilian ICDP Advisor within their Service, who will serve as representative to the Civilian ICDP Planning Group (see C. and D. below) and who may be designated as the Chairman of the component Civilian ICDP Board (see F. below).
 - d. Providing appropriate organization to maintain the viability of the ICDP at all levels. As a minimum, by:
 - (1) Establishing a Civilian ICDP Board for the DoD component (see F. below).
 - (2) Establishing such additional Panels at those locations where the number of personnel within the ICDP require them for efficient program operations (see G. below).
 - (3) Insuring the appointment of Local ICDP Advisors at the organization levels where intelligence personnel are employed (see E. below).
 - e. Supporting and promulgating instructions for the DISCAS with respect to the referral of all personnel occupying delineated general intelligence positions.
 - f. Assuring coordination with the Civilian Personnel Officer of their Service on civilian personnel matters.
 - g. Assuring adequate resources are planned, programmed, and provided for to meet immediate and long-range requirements.

C. THE CIVILIAN ICDP PLANNING GROUP

1. The Civilian ICDP Planning Group shall consist of the Senior Civilian ICDP Advisors and appropriate civilian personnel representatives from the Military Departments, the DIA, and the FRD. The Functional Chiefs of each Component may nominate alternate representatives as deemed necessary.
2. The Chief, DoD Intelligence Career Development Program Office, DIA, will chair the Civilian ICDP Planning Group.
3. The ICDP Planning Group will meet as required to exchange information, achieve coordination in planning for, and developing procedures for the accomplishment of the civilian general ICDP.

D. SENIOR CIVILIAN ICDP ADVISOR

1. The Functional Chief will appoint a Senior Civilian ICDP Advisor to serve as the advisor to the Functional Chief for the civilian ICDP within the component. The Senior Civilian ICDP Advisor should be a high level civilian knowledgeable of the available resources and criteria for employee development as well as the administrative requirements for funding and budgeting, training, and programmed objectives of management.

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2. Responsibilities

- a. The Senior Civilian ICDP Advisor will promote, monitor, and integrate the career program within the areas for which the component is responsible. This includes:**

(1) Assisting the Functional Chief in implementing the ICDP at all levels.

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- (2) Insuring full dissemination of information on the ICDP to all Local ICDP Advisors and servicing CPO's.
- (3) Serving as the component's primary member on the Civilian ICDP Planning Group.
- (4) Providing an advisory service to Board and/or Panels, Local ICDP Advisors, and all management levels.
- (5) Evaluating the adequacy and effectiveness of the ICDP (in each career field) and advising the Functional Manager and Board of findings.
- (6) Providing the Board and Panels with information on school quotas, criteria for admission, and any other pertinent data.
- (7) Providing each Panel and/or Board with current data identifying the personnel and jobs included within the constituency of the Panels/Board.
- (8) Providing pertinent information as to qualifications, appraisals, and other data on candidates being screened for training, reassignment, or promotion by the Board/Panels.
- (9) Reviewing the propriety of the actions proposed by the Board/Panels.

E. LOCAL ICDP ADVISORS

1. The Senior Civilian ICDP Advisor will be assisted by such Local ICDP Advisors as may be necessary for efficient operation of the program, Local ICDP Advisors will normally be located in field organizations and could also be:
 - a. A member of the organization's Board/Panel.
 - b. A Personnel Officer servicing the organization.
 - c. An Employee Development Officer servicing the organization.
 - d. A Training Committee representative or an individual responsible for human resources needs for the organization in which delineated civilian general intelligence personnel are employed.
2. The Local ICDP Advisor will assist the Senior Civilian ICDP Advisor at the local level and will be responsible for:
 - a. Insuring full dissemination of information on the ICDP to all employees in the general intelligence career field within the organization.
 - b. Providing guidance to both supervisor/manager and employee regarding selection of the next career position(s).
 - ★ c. Providing guidance to supervisors and management regarding the commitment of training funds. This may be accomplished at the time of the supervisor and the employee are completing the Employee Career Appraisal/Development Plan, DD Form 1917. Local ICDP Advisors are responsible for insuring that the training and education requirements are valid and consistent with paragraph XII above.
 - d. Analyzing and determining the feasibility of each of the individual career development plans in relation to programmed objectives of management.

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- e. Providing advice about the nature of competition surrounding the employee's career plan, management needs, career patterns, specific qualifications requirements, and other factors affecting opportunities for achieving the specific career goal.
- f. Furnishing information about available resources and criteria for career development as well as the administrative requirements for funding and budgeting for training.

F. CIVILIAN ICDP BOARD

1. Each Military Department and the Defense Intelligence Agency will establish, as a minimum, a Civilian ICDP Board consisting of the following voting members:
 - a. Senior Civilian ICDP Advisor.
 - b. Chairman of each Civilian ICDP Panel (if panels are needed or used) or senior representatives from each career field.
 - c. The Director of Equal Employment Opportunity or his/her designated representative.
 - d. The Federal Women's Program Coordinator or his/her designated representative.
 - e. A senior civilian personnel specialist/officer (may be one of the previously listed).
 - f. One military officer, O6 or above.
 - g. An *ad hoc* management representative to participate, as required, in the activities described in paragraph 2.e. below.
2. The component Civilian ICDP Board will report directly to the Functional Chief for the DoD component concerned and will:
 - a. Assure that the Panels (if needed or used) are adequately and effectively discharging their assigned responsibilities.
 - b. Screen, for the approval of the Functional Chief of the component concerned, those personnel whose names will be submitted as general intelligence nominees for selection to the National War College, Industrial College of the Armed Forces, the Service War Colleges, and the Armed Forces Staff College. Screening criteria is outlined in Appendix E-5.
 - ★ c. Recommend to the Chief of the DoD component concerned nominees for selection to the Federal Executive Institute Resident Course, personnel for courses of a full semester or more at civilian colleges/universities, personnel for attendance at the Postgraduate Intelligence Program (MSSI), Defense Intelligence College, and for attendance at any career course designated as requiring Board consideration.
 - d. Consider management requests for review of Panel actions and recommend resolutions to the Chief of the component concerned.
 - e. Participate in the screening and/or selection of candidates on a DoD-wide basis for position vacancies at Grades GS-15 and above in accordance with personnel policies and procedures established by the respective DoD component.

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G. CIVILIAN ICDP PANELS

1. When necessary because of large numbers of positions, separate Panels may be established in the following career areas which are defined in Appendix B.
 - a. Intelligence Career Area. When circumstances dictate, the Intelligence Career Area may be organized into appropriate Panels which address the career fields within the Intelligence Career Area. Representative groupings of these career fields are:
 - (1) Intelligence Management.
 - (2) Military Capabilities and Estimates.
 - (3) Strategic Mobility.
 - (4) Military Geography.
 - (5) Collection.
 - (6) Imagery Interpretation.
 - (7) Production Support and Resources.
 - ★ b. Scientific and Technical (S&T) Career Area. When circumstances dictate, the S&T Career Area may be organized into appropriate panels which address the career fields within the S&T Career Area. Representative groupings of these career fields are:
 - (1) Biological Science
 - (2) Engineering
 - (3) Physical Science
 - (4) Mathematics
 - ★ c. Intelligence Related Career Areas.
2. Civilian ICDP panels will, if necessary, be established within the respective components in accordance with procedures established by those components and will:
 - a. In conjunction with the Civilian Personnel Officer, participate in the development of educational, experience, and physical requirements for employment in each professional career level in each career field as requested by the component Senior Civilian ICDP Advisor.
 - b. Screen and nominate to the Board personnel for the joint colleges, Service war colleges, and general intelligence career courses.
 - c. Participate in the screening and/or selection of candidates to fill vacant positions on a DoD-wide basis at grades GS-13 and above. Managers, if they desire, may request panel action for any position at grade GS-12 and below.
 - d. Prepare an annual report to the Civilian ICDP Board at the end of the fiscal year on the effectiveness of the ICDP within their career field.

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H. UNIFIED AND SPECIFIED COMMANDS

The Director, DIA, will act as the functional advisor for the U&S Commands and work closely with them in implementing the ICDP for those U&S Command civilians who fall within the purview of this program.

I. MANAGEMENT

Management at all levels will implement the general civilian ICDP within their organizational elements in accordance with the provisions in this Manual and the DISCAS Procedural Manual, DoD 1430.10-M (Annex 3: General Intelligence) March 1984.

★ J. CIVILIAN PERSONNEL OFFICERS

The Civilian Personnel Officers, or their representatives, will provide guidance and assistance to the Local ICDP Advisors, Civilian ICDP Board/Panels, Management and employees in effective operation of the program in accordance with the Federal Personnel Manual (FPM), Civil Service regulations, and DoD/Service/Local regulations. (More detailed instructions are given in Chapter I, paragraph B.1 of the DISCAS Procedural Manual, DoD 1430.10-M (Annex 3: General Intelligence), March 1984.

B

APPENDIX B

TERMS AND DEFINITIONS USED IN CAREER AREAS

CONTENTS

The Intelligence Career Area

The Intelligence Management Career Field

The Military Capabilities and Estimates Career Field

The Strategic Mobility Career Field

The Military Geography Career Field

The Collection Career Field

The Imagery Interpretation Career Field

The Production Support and Resources Career Field

The Scientific and Technical (S&T) Career Area

★ The Biological Science Career Field

★ The Engineering Career Field

★ The Physical Science Career Field

★ The Mathematics Career Field

★ The Intelligence Related Career Areas

APPENDIX B

TERMS AND DEFINITIONS USED IN CAREER AREAS

- A. THE INTELLIGENCE CAREER AREA embraces all those nonscientific, general intelligence positions involving the activities of collection, processing, evaluation, analysis, integration, production, interpretation, dissemination, and management of information and resources. These activities concern one or more aspects of foreign nations or areas of operations and are immediately or potentially significant to military planning and operations. The Intelligence Career Area may include among others the following career fields:
1. The Intelligence Management Career Field includes those general intelligence positions involved in the management of intelligence programs and resources.
 2. The Military Capabilities and Estimates Career Field includes general intelligence positions involved in the production of intelligence on military ground, naval, air and paramilitary forces, the assessment of capabilities and vulnerabilities of military forces, and the development and production of intelligence estimates concerning foreign force structures, weapons systems, and overall military capabilities, strategy, and defense policies.
 3. The Strategic Mobility Career Field includes general intelligence positions involved in the production of intelligence on transportation systems and individual system elements, including railways, highways, inland waterways, airfield, civil air facilities, merchant marine, and ports, and the assessment of capacities, vulnerability, and constraints on the military use of transportation systems and lines of communication (LOC) facilities.
 4. The Military Geography Career Field includes general intelligence positions involved in the development and maintenance of a military intelligence data base and production of finished intelligence on physical and cultural geography, coasts and landing beaches, petroleum, oil, lubricants (POL), natural gas and electric power facilities and fixed civil and military telecommunications; the assessment of significance of terrain, urban areas, and coasts and landing beaches with respect to military operations, and the assessment of the operational capacity, relative importance and vulnerability of POL, electric power, and telecommunications installations and facilities.
 5. The Collection Career Field includes those general intelligence positions involved in the management, operations, and coordination of intelligence collection and surveillance activities and the processing and initial exploitation of derived data.
 6. The Imagery Interpretation Career Field includes those general intelligence positions involved in the interpretation and analysis of multisensor imagery.
 7. The Production Support and Resources Career Field includes those general intelligence positions involved in the development and maintenance of the intelligence data base and the production of intelligence, in the areas of medicine, meteorology, military economics, civil defense, escape and evasion, demography, and ground, naval, and aerospace materiel production as well as plants and shipyards engaged in such production, repair, or maintenance.
- B. THE SCIENTIFIC AND TECHNICAL (S&T) CAREER AREA includes those positions engaged in targeting and/or the engineering, physical, or technical sciences in an intelligence function, which are assigned to an organizational component performing an intelligence function. The main functions of these activities are to manage DoD S&T intelligence collection requirements and production programs, to evaluate S&T intelligence data, to produce S&T intelligence, and to evaluate S&T intelligence studies in support of weapons systems development and force determination. The S&T career area may include among others the following career fields:
- ★ 1. The Biological Science Career Field includes those positions in an intelligence function involved in scientific and professional work dealing with living organisms and vital processes and their

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characteristics, plant or animal, and the analysis of the effects of biological processes on various areas of the environment.

- ★ 2. The Engineering Career Field includes those positions in an intelligence function engaged in professional and scientific work of a special or miscellaneous character in any engineering area involving application of a knowledge of engineering fundamentals or professional work involving several branches of engineering.
 - ★ 3. The Physical Science Career Field includes those positions in an intelligence function involved in professional and scientific work in physical science and related science and technology. These include the areas concerned with matter, energy, physical space, time nature of physical measurement, fundamental structural particles, and the nature of the physical environment.
 - ★ 4. The Mathematics Career Field includes those positions in an intelligence function engaged in professional work involving research on basic mathematical principles, methods, procedures, techniques, or relationships, and the development of mathematical methods in the solution of scientific, engineering, economic, and military related problems. Also, work involving the translation of mathematical formulations to computer languages as an adjunct to the mathematical analysis in the resolution of problems.
- ★ C. THE INTELLIGENCE RELATED CAREER AREA includes all those nonscientific, general intelligence positions which meet the criteria established in paragraph V.C of this manual.

C

APPENDIX C

APPRAISAL AND COUNSELING

CONTENTS

1. **The DoD-Wide Career Appraisal and Counseling System for Civilian General Intelligence Career Development Program.**
2. **Instructions for Preparing DoD Employee Career Appraisal/Development Plan, DD Form 1917.**

CH 2, 7/16/84

APPENDIX C-1

THE DOD-WIDE CAREER APPRAISAL AND COUNSELING SYSTEM FOR CIVILIAN GENERAL INTELLIGENCE CAREER DEVELOPMENT PROGRAM

A. PURPOSE

- ★ The purpose of this Appendix is to describe the system for appraising and counseling employees participating in the DoD-wide civilian ICDP and to outline the procedures to be followed in completing DoD Employee Career Appraisal/Development Plan, DD Form 1917.

B. OBJECTIVES

1. To assess employee potential for further development and advancement to the next career position and for general career progression through periodic consultation.
2. To establish an orderly career progression plan and a training and developmental assignment plan to accomplish such progression.

C. BASIC PROVISIONS

- ★ Counseling and appraisal are two essential elements in the career of an individual. It is not a periodic process; it is the supervisor's continuing day-to-day responsibility. However, formal counseling and appraisal will be conducted annually on a mutual basis between the individual and the supervisor. The objective of this process is to bring into focus those factors around which the employee's career development can be systematically planned. The process begins with a supervisory evaluation of the employee's performance in terms of potential skill requirements of the occupation represented by an identified next career position. This assessment of potential should take into consideration such factors as the individual's health, the employee's willingness to move from one career position to another, which contributes to career enhancement, the appropriateness of the individual's overall career goals, past employee training, education and assignments, as well as changes in employee proficiency and attitude as a result of past training/education and developmental assignments. This assessment of potential is used as a basis for career counseling, estimating potential for career advancement and formulating specific career goals and training plans.

D. DEFINITIONS

1. Career Appraisal - Career appraisal is that process of inventorying and evaluating the attributes and potential capabilities of each employee. It includes analysis of career training needs for orderly progression within the career field, and the planning for the fulfillment of these career training needs.
2. Career Counseling - Counseling is a helping process which permits supervisors and employees, through constructive discussions, to bring into focus performance and behavioral factors around which an employee's career and personal development can be systematically planned. Through counseling, understanding and insight are gained for stimulating the employee to improve the employee's performance and to accept the challenge for development.
3. Career Plan - The career plan is part of the career appraisal process and is developed jointly by the employee and supervisor to establish the employee's next career position (consistent with his/her ultimate career objective), to determine the next career position requirements, and to establish a realistic training and developmental plan to meet those requirements.
- ★ 4. Local ICDP Advisor - The Local ICDP Advisor is a senior intelligence careerist sufficiently knowledgeable of the intelligence career program, its structure, training and promotion opportunities, and occupational content to provide the necessary guidance/advice, information and counsel to both management and employees concerning career planning and general career program management.

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5. Next Career Position - A position which an employee and immediate supervisor have concluded would be the next logical developmental assignment in the employee's overall career development plan. Identification of the next career position does not preclude the employee from being considered for other positions or employment opportunities.

E. RESPONSIBILITIES1. Individuals

- a. Individuals are responsible for recognizing their aptitudes, strengths, and developmental needs. They must undertake training and development to meet these needs and consider their development in terms of their career goals which may include assignment to other positions within the DoD. Employees must demonstrate their willingness to take advantage of the opportunities offered, work hard to achieve the goals they have set, and assume the responsibility for their own development. The development of any one employee is dependent upon the degree of promise of the employee and the training and education pursued to meet the individual's particular immediate needs and long-range goals.
- b. Prior to the discussion with the immediate supervisor on the annual career appraisal, the employee should have established a personal plan to meet the career development needs for the upcoming years. The personal plan should encompass training and educational requirements, as well as specific developmental assignments, that can reasonably be planned for with emphasis on those developmental opportunities desired during the ensuing year.
- c. After formulating a personal plan, the employee should, in conjunction with the supervisor, assure that the plan is realistic and consistent with the achievement of the organization's goals.
- d. In establishing goals for particular training/education needs and developmental assignments, the employee should consult the following sources for assistance:
 - (1) Appendices D and E. These appendices list the typical developmental assignments and the mandatory/desirable training/education requirements for the career field.
 - (2) Local ICDP Advisor/Civilian Personnel Officer/Training and Education Specialist/ Employee Development Specialist within the activity.
 - (3) Training Compendium for General ICDP Personnel.
 - ★ (4) Rotational Assignment Compendium.

2. Senior and Local Civilian ICDP Advisors. See Appendix A, paragraphs D. and E. for specific responsibilities of the advisors.

3. Immediate Supervisor

- ★ a. The immediate supervisor is responsible for day-to-day counseling and appraisal of the individual's career progression. However, following the structure provided by DD Form 1917 formal counseling and appraisal will be conducted at least annually between the individual and the supervisor. The supervisor will assess and record on the DD Form 1917 the employee's level of potential relative to the next career position and general career progression. Particular attention will be directed toward career training and developmental assignments for advancement to the designated next career position.
- b. Insuring that the employee understands the next career position, its performance requirements, and that the identification of the next career position does not preclude the employee from being considered for other positions or employment opportunities.

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- c. Assuring that the employee's training/development plan is consistent, realistic, and applicable to meeting the overall goals of the organization as well as developing the employee's overall career requirements.
4. All personnel participating in the career counseling process will seek to develop and record a realistic career plan so as to reach the highest level that the individual is capable and desirous of attaining and one which is consistent with known and anticipated staffing needs in the career field.

F. PROCEDURES

1. General: Career appraisal and counseling provides an examination of an employees' demonstrated abilities and potential for advancement. It is also a vehicle for systematically planning training/developmental assignments to meet the requirements for career progression.
- ★ 2. Frequency: Career appraisal will be accomplished at least annually and whenever there has been a significant change of position that warrants completion of a new appraisal. The scheduling of annual appraisals is at the discretion of the component.
- ★ 3. Forms Distribution: DD Form 1917 will be completed in at least four copies to be distributed to the employee, supervisor, employee's personnel folder, and the DoD ICDP Office.

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INSTRUCTIONS FOR COMPLETING EMPLOYEE CAREER APPRAISAL
DD FORM 1917

PRIVACY ACT STATEMENT

The Privacy Act requires a copy of a standardized statement be provided the individual at such time the personal information is requested.

DD Form 1917 Employee Career Appraisal/Development Plan

Edition Date: March 1984

Prescribing Issuances: DoD Directive 1430.2

DoD Manual 1430.10-M

DoD Manual 1430.10-M-3

DoD Manual 1430.10-M (Annex 3: General Intelligence)

AUTHORITY: 10 U.S.C. 133d, 44 U.S.C. 3101, 5 U.S.C. 301 and 302, Executive Order 9397.

PRINCIPAL PURPOSES: The purpose of the form is to appraise employees participating in the DoD-Wide Civilian Career Program for intelligence. It is used to (1) assess employee potential for further training and development, (2) establish an orderly career progression plan, and (3) record employee's availability for development/rotational assignment to other positions within DoD.

ROUTINE USES: The career appraisal of an employee is jointly developed by the employee and supervisor and indicates the employee's readiness for development and promotional opportunities. The next career position and the training/developmental assignments will be printed on the DD Form 1932. This appraisal form is used as a planning document by civilian personnel and training/education officers to determine employee training needs and attendant scheduling and funding considerations.

DISCLOSURE: Disclosure of the information required by the form is voluntary. Absence of a current completed form could result in inadequate identification of training and developmental needs in conjunction with career objectives and limited performance data available to selecting officials in the referral process.

IDENTIFYING INFORMATION must be completed unless otherwise stated.

SOCIAL SECURITY NUMBER: Self-explanatory.

NAME: Enter last name, followed by first name and middle initial

APPRAISAL DATE: Use numbers: year, month and day.

SERIES: Current CSC job series, e.g., C132.

GRADE: Enter current grade, e.g., GS-13, GM-13, ES-01, ST-00.

POSITION TITLE: Enter current position title as shown on SF-50.

DOD COMPONENT: Enter the appropriate DoD Component, i.e., Army, Navy.

NAME AND LOCATION OF EMPLOYING ACTIVITY: Self-explanatory.

ORGANIZATIONAL ELEMENT: Self-explanatory.

SECTION I.

NEXT Career Position: 1. The next career position is that position which the employee and the immediate supervisor, with the assistance of the Senior/Local Civilian ICDP Advisor(s) or civilian personnel office, consider as the next most logical progression step for the advancement of the individual. The careerist must play a major role with the assistance from the immediate supervisor in the determination of the next career position. Enter the series, pay plan and grade, e.g., O132, GS-15, GM-15, ES-01, or ST-00, the normal position classification title, (using no more than 15 characters and spaces, e.g., INTEL RES SPEC) and organizational position title, e.g., Senior Analyst. NOTE: If the employee's current position fulfills his/her immediate career desires, write the word NONE in blocks 16-19. (Employee should insert NONE in blocks 16-19 only if

the current position, series and grade fulfills career desires within the next twelve months. Keep in mind the next higher level or another desirable position/series at the same grade level may become available in the current organization.) If the current position fulfills the employee's immediate career desires, proceed to Section III. (Section III.B may be omitted). NOTE: Training needed to maintain technical update for the current position should be listed in Section II.

2. **Position Requirements:** List technical knowledge, skills, abilities, or personal characteristics; i.e., knowledge of foreign spacecraft/missiles electronic/radar devices; resource management; oral and/or written communication ability.

SECTION II. List specific training and education course titles, OJT/specialized experience, rotational assignments, and other training/development needed to progress to next position or for career broadening purposes. (Maximum 8 line entries) (Review Appendix E training requirements for grade levels and the Training Compendium and the Rotational Assignment Compendium for specific entries.) NOTE: TRAINING should be planned realistically for the ensuing 5 years so that the data can be used for component 5-year training plan and budget purposes.

1. **Block 16** - Use appropriate category code:

a. **Code 1** = DoD/Government Training (any Department of Defense and/or other Government agency/Service training).

b. **Code 2** = Academic Educational Development (any course taken at a college or university for credit [semester/quarter hours]).

c. **Code 3** = Rotational/Temporary assignments (details to other positions under normal temporary detail procedures and/or details for longer periods under rotational assignment procedures).

d. **Code 4** = OJT/Specialized Experience (any on the job training or special training needed to meet the requirements for the next career position or general progression).

e. **Code 5** = Other Training/Development (any continuous education course/state-of-the-art course for major discipline at college or university, and related seminars).

2. **Blocks 17-51** - Training/Developmental Assignments (title of training/academic course, brief description of OJT/specialized training/development, or desired position, organization and location if for rotational/temporary assignment). (Review Appendix E training requirements for grade levels and the Training Compendium and the Rotational Assignment Compendium for specific entries.)

3. **Blocks 52-55** - Leave Blank (DoD ICDP Office use only for subject code).

4. **Block 56** - Use appropriate priority code:

a. **Priority 1** = Training that must be accomplished in the ensuing fiscal training cycles or it will have a direct adverse effect on mission accomplishment. The highest priorities will be given to those training and educational opportunities listed as part of the approved Master Training and Education Plan.

b. **Priority 2** = Training which is required to provide for systematic replacement of skilled employees as required by career management programs and if deferred beyond the ensuing training cycles will have an adverse effect on mission accomplishment in the period following

c. **Priority 3** = Training which is required for an employee who is performing at an adequate level of competence to increase the employee's efficiency and productivity. This training may be accomplished after Priority 1 and Priority 2 needs have been met but would not be in the DoD or public interest to defer beyond the ensuing training cycles.

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5. **Block 57** - Type Training in accordance with appendix E of DoD 1430.10-M-3:

- a. Mandatory = M
- b. Desired = D

6. **Blocks 58-59** - Fiscal Year (give last two digits of fiscal year in which training is to be taken, e.g., 87).

SECTION III.

ITEM A. Immediate Supervisor's Comments. The immediate supervisor will record any comments concerning the employee's readiness for DoD career development and progression. Supervisors will date and sign in appropriate spaces. Typed name (LAST, FIRST, MI) and title will not exceed 25 spaces. The immediate supervisor will indicate in the appropriate box (Blocks 39-40) the most recent official adjectival performance rating consistent with each DoD component's rating system listed below. Indicate year and month of the performance rating using two digits for each, e.g., 83 12 (Blocks 41-44).

The following codes apply to Blocks 39-40:

- ARMY PERSONNEL:** A1 Exceptional
A2 Highly Successful
A3 Fully Successful
A4 Minimally Satisfactory/Marginal
A5 Unsatisfactory
- NAVY PERSONNEL:** N1 Outstanding
N2 Superior/Highly Satisfactory
N3 Fully Successful/Satisfactory
N4 Marginal
N5 Unsatisfactory
- AF PERSONNEL:** F1 Superior
F2 Excellent
F3 Fully Successful
F4 Minimally Acceptable
F5 Unacceptable
- DIA PERSONNEL:** D1 Outstanding
D2 Exceeds Fully Successful/Superior
D3 Fully Successful/Satisfactory
D4 Minimally Satisfactory
D5 Unsatisfactory
- LOC PERSONNEL:** L1 Outstanding
(FRD) L2 Satisfactory
L3 Unsatisfactory
- OSD PERSONNEL:** O1 Outstanding/SES Fully Successful
O2 Exceptional
O3 Fully Successful
O4 Minimally Satisfactory
O5 Unsatisfactory

ITEM B. The Employee Career Appraisal requires the supervisor to appraise and discuss with the individual the seven items listed (Item 7 is optional for careerists not currently in a supervisory position). An assessment of A through E will be given for the next career position (Sec. I). This assessment of potential is to be used as a basis for career counseling, estimating potential for career advancement and formulating specific career goals and training plans. This part of the appraisal form will not be included in the ICDP/DISCAS data base. The assessment from A to E for each item should be based on the following definitions:

- Level A = Employee's skills, knowledge, and training significantly exceeds all requirements for next career position. (See OPM X118 Qualification Standards and DoD 1430.10-M-3, APP E.)
- Level B = Employee's skills, knowledge and training satisfies all requirements for next career position, (See OPM X118 Qualification Standards and DoD 1430.10-M-3, APP E.)
- Level C = Employee needs minor development/training/education to acquire skills, knowledge for progression to next career position.
- Level D = Employee needs major development/training/education to acquire skills, knowledge for progression to next career position.
- Level E = Employee's skills, knowledge, and training reveal serious deficiencies which appear to restrict reasonable prospects for career progression.

NOTE: This is career potential *not* current performance.

ITEM C. Employee Comments. The employee will check the block if appropriate. Any comments by the employee on the career appraisal and/or plan will be made in this block. Employee will date and sign in appropriate spaces.

ITEM D. Reviewing Supervisor's Comments. The Appraising Official's immediate supervisor will review the career appraisal/plan and furnish any additional comments that are pertinent and add significance to the overall career appraisal/plan. Information should be supplied in this item only to the extent that the reviewer has direct knowledge of the employee being appraised. Reviewer will date and sign in appropriate spaces. NOTE: The reviewing supervisor should make it known to the immediate supervisor that the immediate supervisor will be evaluated as a supervisor on the basis of how well the appraisals are made as well as how the supervisor assists the employee with overall career development.

ITEM E. Local ICDP Advisor's Comments. The Local ICDP Advisor will review Section II carefully to verify consistency of training requirements with the next career position and general career progression requirements. The Local Advisor will record an evaluation of how the career appraisal and career plan relate to the overall organization's mission and the objectives of the career field. The Local ICDP Advisor will date and sign in appropriate spaces. NOTE: When the Local ICDP Advisor and the immediate supervisor are the same, the immediate supervisor should still sign as the Local ICDP Advisor. The Local ICDP Advisor's appraisal will be signed by the next higher level in the ICDP

Please detach this instruction sheet before submitting DD Form 1917.

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<p>B. Discuss the following items with the employee relative to the next career position. (NOTE: This is a career potential appraisal not a current performance appraisal.)</p> <p>Enter a level from A to E for each item (only item 7 is optional for nonsupervisors) based on the following: Level A - Exceeds all requirements for next career position (CSC X118 Qualification Standards and DoD 1430.10-M-3, App. E); Level B - Satisfies all requirements for next position (CSC X118 Qualification Standards and DoD 1430.10-M-3, App. E); Level C - Needs minor development/ training/education; Level D - Needs major development/training/education; Level E - Serious deficiencies.</p> <p><input type="checkbox"/> 1. Technical Competencies: (In this block indicate the average of items a through d below.)</p> <p style="margin-left: 20px;"><input type="checkbox"/> a. Soundness of decisions & recommendations. <input type="checkbox"/> b. Development of solutions. <input type="checkbox"/> c. Innovativeness. <input type="checkbox"/> d. Quality of work.</p> <p><input type="checkbox"/> 2. Quantity and Timeliness (meeting deadline schedules and accomplishment of workload in order of priority).</p> <p><input type="checkbox"/> 3. Written Communication (expression of ideas in a clear, concise and convincing manner).</p> <p><input type="checkbox"/> 4. Oral Communication (expression of ideas in a clear, concise and convincing manner).</p> <p><input type="checkbox"/> 5. Cooperation (tact, diplomacy and maintaining interpersonal relationships).</p> <p><input type="checkbox"/> 6. Stability (composure and effectiveness under pressure and adverse or changing conditions).</p> <p><input type="checkbox"/> 7. Supervision and Management: (In this block indicate the average of Items a through h below.)</p> <p style="margin-left: 20px;"><input type="checkbox"/> a. Making appropriate decisions under stressful/adverse conditions. <input type="checkbox"/> b. Supporting organizational policy and ensuring high standards. <input type="checkbox"/> c. Accepting responsibility. <input type="checkbox"/> d. Delegating authority, defining assignments and accepting consequences. <input type="checkbox"/> e. Motivating others through leadership capacity. <input type="checkbox"/> f. Developing subordinates. <input type="checkbox"/> g. Effective planning and organizing, coordinating and controlling diversified activities. <input type="checkbox"/> h. Upholding the principles of Equal Employment Opportunity and Affirmative Action Plans.</p>		
<p>C. Employee Comments:</p> <p><input type="checkbox"/> I agree that the next career position described in Section I.A is appropriate. This career appraisal and plan have been discussed with me and my comments are as follows:</p>		
Date	Signature of Employee	
<p>D. Reviewing Supervisor's Comments: (To what extent do you agree or disagree with the above career appraisal and plan?)</p>		
Date	Name, Title & Organization	Signature of Reviewer
<p>E. Career Advisor's Comments:</p>		
Date	Name, Title & Organization	Signature of Career Advisor

D

APPENDIX D

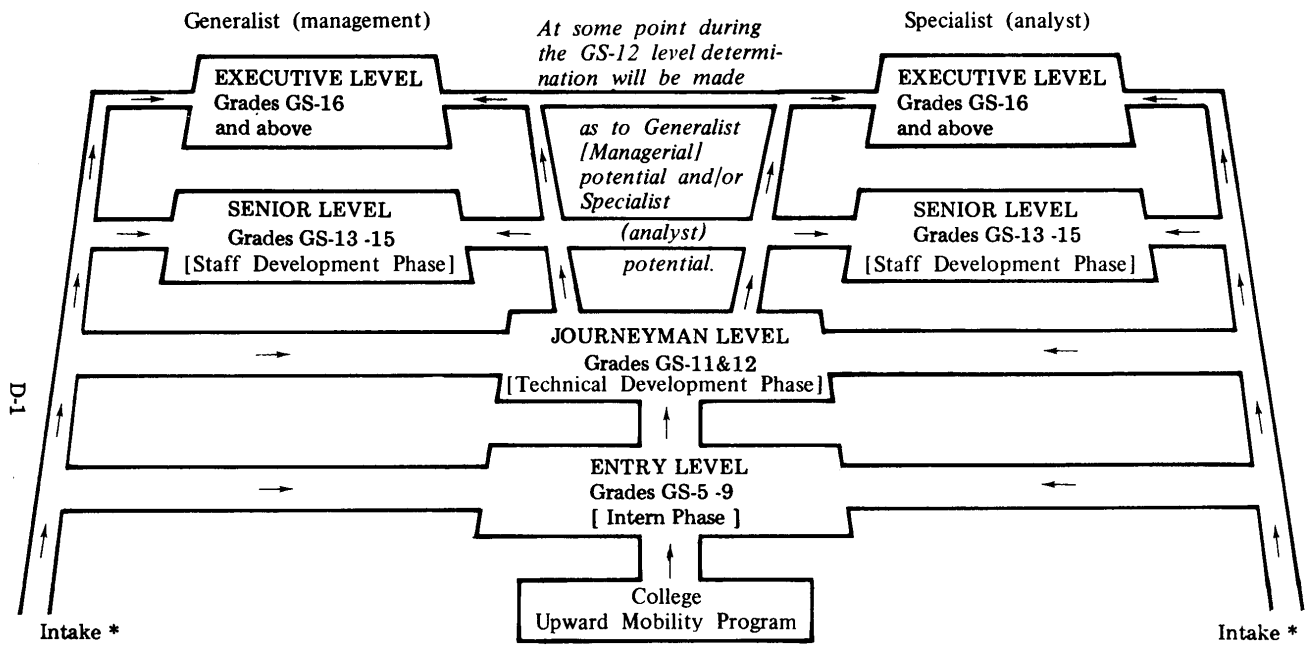
CAREER PATTERN

CONTENTS

1. DoD-Wide Intelligence Career Development Program Career Pattern
2. Typical Developmental Assignments for GS-0132 Personnel
3. Typical Developmental Assignments for S&T Personnel



DOD-WIDE INTELLIGENCE CAREER DEVELOPMENT PROGRAM CAREER PATTERN†



* Intake- From industry, other government agencies, and from related occupations in Department of Defense

†Career pattern denotes a schematic grade structure for illustrative purposes only. Position titles, series and grades are established by authorized positions in accordance with Civil Service Commission position classification standards.

TYPICAL DEVELOPMENTAL ASSIGNMENTS FOR GS-0132 PERSONNEL

<u>CAREER LEVEL</u>	<u>GENERALIST</u>	<u>SPECIALIST</u>
Executive GS-16 & above	<ul style="list-style-type: none"> - Policy determination assignment - Responsibility for supervision of entire staff - Team Leader - Assignments to Task Force/Committee dealing with National Policy matters 	<ul style="list-style-type: none"> - Assignments requiring a high degree of specialized professional competency - Assignments to Task Force/Committee dealing with National policy matters
Senior GS-13 - 15	<ul style="list-style-type: none"> - Assignments requiring supervision of others - Assignments that require inputs from others to complete a finished report - Assignment to overseas commands and attache offices - Assignments requiring responsibility for coordination and final completion - Task Force/Committee assignments - Team Leader 	<ul style="list-style-type: none"> - Assignments that require inputs from others to complete a finished report - Assignments to overseas commands and attache offices - Assignments requiring responsibility for coordination and final completion - Task Force/Committee assignments - Team Leader
Journeyman GS-11 & 12	<ul style="list-style-type: none"> - Assignments having responsibility for coordination and completion of a final/finished product - Assignments requiring coordination with others - Assignments to overseas commands and attache offices - Task Force/Committee assignments - Regular and rotated jobs to be completed with minimum supervision 	<ul style="list-style-type: none"> - Same as Generalist
Entry GS-05 - 09	<ul style="list-style-type: none"> - Assignments under supervision - Two or more rotated job assignments (Not less than 6 months duration; Geographical/Functional assignments.) - Progressive assignments with more responsibility 	<ul style="list-style-type: none"> - Same as Generalist

APPENDIX D-3

★ TYPICAL DEVELOPMENTAL ASSIGNMENTS FOR S&T PERSONNEL

<u>CAREER LEVEL</u>	<u>GENERALIST</u>	<u>SPECIALIST</u>
Executive GS-16 & above	<ul style="list-style-type: none"> - Policy determination assignment - Responsibility for supervision of entire staff - Task force/committee assignments dealing with national policy matters 	<ul style="list-style-type: none"> - Assignments requiring specialized professional expertise essential to accomplishment of mission - Task force/committee assignments dealing with national policy matters
Senior GS-13 - 15	<ul style="list-style-type: none"> - Assignments requiring supervision of others - Rotational assignment to broaden skills and experiences - Task force/committee assignments - Team leader - Assignments requiring extensive contacts with key officials - Staff assignments requiring extensive coordination, evaluation, comprehensive reporting and final completion 	<ul style="list-style-type: none"> - Assignments requiring specialized professional expertise essential to accomplishment of mission - Assignments that require analysis of inputs to complete a finished report - Rotational assignment to expand technical competence - Assignments requiring responsibility for coordination and final completion - Task force/committee assignments - Team leader - Assignments requiring performance of staff advisory, consulting and reviewing services - Assignments which involve extensive planning, research, and analysis
Journeyman GS-11 & 12	<ul style="list-style-type: none"> - Assignments having responsibility for coordination and completion of a final/finished product - Assignments requiring coordination with others - Rotational assignment to expand technical competence and maintain currency - Assignments requiring supervision of others - Special project assignments - Task force/committee assignments - Participation in conferences and meetings - Assignments to more complex functions and projects requiring increased independence and creativity 	<ul style="list-style-type: none"> - Same as Generalist

APPENDIX D-3

CAREER LEVEL

GENERALIST

SPECIALIST

Entry
GS-05-09

- Assignments to specific functions and projects with extensive supervision
- Two or more rotated job assignments (not less than 6 months)
- Progressive assignments with more complexity and responsibility

- Same as Generalist

E

APPENDIX E

MASTER TRAINING AND EDUCATION PLAN

CONTENTS

1. Training and Education Requirements for GS-0132 Intelligence Personnel.
2. Career Courses GS-0132 by Career Level.
3. Training and Education Requirements for Scientific and Technical (S&T) Intelligence Personnel.
4. Career Courses for S&T Series by Career Level.
5. Criteria for Selection for Educational Opportunities.

NOTE: Due to the diversity of Intelligence Related Occupational Series represented in the ICDP, a training and education plan has not been designed. However, ICDP personnel in these job series may use, as a guideline, the training and education plans for GS-0132 and S&T personnel displayed in Appendix E.



★ TRAINING AND EDUCATIONAL REQUIREMENTS FOR GS-0132 INTELLIGENCE ANALYSTS

CAREER LEVELS

MANDATORY

DESIRABLE

EXECUTIVE
GS-16 and above

1. Component-designated Management Training (e.g., Brookings Institute of Management, Federal Executive Institute, Defense Management Systems Course, Office of Personnel Management Executive Seminars, Academic Management Courses or other appropriate management training)

1. National War College (National Defense University (NDU))
2. Service War Colleges
3. Industrial College of the Armed Forces (NDU)
4. Senior Executive Information Management Course
5. Information Sciences (e.g. Information Science for Managers I or other appropriate information science training)

ch 2
SENIOR
GS-13-14-15

* 1. National Senior Intelligence Program (for selected key personnel whose present or projected duties include national/joint level intelligence responsibilities and/or projects)
* 2. Technical and/or Area Studies
* 3. Component-designated Management/Supervisory Training (e.g., Brookings Institute of Management, Defense Management Systems Course, Office of Personnel Management Executive Seminars, Academic Management Courses, Service/DoD Management Courses or other appropriate management training)
4. DIAOLS/COINS for Managers

1. National War College (NDU) (GS-14/15)
2. Industrial College of the Armed Forces (GS-14/15) (NDU)
3. Service War Colleges
4. Armed Forces Staff College
5. Information Sciences (e.g., Information Science for Managers I or II, or other appropriate information science training)
6. Advanced academic study (full time or after hours)
7. Intermediate Executive Orientation
8. Reading Improvement
9. Oral and Written Communication Improvement
10. Rotational Assignment within/outside component to appropriate organization
11. Intelligence Collection Management Course

JOURNEYMAN
GS-11-12

ch 2

1. Supervisory Training (for personnel in supervisory positions and for selected personnel with recognized supervisory potential)
2. Information Science (e.g., ~~Information Science for Intelligence Functions~~, Survey of Intelligence Information Systems, OPM ADP courses or other appropriate Information Science Training)
* 3. Technical and/or Area Studies
* 4. Briefing Techniques (e.g., DoD, in-house or contractor training)

1. Post Graduate Intelligence Course/MSSI
2. Nuclear Weapons Orientation Advanced Course (for selected personnel)
3. Armed Forces Staff College (GS-12)
4. Advanced Academic Study (full time or after hours)
5. Foreign Language Training (for selected personnel)
6. Reading Improvement
7. Oral and Written Communication Improvement
8. Rotational Assignment within/outside component to appropriate organization
9. Intelligence Indications and Warning Course
10. Joint Intelligence Management Course
11. Advanced DIAOLS/COINS (for selected personnel)
12. DIAOLS/COINS for Managers (for selected personnel)

* See creditable training/experience in career course description section

APPENDIX E-1

**CAREER
LEVELS**

MANDATORY

DESIRABLE

**ENTRY
GS-05-09**

- * 1. Joint Intelligence Course or Intelligence Analyst Course
- 2. Scientific & Technical Intelligence Analyst Introductory Course (for S&TI production analysts)
- * 3. Technical and/or Area Studies
- * 4. Report Writing
- * 5. Basic Photo Interpretation (for selected personnel in the Imagery Analysis Career Field)
- 6. Defense Sensor Interpretation and Applications Training Program (for selected personnel in the Imagery Analysis Career Field)

- 1. Joint Intelligence Course (for S&TI production analysts) or Intelligence Analyst Course (for S&TI production analysts)
- 2. ADP Courses (for selected personnel)
- 3. DIAOLS/COINS Course (for selected personnel)
- 4. Reading Improvement
- 5. Oral Communications/Briefing Techniques (for selected personnel)
- 6. Advanced Academic Study (full time or after hours)
- 7. Foreign Language Training (for selected personnel)
- 8. Ballistic Missile Staff Course (for selected personnel)
- 9. Survey of Intelligence Information Systems

* See creditable training/experience in career course description section

★ CAREER COURSES GS-0132 BY CAREER LEVEL

MANDATORY—M

DESIRED—D

ENTRY LEVEL GS-05 THRU 09

	COURSE	LOCATION	CREDITABLE TRAINING/EXPERIENCE	OBJECTIVE
★	1. *Joint Intelligence Course (JIC) M D for S&TI Production Analysts	Defense Intelligence College DIC	1 year experience as analyst in intelligence	To provide intelligence analysts with an understanding of the purpose and major functions of joint and combined intelligence and the application of the components of strategic intelligence to the study of the worldwide challenge posed by communism.
	or			
	2. *Intelligence Analyst Course (IAC) M D for S&TI Production Analysts	DIC	JIC and 1 year experience as intelligence analyst or 2 years experience as intelligence analyst	To provide intelligence analysts with an understanding of the role of the analyst; fundamental intelligence research techniques; analysis techniques; how to prepare an estimate; the purpose and management of intelligence collection requirements; and purpose and use of other pertinent intelligence documents and reports.
E-2.1	3. Scientific & Technical Intelligence Analyst Introductory Course (STIAIC) M (for S&TI Production Analysts)	DIC	1 year experience as analyst in S&T intelligence	To provide newly assigned S&T intelligence analysts an orientation to the organizations and processes of the intelligence community, practice in basic communication skills, and identification of key reference and guidance documents for future use.
	4. Technical and/or Area Studies M	In-House, Foreign Service Institute, other	Previous duty assignment in geographic area concerned	To enable analyst to keep abreast of current developments in assigned technical area or to obtain essential background information in assigned geographic area.
	5. Report Writing M	In-House contractor	Comparable course from government or educational sources prior to assignment. Met if attended IAC.	To guide personnel in use of techniques for making their written communications more effective.
	6. Basic Photo Interpretation (for selected personnel in the Imagery Analysis Career Field) M	Lowry AFB, CO	Comparable military or government sponsored course in photo interpretation	To provide Entry-Level professionals hired as Photo Interpreters with an understanding of fundamental administrative procedures and interpretation techniques in the imagery field.
	7. Defense Sensor Interpretation and Applications Training Program (for selected personnel in the Imagery Analysis Career Field) M	Offutt AFB, NE		To provide professional imagery interpreters with skills in advanced multisensor intelligence gathering and interpretation.

These courses are programmed sequentially and scheduled consecutively.

CH 1, 10/1/81

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APPENDIX E-2

	COURSE	LOCATION	CREDITABLE TRAINING/EXPERIENCE	OBJECTIVE
	8. ADP Courses (for selected personnel) D	In-House contractor		To provide inexperienced professional personnel with the basic knowledge and skill necessary to do productive work utilizing ADP in the intelligence function.
	9. DIAOLS/COINS Course (for selected personnel) D	DIC		Course designed to provide the trainee with a user capability in and an understanding of a basic automated tool of intelligence analysis.
	10. Reading Improvement D	In-House contractor	Comparable course from government or educational sources prior to assignment.	To enable personnel to increase rate and comprehension in reading skills and adjust reading techniques to varied types of material.
	11. Oral Communications/Briefing Techniques (for selected personnel) D	In-House contractor	Comparable course from government or educational sources prior to assignment. Met if attended IAC.	To increase the effectiveness of analyst's oral communications and professional briefings.
	12. Advanced Academic Study (full time or after hours) D	Civilian College or University		To foster creative thinking, encourage intellectual curiosity, and maintain a high degree of competency among professional personnel.
	13. Foreign Language Training (for selected personnel) D	Foreign Service Institute, USDA Graduate School, Other		To maintain and/or increase proficiency sufficient to meet job requirements in language(s) previously studied.
	14. Ballistic Missile Staff Course (for selected personnel) D	Vandenburg AFB, CA		Provides training for analysts assigned to a specialty requiring knowledge of the U.S. Ballistic Missile Program.
	15. Survey of Intelligence Information Systems D	Central Intelligence Agency (CIA)		To provide intelligence personnel with an overview of information and intelligence systems of the intelligence community, with special emphasis on automated and/or computer assisted systems.
JOURNEYMAN LEVEL GS-11 AND GS-12				
	1. Supervisory Training (for personnel in supervisory positions and for selected personnel with recognized supervisory potential) M	In-House		To equip potential and newly appointed supervisors with the basic skills and knowledge necessary to understand and apply effective techniques to supervising employees.

	COURSE	LOCATION	CREDITABLE TRAINING/EXPERIENCE	OBJECTIVE
	2. Survey of Intelligence Information Systems M*	SEE ENTRY LEVEL		
	3. Technical and/or Area Studies M	SEE ENTRY LEVEL		
	4. Briefing Techniques M	In-House contractor	Comparable course from government education sources prior to assignment	To increase effectiveness of professional briefings.
	5. ** Joint Intelligence Management Course (JMIC) D	DIC		To provide intelligence analyst in or to be assigned to management positions with an understanding of current management principles and techniques as they apply to intelligence resources, processes, and information.
	6. Post Graduate Intelligence Program (MSSI) D	DIC		To provide personnel with a graduate level program of study in the principles of strategic intelligence, methodologies of intelligence research, the role of intelligence for joint operations, and the management of intelligence.
	7. Nuclear Weapons Orientation Advanced (for selected personnel) D	Kirtland AFB, NM		Provides training for analysts assigned to a specialty requiring knowledge of the national nuclear weapons program.
	8. Armed Forces Staff College D	Norfolk, VA		To provide an understanding of total U.S. military capability and the environment in which it operates with special emphasis on Joint Service applications.
	9. Advanced Academic Study (full time or after hours) D	SEE ENTRY LEVEL		
	10. Foreign Language Training (for selected personnel) D	SEE ENTRY LEVEL		
	11. Reading Improvement D	SEE ENTRY LEVEL		
	12. Oral and Written Communication Improvement D	In-House contractor		To increase the effectiveness of analyst's oral and written communications.
	13. Rotational Assignment within/outside component to appropriate organization D	Army, Navy, Air Force, DIA, other DoD, government, or private industry		Used for cross-training and development of individuals demonstrating high potential at the middle, senior and executive levels.
	14. Intelligence Indications and Warning Course D	DIC		To provide an understanding of the fundamentals of warning analysis and the DoD I&W organization, function, operation, and relationships with other elements of intelligence.

* One information science course required during Journeyman Level.

** This course is programmed sequentially and scheduled consecutively with the JIC and IAC.

E-2.3

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- | | | |
|-----|--|-----|
| 15. | Advanced DIAOLS/COINS
(for selected personnel)
D | DIC |
| 16. | DIAOLS/COINS for Managers
(for selected personnel)
D | DIC |
| 17. | Intelligence Collection
Management Course
D | DIC |

To enable students to develop complex single and multiple file queries for retrieval of intelligence information from the DIAOLS/COINS System, and be able to write Report Program Generator programs to output DIAOLS System One data; and to know the basic concept of online maintenance for DIAOLS System One files.

To enable managers to know the basic capabilities of the DIAOLS/COINS system and what may be achieved by using this system.

To enable students to be cognizant of intelligence collection activities, knowledgeable of major systems' capabilities and limitations, capable of tasking various organizations and systems and qualified to manage collection results.

APPENDIX E

E-2.4

SENIOR LEVEL GS-13-14-15

	COURSE	LOCATION	CREDITABLE TRAINING/EXPERIENCE	OBJECTIVE
★	1. National Senior Intelligence Program (for selected key personnel whose present or projected duties include national/joint level intelligence responsibilities and/or projects) M	DIC	6 years prior intelligence experience (3 years of which at the National Level)	To enhance the preparation of selected key DoD civilian personnel for important policy making positions in the national and international security structure.
	2. Technical and/or Area Studies M	SEE ENTRY LEVEL		
	3. Management/Supervisory Training M	DoD, In-House contractor	Comparable course from government or education sources	To provide training in personnel practices and procedures, communication skills and techniques, interpersonal relationships, and work planning and control.
	4. DIAOLS/COINS for Managers M	DIC		To enable managers to know the basic capabilities of the DIAOLS/COINS system and what may be achieved by using this system.
E-2.5	4.a. National War College D	National Defense University (NDU) Ft. McNair Washington, D.C.		To acquaint key civilian personnel with high level military command and policy functions and strategic planning. To prepare participants for more effective performance in joint intelligence functions.
	5. Industrial College of the Armed Forces D	NDU, Ft. McNair Washington, D.C.		To provide graduate level study for key civilians in national security, with-emphasis on management of resources, including national and international military, economic, political, scientific, and social factors.
	6. Service War Colleges D	Army: Carlisle Barracks, PA Navy: Newport, RI Air Force: Montgomery, AL	Can be taken by correspondence	To prepare selected senior civilians for higher level intelligence responsibilities within DoD.
	7. Armed Forces Staff College D	SEE JOURNEYMAN LEVEL		
	8. Information Science for Managers I D	CIA	Attendance at one or more courses in information science at local facility	Stresses the application of information systems and systematic methods of analysis by systems users to a variety of intelligence, support, and management tasks. Intended for those who need only an introduction and overview of the subject.

E-2.5

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APPENDIX E-2

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	COURSE	LOCATION	CREDITABLE TRAINING/EXPERIENCE	OBJECTIVE
	9. Information Science for Managers II D	CIA	Attendance at one or more courses in information science at local facility	Develops elementary skills in the application and use of information science. Makes extensive use of student exercises and is intended for those who need more than a brief introduction and overview of the subject.
	10. Advanced Academic Study (full time or after hours) D	SEE ENTRY LEVEL		
	11. Intermediate Executive Orientation D	DoD Computer Institute		To understand fundamentals of digital computer capabilities, limitations and applications. Designed for senior level employees who have had little or no training/experience in ADP.
	12. Reading Improvement D	SEE ENTRY LEVEL		
	13. Oral and Written Communication Improvement D	SEE JOURNEYMAN LEVEL		
	14. Rotational Assignment within/outside component to appropriate organization D	SEE JOURNEYMAN LEVEL		
	15. Intelligence Collection Management Course D	DIC		To enable students to be cognizant of intelligence collection activities, knowledgeable of major systems' capabilities and limitations, capable of tasking various organizations and systems and qualified to manage collection results.

E-2.6

EXECUTIVE LEVEL GS-16 AND ABOVE

	1. Management Training M	SEE SENIOR LEVEL	
	2. National War College D	SEE SENIOR LEVEL	
	3. Service War Colleges D	SEE SENIOR LEVEL	

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COURSE	LOCATION	CREDITABLE TRAINING/EXPERIENCE	OBJECTIVE
4. Industrial College of the Armed Forces D	SEE SENIOR LEVEL		
5. Senior Executive Information Management Course D	DoD Computer Institute		To provide executives with an orientation designed to teach fundamentals of digital computer capabilities, limitations, and applications.
6. Information Sciences D	SEE SENIOR LEVEL		

E-2.7

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APPENDIX E-2



★ TRAINING EDUCATIONAL REQUIREMENTS FOR SCIENTIFIC AND TECHNICAL INTELLIGENCE ANALYSTS

LEVELS	MANDATORY	DESIRABLE
EXECUTIVE GS-16 and above	<ul style="list-style-type: none"> * 1. Component-designated Management Training (e.g., Brookings Institute of Management, Federal Executive Institute, Defense Management Systems Course, Office of Personnel Management Executive Seminars, Academic Management Courses or other appropriate management training) 2. Technical/Specialty Courses, Advanced Academic study, or Professional Conference/Seminars (as required to maintain state-of-the-art knowledge in specialty field) 	<ol style="list-style-type: none"> 1. National War College (National Defense University (NDU)) 2. Service War Colleges 3. Industrial College of the Armed Forces (NDU) 4. Senior Executive Information Management Course 5. Information Science (e.g., Information Science for Managers I or other appropriate information science training)
★ SENIOR GS-13-14-15	<ul style="list-style-type: none"> * 1. National Senior Intelligence Program (for selected key personnel whose present or projected duties include national/joint level intelligence responsibilities and/or projects) * 2. Component-designated Management/Supervisory Training (e.g., Brookings Institute of Management, Defense Management Systems Course, Office of Personnel Management Executive Seminars, Academic Management Courses, Service/DoD Management Courses or other appropriate management training). 3. Technical/Specialty Courses, Advanced Academic Study, or Professional Conferences/Seminars (as required to maintain state-of-the-art knowledge in specialty field) 4. DIAOLS/COINS for Managers 	<ol style="list-style-type: none"> 1. National War College (NDU) (GS-14/15) 2. Industrial College of the Armed Forces (GS-14/15) (NDU) 3. Service War Colleges 4. Armed Forces Staff College 5. Information Science (e.g., Information Science for Managers I or II or other appropriate information science training) 6. Intermediate Executive Orientation 7. Oral and Written Communication Improvement 8. Reading Improvement 9. Rotational assignment or training within/outside component to S&T, R&D or appropriate organization.
JOURNEYMAN GS-11-12	<ul style="list-style-type: none"> 1. Supervisory Training (for personnel in supervisory positions and for selected personnel with recognized supervisory potential) * 2. Information Science (e.g., OPM ADP courses or other appropriate information science training) 3. Technical/Specialty Courses, Advanced Academic Study, or Professional Conferences/Seminars (as required to maintain state-of-the-art knowledge in specialty field) * 4. Briefing Techniques (e.g., DoD in-house, or contractor training) 	<ol style="list-style-type: none"> 1. Post Graduate Intelligence Course/ MSSI 2. Nuclear Weapons Orientation Advanced Course (for selected personnel) 3. Reading Improvement 4. Oral and Written Communication Improvement 5. Foreign Language Training (for selected personnel) 6. Rotational Assignment or training within/outside component to S&T, R&D, or appropriate organization 7. Armed Forces Staff College (GS-12) 8. CIRCOL Training (for selected personnel) 9. Joint Intelligence Management Course 10. Advanced DIAOLS/COINS (for selected personnel) 11. DIAOLS/COINS for Managers (for selected personnel)

* See creditable training/experience in career course description section.

APPENDIX E-3

LEVELS

MANDATORY

DESIRABLE

**ENTRY
GS-05-09**

- * 1. Scientific and Technical Intelligence Analysts Introductory Course
 - 2. Technical/Specialty Courses, Advanced Academic Study or Professional Conference/Seminars (as required to maintain state-of-the-art knowledge in specialty field)
 - * 3. Report Writing (i.e., effective writing, technical writing, writing techniques)
- 1. Reading Improvement
 - 2. Oral Communications/Briefing Techniques (for selected personnel)
 - 3. ADP Courses (for selected personnel)
 - 4. DIAOLS/COINS Course (for selected personnel)
 - 5. Ballistic Missile Staff Course (for selected personnel)
 - 6. Foreign Language Training (for selected personnel)
 - 7. Survey of Intelligence Information Systems
 - 8. Joint Intelligence Course (for S&TI production analysts)

* See creditable training/experience in career course description section.

APPENDIX E-3

★ Representative List of Technical/Specialty Training and Education for Scientific and Technical Intelligence Personnel.

1. Engineering Field - Advanced Academic Study or Technical/Specialty Courses as appropriate for selected personnel would include, but not be limited to:

Aerospace/Aerodynamics	Orbital Mechanics
Applied Physics	Propulsion
Electronics	Radar
Engineering Management	R&D Facility Engineering
Engineering Mathematics	Structures
Flight Mechanics	Systems Engineering
Guidance & Control	Telemetry
Hydrodynamics	Test Facility Engineering
Lasers	Thermodynamics
Optics	Weapons Effects

2. Physical Science Field - Advanced Academic Study or Technical/Specialty Courses as appropriate for selected personnel would include, but not be limited to:

Ballistics	Metallurgy
Chemistry	Meteorology
Geography	Oceanography
Geology	Physics/Geophysics
Materials Science	Propulsion

3. Biological Science Field - Advanced Academic Study or Technical/Specialty Courses as appropriate for selected personnel would include, but not be limited to:

Bacteriology	Epidemiology
Behavioral Sciences	Genetics
Biochemistry	Human Factors Engineering
Biology/Biophysics	Human Physiology
Biotechnology	Microbiology
Botany	Molecular Biology
Cell Physiology	Pharmacology
Cybernetics	Radiation Biology
Cytogenetics	Stress Physiology
Cytology	Zoology
Ecology	

4. Mathematical Field - Advanced Academic Study or Technical/Specialty Courses as appropriate for selected personnel would include, but not be limited to:

Applied Mathematics
Decision Theory
Engineering Principles
Information Science
Operations Research
Statistics



★ CAREER COURSES FOR S&T SERIES BY CAREER LEVEL

MANDATORY—M

DESIRED—D

ENTRY LEVEL GS-05 Thru 09

	COURSE	LOCATION	CREDITABLE TRAINING/EXPERIENCE	OBJECTIVE
★	1. Scientific and Technical Intelligence Analysts Introductory Course (STIAIC) M	Defense Intelligence DIC	College 1 year experience as S&T analyst in intelligence.	To provide newly assigned S&T intelligence analysts an orientation to the organizations and processes of the intelligence community, practice in basic communication skills, and identification of key reference and guidance documents for future use.
	2. Technical Specialty Courses, Advanced Academic Study or Professional Conference Seminars M	DoD Facilities, Civilian college or university, other		To enable analyst to keep abreast of current developments in assigned technical area and to maintain competency in professional field.
E-4.1	3. Report Writing M	In-House contractor	Comparable course from government or educational sources prior to assignment. Met if attended IAC.	To guide personnel in use of techniques for making their written communications more effective.
★	4. Joint Intelligence Course (JIC) D for S&T production analysts	DIC	1 year experience as analyst in intelligence	To provide intelligence analysts with an understanding of the purpose and major functions of joint and combined intelligence and the application of the components of strategic intelligence to the study of the worldwide challenge posed by communism.
	5. Reading Improvement D	In-House contractor	Comparable course from government or educational sources prior to assignment.	To enable personnel to increase rate and comprehension in reading skills and adjust reading techniques to varied types of material.
	6. Oral Communications Briefing Techniques (for selected personnel) D	In-House contractor	Comparable course from government or educational sources prior to assignment. Met if attended IAC.	To increase the effectiveness of analysts' oral communications and professional briefings.
CH 1.10.1/81	7. ADP Courses (for selected personnel) D	In-House contractor		To provide inexperienced professional personnel with the basic knowledge and skill necessary to do productive work utilizing ADP in the intelligence function.
★	8. DIAOLS COINS Course (for selected personnel) D	DIC		Course designed to provide the trainee with a user capability in and an understanding of a basic automated tool of intelligence analysis.

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COURSE	LOCATION	CREDITABLE TRAINING/EXPERIENCE	OBJECTIVE
9. Ballistic Missile Staff Course (for selected personnel) D	Vandenburg AFB, CA		Provides training for analysts assigned to a specialty requiring knowledge of the U.S. Ballistic Missile Program.
10. Foreign Language Training (for selected personnel) D	Foreign Service Institute, USDA Graduate School, other		To maintain and/or increase proficiency sufficient to meet job requirements in language(s) previously studied.
11. Survey of Intelligence Information Systems D	Central Intelligence Agency (CIA)		To provide intelligence personnel with an overview of information and intelligence systems of the intelligence community, with special emphasis on automated and/or computer assigned systems.

JOURNEYMAN LEVEL GS-11 AND GS-12

E-4.2

1. Supervisory Training (for personnel in supervisory positions and for selected personnel with recognized supervisory potential) M	In-House contractor		To equip potential and newly appointed supervisors with the basic skills and knowledge necessary to understand and apply effective techniques to supervising employees.
2.			
3. Survey of Intelligence Information Systems M*	SEE ENTRY LEVEL		
4. Technical/Specialty Course, Advanced Academic Study or Professional Conferences/Seminars M	SEE ENTRY LEVEL		
5. Briefing Techniques M	In-House contractor	Comparable course from government or educational sources within past 5 years.	To increase the effectiveness of professional briefings.
★ 6. Post Graduate Intelligence Program (MSSI) D	DIC		To provide personnel with a graduate level program of study in the principles of strategic intelligence, methodologies of intelligence research, the role of intelligence for joint operations, and the management of intelligence.

* One information science course required during Journeyman Level

	COURSE	LOCATION	CREDITABLE TRAINING/EXPERIENCE	OBJECTIVE
	7. Nuclear Weapons Orientation Advanced Course (for selected personnel) D	Kirtland AFB, NM		Provides training for analysts assigned to a specialty requiring knowledge of the national nuclear weapons program.
	8. Reading Improvement D	SEE ENTRY LEVEL		
	9. Oral & Written Communication Improvement D	In-House contractor		To increase the effectiveness of analysts' oral and written communications.
	10. Foreign Language Training (for selected personnel) D	SEE ENTRY LEVEL		
	11. Rotational Assignment or training within/outside component to S&T, R&D or appropriate organization D	Army, Navy, Air Force, DIA, other DoD or private industry.		Used for cross-training and development of individuals demonstrating high potential at the middle, senior and executive levels.
E-4.3	12. Armed Forces Staff College D	Norfolk, VA		To provide an understanding of total U.S. military capability and the environment in which it operates with special emphasis on Joint Service applications.
	13. CIRCOL Training (for selected personnel) D	Dayton, OH		Course designed to provide the S&T analyst with a user capability in and an understanding of a basic automated tool of intelligence analysis.
★	14. Joint Intelligence Management Course (JIMC) D	DIC		To provide intelligence analysts in or to be assigned to management positions with an understanding of current management principles and techniques as they apply to intelligence resources, processes and information.
★	15. Advanced DIAOLS/COINS (for selected personnel) D	DIC		To enable students to develop complex single and multiple file queries for retrieval of intelligence information from the DIAOLS/COINS System, and be able to write Report Program Generator programs to output DIAOLS System One data; and to know the basic concept of online maintenance for DIAOLS System One files.

E-4.3

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APPENDIX E-4

CH 1 ★ / 1/81	COURSE	LOCATION	CREDITABLE TRAINING/EXPERIENCE	OBJECTIVE	APPENDIX E-4
	16. DIAOLS/COINS for Managers (for selected personnel) D	DIC		To enable managers to know the basic capabilities of the DIAOLS/COINS system and what may be achieved by using this system.	
	SENIOR LEVEL GS-13-14-15				
★	1. National Senior Intelligence Program (for selected key personnel whose present or projected duties include national/joint level intelligence responsibilities and/or projects) M	DIC	6 years prior intelligence experience (3 years of which at the national level)	To enhance the preparation of selected key DoD civilian personnel for important policy making positions in the international and national security structure.	
	2. Management Training M	DoD, In-House contractor	Comparable course from government or education sources.	To provide training in personnel practices and procedures, communication skills and techniques, interpersonal relationships, and work planning and control.	
E-4.4	3. Technical/Specialty Courses, Advanced Academic Study, or Professional Conference/Seminars M	SEE ENTRY LEVEL			
★	4. DIAOLS/COINS for Managers M	DIC		To enable managers to know the basic capabilities of the DIAOLS/COINS system and what may be achieved by using this system.	
	5. National War College D	National Defense University (NDU) Fort McNair Washington, D.C.		To acquaint key civilian personnel with high level military command and policy functions and strategic planning. To prepare participants for more effective performance in joint intelligence functions.	
	6. Industrial College of the Armed Forces D	NDU, Fort McNair Washington, D.C.		To provide graduate level study for key civilians in national security with emphasis on management of resources, including national and international military, economic, political, scientific, and social factors.	
	7. Service War Colleges D	Army: Carlisle Barracks, PA; (Can be taken by correspondence.) Navy: Newport, RI; Air Force: Montgomery, AL		To prepare selected senior civilians for higher level intelligence responsibilities within DoD.	
	8. Armed Forces Staff College D	SEE JOURNEYMAN LEVEL			

COURSE	LOCATION	CREDITABLE TRAINING/EXPERIENCE	OBJECTIVE
9. Information Science for Managers I D	CIA	Attendance at one or more courses in information science at local facility.	Stresses the application of information systems and systematic methods of analysis by systems users to a variety of intelligence, support and management tasks. Intended for those who need only an introduction and overview of the subject.
10. Information Science for Managers II D	CIA	Attendance at one or more courses in information science at local facility	Develops elementary skills in the application and use of information science. Makes extensive use of student exercises and is intended for those who need more than a brief introduction and overview of the subject.
11. Intermediate Executive Orientation D	DoD Computer Institute		To understand fundamentals of digital capabilities, limitations and applications. Designed for senior level employees who have had little or no training/ experience in ADP.
12. Oral & Written Communication Improvement D	SEE JOURNEYMAN LEVEL		
13. Reading Improvement D	SEE ENTRY LEVEL		
14. Rotational Assignment or Training within/outside component to S&T, R&D or appropriate organization D	SEE JOURNEYMAN LEVEL		

EXECUTIVE LEVEL GS-16 AND ABOVE

1. Management Training M	SEE SENIOR LEVEL
2. Technical/Specialty Courses, Advanced Academic Study, or Professional Conferences/Seminars M	SEE ENTRY LEVEL
3. National War College D	SEE SENIOR LEVEL
4. Service War Colleges D	SEE SENIOR LEVEL

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	COURSE	LOCATION	CREDITABLE TRAINING/EXPERIENCE	OBJECTIVE
5.	Industrial College of the Armed Forces D	SEE SENIOR LEVEL		
6.	Senior Executive Information Management Course D	DoD Computer Institute		To provide executives with an orientation designed to teach fundamentals of digital computer capabilities, limitations, and applications.
7.	Information Sciences D	SEE JOURNEYMAN LEVEL		

APPENDIX E-4

E-4.6

APPENDIX E-5

CRITERIA FOR SELECTION FOR ADVANCED EDUCATIONAL OPPORTUNITIES

A. GENERAL

In order to foster creative thinking, encourage intellectual curiosity, and maintain a high degree of competency among personnel in the civilian ICDP, it is essential to provide educational opportunities far and above those generally associated with normal level maintenance training. To this end, DoD components are encouraged to include as a part of their training plan educational opportunities at one or more of the following educational institutions:

1. The National War College (National Defense University (NDU))
2. The Industrial College of the Armed Forces (NDU)
3. The Army War College
4. The Naval War College
5. The Air War College
6. Defense Intelligence School, Postgraduate Intelligence Course (Master's Degree Program)
7. The Armed Forces Staff College
8. Selected civilian colleges and universities (above the Bachelor level)
9. Other educational opportunities of comparable duration and quality

B. CRITERIA FOR SELECTION

The opportunity of having civilian employees attend the above educational institutions affords the DoD components another means of assuring that key civilian personnel are properly equipped to carry out responsible duties. It is important that management personnel, the Career Panels and the Civilian ICDP Career Board devote the necessary time and attention to the proper selection of nominees if each component is to take advantage of this opportunity. In the selection of these personnel, the following criteria will be observed:

1. The employee must have arrived at a point in overall career development where the educational opportunity offered is appropriate and desirable for his/her development within the DoD component. Therefore, the employee must:
 - a. Be employed in a position in which the education received will be of benefit to the employee, and enhance his/her effectiveness.
 - b. If selected, be earmarked for a definite assignment to a position which utilizes the education received. Arrangements for assignment to such position should be completed prior to completion of the course.
2. The employee must have an appointment without time limitation and be willing, if selected, to agree to remain with the Department of Defense for a period of not less than 3 years upon completion of the course at either the National War College or the Industrial College of the Armed Forces. If selected to attend any other course, the trainee must be willing to agree to remain with the Department of Defense for a period of not less than three times the length of the time spent in training, upon completion of the course, or for such lesser period of time as the employee's service may be required.

APPENDIX E-5

3. The employee must have demonstrated overall potential for advancement in the DoD component. Evidence of potential may be received from a review of past appraisal ratings and the number and kinds of awards the employee has received.
4. The employee must occupy a position in the grade of GS-11 and above. Since growth potential of the individual is even more important than grade level, careful consideration should be given to employees in the lower grades of eligibility who demonstrate a potential for advancement.
5. Employees must possess the educational background, maturity, and poise required to meet all other students on an equal footing.
6. Because of the extremely broad scope of advanced educational courses, and particularly the courses offered at the National War College and the Industrial College of the Armed Forces, employees nominated should have demonstrated a capability to adjust themselves to a variety of substantive fields, to master complex subject matter quickly, and to appreciate the problems and understand the implications involved in economic, political, and military planning.
7. One of the techniques used by the National War College, Industrial College of the Armed Forces, and the Service War Colleges is the development of projects by small teams or task forces. Students assigned to these teams contribute to the development of the project, jointly examine their individual work and collaborate in the completion of the project. Employees nominated for attendance at one of these colleges should, therefore, have demonstrated an adaptability for teamwork as an approach to the solution of specific problems.
8. A minimum age limit is not prescribed for nominees for advanced education; however, grade criteria for employees selected for the joint military colleges are:
 - a. For the National War College or the Industrial College of the Armed Forces employees must occupy a position in Grade GS-15 or above. Employees in grade GS-14 who have demonstrated an exceptionally high potential for advancement may be considered for selection.
 - b. For the Armed Forces Staff College, employees must be in grade GS-12 or above.

F

ENTRY LEVEL TRAINEE PROGRAM

CONTENTS

1. Entry Level Trainee Program.
2. Suggested Guidelines for Evaluation of Trainee's Progress.



ENTRY LEVEL TRAINEE PROGRAM

1. Each DoD component should strive to develop and enlarge upon the professional abilities and skills within its workforce throughout an individual's career. An entry level development plan furthers this objective by providing for the hiring and orderly progression of young employees through a logical pattern of positions designed to both attract these individuals to a career in intelligence and to develop their abilities so as to qualify them to fill responsible intelligence positions at the journeyman level.
2. As soon as practical after hiring, all new civilian general intelligence personnel should be given a formal orientation concerning the military and intelligence environment in which they will work. All GS-0132 Series general intelligence personnel will attend the Joint Intelligence Course (2 weeks) or the Intelligence Analyst Course (4 weeks) offered at the Defense Intelligence College or an equivalent formal training course. S&T production personnel will attend the S&T Intelligence Analysts Introductory Course (2 weeks) or an equivalent formal training course. This formal orientation should be followed by organized on-the-job orientation within the elements to which entry level trainees are assigned.
3. Depending upon initial and planned job assignments, additional entry level training may be required. Individuals who will work in areas wherein their specific academic disciplines will primarily apply, specifically all scientific and technical personnel, should receive the necessary training and education and developmental assignments to provide for progression to journeyman.
4. In the first 2 years, Intelligence Analysts Trainees should receive two or more rotated job assignments in a geographic and/or functional area. Assignments should be based upon the skills each newly-hired employee brings to the job and the needs of the component concerned. The newly-hired employee should be made fully aware of the entry level career plan prior to entry on duty so that the individual is fully aware that directed assignments, including organizational and geographic mobility, can be made at the option of the employing unit.
5. The performance of the entry level professional employee should be evaluated by the Defense Intelligence College when the trainee attends the Joint Intelligence Course, the Intelligence Analyst Course, or the Scientific & Technical Intelligence Analyst Introductory Course. As a minimum, each entry level employee's performance should be evaluated 6 months after the employee's entry on duty or upon completion of major training/work assignment(s) during this period. Thereafter, for as long as the employee is in training status, the employee should be evaluated upon completion of a training segment/job assignment. These evaluations, normally written, are in addition to the annual performance appraisal prescribed by statute and the career appraisal described in paragraph X. Additional evaluation procedures of trainee's progress will be the responsibility of each DoD component.
6. These evaluations and other pertinent information will be available to assist supervisors and other operating officials in assessment of a trainee's progress, developmental assignments, growth potential and selection for courses of instruction. Suggested Guidelines for Evaluation of Trainee's Progress are found in this Appendix (Page F-2).

APPENDIX F

**SUGGESTED GUIDELINES FOR
EVALUATION OF TRAINEE'S PROGRESS**

A. The trainee may be evaluated as to each of the following:

- 1. Overall progress.**
- 2. Demonstrated ability to apply the training subject matter to the job.**
- 3. Capacity to perform assignments at a higher level of difficulty and/or with greater independence and responsibility.**
- 4. Rate of progression toward capability to perform the duties of the next career position.**
- 5. Ability or inability to demonstrate adaptability.**
- 6. Need for reassignment or removal from the program.**

B. In the event a trainee's evaluation does not reflect successful progress, the trainee should be (1) counseled by the supervisor regarding progress, (2) given special tutoring as required, and (3) allowed to continue training. When, in the best judgment of those responsible for the training, it is apparent that the trainee is unable to successfully progress in the prescribed program, his/her trainee status should be terminated.

APPENDIX G

REPRESENTATIVE LIST OF S&T AND INTELLIGENCE RELATED
OCCUPATIONAL SERIES



APPENDIX G

REPRESENTATIVE LIST OF S&T OCCUPATIONAL SERIES

<u>JOB SERIES</u>	<u>TITLE</u>	<u>JOB SERIES</u>	<u>TITLE</u>
401	General Biological Science	896	Industrial Engineering
403	Microbiology	1301	General Physical Science
602	Medical Officer	1310	Physics
801	General Engineering	1313	Geophysics
806	Materials Engineering	1320	Chemistry
808	Architecture	1321	Metallurgy
810	Civil Engineering	1340	Meteorology
830	Mechanical Engineering	1360	Oceanography
840	Nuclear Engineering	1370	Cartographer
850	Electrical Engineering	1515	Operations Research
855	Electronic Engineering	1520	Mathematics
861	Aerospace Engineering	1529	Mathematical Statistician
893	Chemical Engineering		

REPRESENTATIVE LIST OF INTELLIGENCE RELATED OCCUPATIONAL SERIES

<u>JOB SERIES</u>	<u>TITLE</u>	<u>JOB SERIES</u>	<u>TITLE</u>
110	Economics	1082	Writing & Editing
301	General Administration	1083	Technical Writing and Editing
334	Computer Specialist	1084	Visual Information Specialist
340	Program Management	1386	Photographic Technology
343	Management Analysis	1410	Librarian
345	Program Analysis	1412	Technical Information
1001	General Arts and Information	1670	Equipment Specialist
1020	Illustrator	1710	Education & Vocational
1045	Translator		Training
1060	Photographer	1712	Instructor