HRM/ Brief info on critical skills, hiring strategies, processing delays, IC coop, skill needs

NOTE: Per conversation w/ Richard Christenson INSCOM, Los Spec & Comm Spec are dropped as critical skills and Avg 15 added. 6/5/88

INTELLIGENCE COMMUNITY INFORMATION
REQUEST STAFFING

Critical Skill Shortages and Retention

1. Identify your agency's five most critical skill occupations....indicate how such problems were addressed/resolved.

INSCOM's most critical mission occupations are Intelligence Research and Operations Specialist (GS-132) and Security Specialist (GS-080). The most critical support positions are Clerical positions (Secretary (GS-318) and Clerk-Typist (GS-322) , Computer Specialist (GS-334), Logistics Specialist (GS-346/1670/2003) and Communications Specialist.

2. Provide attrition data....and where they go.

The loss rate data that is available is as follows:

Occupation	FY 82	FY 83	FY 84	FY 85	FY 86	FY 87
Intelligence Research/ Operations Specialist	12%	19%	20%	21%	20%	18%
Security Specialist	unavailable					
Clerical	21%	47%	32%	33%	31%	29%
Computer Specialist	13%	25%	27%	28%	29%	27%
Logistics Specialist	unavailable					
Communications Specialist	unavailable					

The majority of the non-MICECP Intelligence Research and Operations Specialist and Security Specialists leave INSCOM to accept employment in other federal intelligence agencies (DIA, NSA, etc.) at higher grades. For MICECPs, the turnover is attributed to retirements. The competition with other government agencies and private industry for Clerical and Computer personnel is very strong especially in the D.C. metropolitan area where higher grades and pay are readily available. Federal clerical employees in the metropolitan D.C. area are paid a small special salary rate in an attempt to offset the inequity with private industry. Requests for special salary rates for Computer Specialists have been made but so far disapproved by the OPM. The indication is that Logistics and Communications Specialists also leave INSCOM for higher grades in other parts of the federal sector.

3. Discuss hiring strategies....Describe alternative hiring to offset shortfall.

For the most part INSCOM "grows its own" Intelligence Specialists with college recruiting being conducted for only about 5% of their positions. The exception to this are active intern training and the college Cooperative

Education Program for which college students are placed into entry level GS-5 intelligence positions. Intern and cooperative education appointments are also used to fill Computer Specialist positions and a few other support positions. Obtaining special salary rates for typists has improved our ability to retain present staff. In addition, allocating a full time manpower space to recruit, interview and place new clerical personnel has also improved the rapidity of our clerical fill. The establishment of a temporary typing pool of candidates awaiting clearance has met with success since this allows us to offer temporary employment to candidates while security clearances are processed. Temporary employment, however, does not offer health and life insurance benefits which is a drawback for many good clerical applicants. Even with these measures, clerical positions continue to be hard to fill.

4. **Identify main recruitment sources....Discuss capability to meet hiring requirements.**

   a. Recruitment sources include Vacancy Announcements, Office of Personnel Management (OPM) Registers, Career Program inventories and the Defense Intelligence Special Career Automated System (DISCAS). To fill Intelligence Operations/Research positions, vacancy announcements and the DISCAS are used. Typically, vacancy announcements for intelligence jobs yield an average of 13 highly qualified candidates from which to select. DISCAS lists for the higher level jobs may contain 100 candidates of which only 2-3 candidates respond interested and available, a 97% declination rate.

   b. To fill the Security, ADP, Communications and Logistics positions, vacancy announcements, OPM Registers and career program inventories are used separately or concurrently. On the average, Vacancy Announcements (VAs) produce 13 high quality candidates from which to select. At the GS-13 and above levels, these jobs are required to be filled through the DA Career Program. A typical career program list for a GS-334 ADP position produces approximately 40 candidates from which only 20 are interested and available for selection. A career program list for a GS-080, Security Specialist, on the other hand produces approximately 16 candidates from which only eight are interested and available for selection. Although the career inventory for Security Specialists is much smaller than the ADP inventory, both have a 50% declination rate. Positions in both of these career programs are considered hard to fill at the mid and senior levels.

   c. The career program inventories for Communications and Logistics positions produce approximately 24 candidates of which eight are interested, available and referred for selection. These positions are also considered difficult to fill and when VAs are used they remain open until filled.

   d. Clerical positions are almost exclusively filled through open until filled vacancy announcements. Even so, there are usually only 2-4 candidates in the source file to consider at any one time even though we accept any and all applications received. If these candidates meet the basic qualifications, they are selected to fill permanent jobs, if cleared, or placed in temporary slots, pending security clearance.

5. **Describe incentives used to attract skill people.**

The incentives which are used to attract and hire critical skill employees are special salary rates for typists in the Washington, D.C. area, advanced-in-hire rates or appointments above the minimum (e.g., GS-12, Step 5) and in the case of MICECPs, the payment of first duty station travel for a specified number per year of Intelligence Operations Specialists hired in the continental United States. The special salary rates for typists may be applied to employees relocating from other geographic locations and from the private sector. The payment of travel to first duty station and advanced-in-hire salary rates are used to attract candidates from the private sector.

6. Identify major problems of competition....provide quantitative measures.

The major competitor for critical skills needed by INSCOM is other federal agencies, particularly other intelligence agencies (DIA, CIA, NSA, etc.).

7. Describe any cooperative efforts....as regards hiring.

DISCAS is the only formal system through which we share potential applicants with other intelligence agencies. The DISCAS inventory contains candidates from within DOD who are involved in intelligence work. Of our mission critical positions only the GS-132 and GS-334 positions could be filled using DISCAS.

8. What is impact of pre-employment processing....delay in offer of employment, etc?

Security clearances extend our hiring and processing time by six to nine months. In addition, processing requests for 180 day waivers and advanced-in-hire rates also extend the hiring time by about 45 days. As a result, many selectees and candidates become discouraged by this lengthy processing time and decline before or during the process to accept other employment.

9. Provide any available data on cost per hire.

Security clearances are required for all INSCOM jobs. The estimated cost of obtaining a clearance may be as high as $2,000. There is no standard block of training for all INSCOM hires. The courses prescribed for entry level personnel depend on career program objectives and supervisory requirements, taking into account the previous background and training of the new employee.

10. Identify and describe your agency's quality measure in terms of people you have lost.

The quality of INSCOM critical skill personnel (other than clerical personnel) is measured in terms of the level and degree of technical skills they possess in addition to their knowledge of the intelligence community and how the different intelligence organizations interact and operate. Generally speaking, it is these journeyman and senior level intelligence, security, automation, logistics and communications staff members who leave to seek higher grades and pay.

11. Compare the quality of your critical skill hires to comparable hires in the private sector.

The private sector is using the same quality measure as the federal intelligence community. Although no data is collected on declinations of job offers, it is our belief that the principal reasons are length of time to entry on duty and salary/grades.

12. Identify any major staffing problems not previously discussed.

Major staffing problems are discussed in previous paragraphs.

13. Do you anticipate any requirements for new or significantly changed skills....Do you envision any problems obtaining these skills?

It is known that technical skills will become more important as advances are made in ADP, communications and equipment.

5-1

Army Staffing Fluctuations

Changing Staffing Levels

1. Provide end of year total authorized and assigned strength....1960 to present.

End of year strengths - INSCOM worldwide, direct and indirect hires, 1978 to present:

Year	Authorized	Actual	% of Fill
1987	2269	2226	98%
1986	2158	2037	94%
1985	2027	1977	98%
1984	2179	2081	96%
1983	2103	2012	96%
1982	2019	1936	96%
1981	2091	1953	93%
1980	2041	1967	96%
1979	2082	1921	92%
1978	2074	1919	93%

2. Provide reasons for any major increase or decrease in strength and assess the impact on staffing program and mission accomplishment.

The strength figures reflect that the number of authorized spaces has increased 9% from 1978 to 1987 with a 16% increase in actual staff over the same period. Increases are attributed to expanded mission and new programs. If this trend continues, the demand for scarce technical skills will be even greater in the future.

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3. Discuss any significant problems faced since 1960....assess impact of these changes on staffing and mission accomplishment.

Advances in modern technology and changes in programs have had an impact on staffing. The polygraph program is a recent example of a mission expansion program which has negatively affected staffing. Polygraphers possessing the technical testing skills and a counterintelligence background have been difficult to find. Another mission-related specialization which has had a negative impact on staffing is ADP security. Both examples are typical of past impact and indicative of future trends and staffing problems.

PROPOSED DEPARTMENT OF ARMY COVERAGE UNDER CIPMS   MARCH 1988

COMMAND SERIES	INSCOM	WEST COM	CCF	ISC	USAREUR	OTHER EUROPE	JAPAN	USARSO	HQ AIA	AIA ITAC	AIA FSTC	AIA MSIC	ICS	OTHER TRADOC	FORS COM	MISC	DA DCSINT	AMC	TOTAL
***080	27	15	59	88	7	8	3	6	1	-	7	1	5	98	137	73	18	190	743
085	10	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	10
099	6	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	6
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134	50	3	-	-	5	2	-	3	-	8	22	36	1	5	9	-	1	-	145
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203	14	-	-	-	-	-	-	-	-	3	-	-	-	-	-	-	-	-	17
204	10	-	-	-	-	-	-	-	1	1	-	-	3	-	-	-	2	-	17
****205	9	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	9
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322	65	-	1	-	-	-	-	-	1	1	14	2	26	1	7	-	17	2	137
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359	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1
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****393	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2

*= Intelligence Series; **= Scientific and Technical; ***= Currently Registered as Intelligence Related as defined by Encl 4   The Defense Intelligence Special Career Automated System (DISCAS); ****= Potentially Eligible to Register in DISCAS as Intel Related (Totals: *= 1.599: **= 404: ***= 1.570; ****= 143; Wage Grade= 111; Non-Wage Grade= 1,308

COMMAND SERIES	INSCOM	WEST COM	CCF	ISC	USAREUR	OTHER EUROPE	JAPAN	USARSO	HQ AIA	AIA ITAC	AIA FSTC	AIA MSIC	ICS	OTHER TRADOC	FORS COM	Misc	DA DCSINT	AMC	TOTAL
**401	-	-	-	-	-	-	-	-	-	-	3	-	-	-	-	-	-	-	3
***501	3	-	-	-	-	-	-	-	-	-	2	-	-	-	-	-	-	-	5
****505	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2
****510	14	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	14
****511	5	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2	-	7
525	28	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	-	29
540	7	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	7
544	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2
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809	-	-	-	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	1
**806	-	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	2	3
**810	1	-	-	-	-	-	-	-	-	-	5	-	-	-	-	-	-	-	6
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**861	-	-	-	-	-	-	-	-	1	-	8	37	-	-	-	-	1	-	47
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1087	2	-	-	-	-	-	-	-	4	11	-	5	3	-	-	-	-	1	26

PROPOSED DEPARTMENT OF ARMY COVERAGE UNDER CIPMS

COMMAND SERIES	INSCOM	WEST COM	CCF	ISC	USAREUR	OTHER EUROPE	JAPAN	USARSO	HQ AIA	AIA ITAC	AIA FSTC	AIA MSIC	ICS	OTHER TRADOC	FORS COM	Misc	DA DCSINT	AMC	TOTAL
***1102	3	-	-	-	-	-	-	-	-	-	1	3	-	-	-	-	-	-	7
1105	-	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	-	1
1106	3	-	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	4
**1301	2	-	-	-	-	-	-	-	-	-	24	-	-	-	-	-	1	-	27
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**1370	-	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	-	1
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1601	-	-	-	-	-	-	-	-	-	-	-	-	2	-	-	-	-	-	2
****1654	-	-	-	-	-	-	-	-	1	-	-	1	-	-	-	-	-	-	2
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***1712	6	-	-	-	-	-	-	-	-	-	-	-	89	-	-	-	-	-	95
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****2001	1	-	-	-	-	-	-	-	-	-	-	-	4	-	-	-	-	-	5
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2005	15	-	-	-	-	-	-	-	1	-	5	2	18	-	-	-	-	-	41
2030	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2
2050	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	1
2091	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1
2132	-	-	-	-	-	-	-	-	-	-	2	1	-	-	-	-	-	-	3
2151	-	-	-	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	1
2181	-	-	-	-	-	-	-	-	-	-	-	-	2	-	-	-	-	-	2

PROPOSED DEPARTMENT OF ARMY COVERAGE UNDER CIPMS

COMMAND SERIES	INSCOM	WEST COM	CCF	ISC	USAREUR	OTHER EUROPE	JAPAN	USARSO	HQ AIA	AIA ITAC	AIA FSTC	AIA MSIC	ICS	OTHER TRADOC	FORS COM	MISC	DA DCSINT	AMC	TOTAL
WAGE GRADE																			
2604	4	-	-	-	-	-	-	-	-	-	-	-	3	-	-	-	-	-	7
2610	-	-	-	-	-	-	-	-	-	-	-	-	11	-	-	-	-	-	11
2805	-	-	-	-	-	-	-	-	-	-	-	-	4	-	-	-	-	-	4
3506	13	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	13
3566	18	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	18
3910	9	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	9
4402	-	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	-	1
4414	-	-	-	-	-	-	-	-	-	1	2	-	-	-	-	-	-	-	3
4417	1	-	-	-	-	-	-	-	-	1	3	-	2	-	-	-	-	-	7
4714	-	-	-	-	-	-	-	-	-	-	5	-	-	-	-	-	-	-	5
4601	-	-	-	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	1
4607	-	-	-	-	-	-	-	-	-	-	-	-	3	-	-	-	-	-	3
4749	-	-	-	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	1
4801	-	-	-	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	1
5703	4	-	-	-	-	-	-	-	-	-	4	-	1	-	-	-	-	-	9
5704	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2
5803	-	-	-	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	1
6501	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3
6904	-	-	-	-	-	-	-	-	-	-	-	-	3	-	-	-	-	-	3
6907	2	-	-	-	-	-	-	-	-	-	-	-	5	-	-	-	-	-	7
6967	-	-	-	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	1
8852	-	-	-	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	1
TOTAL	1658	33	81	100	67	36	7	20	26	259	489	425	677	245	333	80	131	332	4999

Q-2.52

$$\frac{Q-2}{5-2}$$

CIPMS

REASONS FOR THE LEGISLATION (SECTION 1590 OF 10USC)

o LACK OF COMPARABILITY WITHIN INTEL COMMUNITY

o OUTDATED CLASSIFICATION STANDARDS

CONTENTS OF LEGISLATION

o ESTABLISH POSITIONS, APPOINT PERSONNEL, AND FIX COMPENSATION WITHOUT REGARD TO CLASSIFICATION ACT OF 1949

o FIX BASIC PAY IN RELATIONSHIP TO CORRESPONDING GS POSITIONS AND PAY SCHEDULE

o INCLUDED WAGE GRADE (BLUE COLLAR) POSITIONS

o ESTABLISH OVERSEAS RECRUITMENT AND RETENTION INCENTIVES

o TERMINATE WITHOUT OUTSIDE APPEAL

o REPORTS REQUIRED (JANUARY 1987 AND MARCH 1989)

5-3

DEPARTMENT OF THE ARMY
OFFICE OF THE DEPUTY CHIEF OF STAFF FOR INTELLIGENCE
WASHINGTON, DC 20310-1001

REPLY TO
ATTENTION OF

DAMI-ZD

2 6 JUN 1987

MEMORANDUM FOR: Deputy Assistant Secretary of Defense (Civilian Personnel Policy)

SUBJECT: Civilian Intelligence Personnel Program — Army Action Plan

1. Reference letter, HQDA, DAMI-ZD, 1 May 1987, subject as above.

2. Referenced letter provided our initial plan of action with milestones for implementing our new personnel system. A key threshold issue has been the determination of employee coverage. The services recently met and agreed to an approach to coverage that would include over 9,000 employees in the new excepted service. Enclosure 1 summarizes coverage by series for the three services. Enclosure 2 summarizes in more detail Army's proposed coverage, enclosure 3 summarizes Air Force's, and enclosure 4 summarizes Navy's coverage.

3. The services plan to use any one of three criteria to determine inclusion. First, all employees will be included within major commands that have a primary intelligence mission except for foreign local national and senior executive service employees. Second, employees engaged in intelligence in non-intelligence commands will be included if they are eligible to register in the Defense Intelligence Special Career Automated System (i.e., Intelligence Research and Intelligence Operations Specialists). Third, employees in direct support of intelligence in non-intelligence commands will be included at the discretion of major commanders. This last category primarily will include administrative and clerical positions.

4. The statistics provided in the enclosures are still approximations. The number of employees eligible to register in DISCAS is fluid. We also do not yet know for sure how many employees falling within the third category stated above will be excluded by commanders. It is hoped that major commanders will finally include most employees in direct support of intelligence efforts in order to maintain homogeneity of civilian personnel systems within their intelligence organizations. At this time we do not plan to include National Guard technician personnel.

JAMES D. DAVIS
Special Assistant to the Deputy
Chief of Staff for Intelligence

Encls
Encls 3 ↑4
Withdrawn

CF:
DASD (Intelligence)
CNO (OP-009)
ASN (C3I)
ASN (MR & A)
ASAF/M

Encl 1

Estimate of Service's Populations to be
Converted to Statutory Excepted Service

Title	Series	Army	Air Force	Navy	Total
Safety	018	0	3	1	4
Security	080	708	64	67	839
Fire Protection	081	0	1	0	1
Guard	085	10	0	0	10
Gen Student Trainee	099	6	0	0	6
Economist	110	1	0	0	1
Internationals Relations	131	0	1	0	1
Intel Res/Opns	132	1462	672	610	2744
Intel Clk/Asst	134	142	72	62	276
Historian	170	2	4	1	7
Psycho Tech	181	1	0	0	1
Social Worker	185	0	2	0	2
Recreation Spec	188	0	3	0	3
Recreation Aide	189	0	4	0	4
Social Science Trainee	199	1	0	0	1
Personnel Mgmt	201	12	11	5	28
Civilian Per Clk	203	17	8	4	29
Military Per Clk	204	14	4	0	18
Mil Pers Spec	205	9	5	2	16
Pers Staffing Spec	212	7	3	5	15
Position Class Spec	221	3	5	5	13
Employee Relations Spec	230	1	3	0	4
Employee Div Spec	235	3	2	0	5
EEO Spec	260	5	0	4	9
	274	0	1	0	1
Gen Admin	301	57	33	23	113
Messenger	302	0	0	1	1
Misc Clerical	303	152	35	50	237
Info Receptionist	304	0	2	0	2
Mail Clerk	305	45	6	28	79
Clerk-Steno	312	8	6	0	14
Secretary	318	305	363	146	814
Clerk-typist	322	111	99	19	229
Computer Operator	332	21	20	10	51
Computer Spec	334	170	112	236	518
Computer Aide	335	22	22	6	50
Prog Mgmt	340	1	0	3	4
Admin Officer	341	7	3	7	17
Support Services Admin	342	6	3	3	12
Mgmt Analysis	343	53	25	13	91
Mgmt Asst	344	15	13	8	36
Prog Analyst	345	32	80	34	146
Logistics Mgmt	346	23	47	4	74
Equipment Operator	350	3	0	1	4
Printing Clerical	351	1	1	0	2
Data Transcriber	356	2	0	0	2
Elect Accting Mach Oper	359	1	0	0	1

Title	Series	Army	Air Force	Navy	Total
EEO Asst	361	1	0	0	1
Comm Relay Oper	390	0	0	1	1
Comm Mgmt	391	3	11	21	35
General Comm	392	0	1	0	1
Comm Spec	393	2	7	8	17
Comm Clk	394	0	0	1	1
Gen Bio Sci	401	3	0	2	5
	427	0	1	0	1
Gen Financial Mgmt	501	5	4	4	13
Financial Mgr	505	2	0	2	4
	506	0	1	0	1
Accounting	510	14	2	2	18
Auditor	511	7	0	2	9
Accounting Tech	525	29	2	10	41
Cash Processing	530	0	1	0	1
Voucher Examiner	540	7	0	2	9
Payroll Series	544	2	0	0	2
Budget Analyst	560	45	14	35	94
Budget Asst	561	10	1	9	20
Acc Student Trainee	599	2	0	0	2
Nurse	610	4	0	0	4
Nurse Asst	621	2	0	0	2
Medical Clk	679	1	0	0	1
Industrial Hygine	690	0	45	0	45
Gen Eng	801	48	14	20	82
Eng Tech	802	2	7	1	10
Safety Engineer	803	0	0	1	1
Materials Eng	806	3	2	0	5
Architecture	808	0	2	0	2
Civil Eng	810	6	2	1	9
Eng Drafting	818	0	24	0	24
Mech Eng	830	10	7	11	28
Nuclear Eng	840	0	2	1	3
Elec Eng	850	4	2	0	6
Electronic Eng	855	163	263	50	476
Electronics Tech	856	9	87	13	109
Bio Med Eng	858	1	0	0	1
Aerospace Eng	861	47	138	23	208
Nav Architect	871	0	0	5	5
Chem Engineer	893	2	2	0	4
Industrial Eng	896	3	4	0	7
End Student Trainee	899	0	3	0	3
Lawyer	905	1	1	1	3
Paralegal	950	1	1	0	2
Legal Asst	986	1	1	0	2
Gen Art/Info	1001	6	15	3	24
Illustrator	1020	18	20	13	51
Office Drafting	1021	1	0	1	2
Public Affaris	1035	1	2	0	3
Language Spec	1040	33	21	13	67
Language Clerical	1046	1	21	1	23
Photographer	1060	14	19	26	59
Audio-Visual Prod	1071	2	0	0	2

Title	Series	Army	Air Force	Navy	Total
Editor	1082	8	19	5	32
Tech Writer/Editor	1083	20	18	15	53
Visual Info	1084	23	29	21	73
Editorial Asst	1087	23	26	9	58
General Contracting	1101	0	1	1	2
Contracting Spec	1102	7	26	3	36
Purchase Agent	1105	1	2	4	7
Procurement Asst	1106	4	2	0	6
Production Control	1152	0	1	0	1
Gen Physical	1301	27	10	16	53
Physicist	1310	24	30	20	74
Physical Science Tech	1311	2	5	0	7
Geo Physicist	1313	0	10	1	11
Chemist	1320	16	11	5	32
Metallurgist	1321	1	0	1	2
Metreorologist	1340	2	0	1	3
Oceanographer	1360	0	0	4	4
Cartographer	1370	1	1	3	5
Carto Tech	1371	2	0	0	2
Food Tech	1382	1	0	0	1
Textile Tech	1384	1	0	0	1
Photo Tech	1386	2	1	1	4
Phy Science Trainee	1399	0	1	0	1
Librarian	1410	20	2	2	24
Lib Tech	1411	33	17	16	66
Tech Info	1412	18	51	14	83
Achives Tech	1421	2	0	0	2
Ops Res Analyst	1515	21	26	0	47
Mathmatician	1520	22	45	7	74
Math Tech	1521	1	0	0	1
Stat Asst	1531	1	0	0	1
Computer Science	1550	2	26	1	29
Facility Mgmt	1640	0	1	2	3
Printing Mgmt	1654	2	3	2	7
Equip Spec	1670	21	40	4	65
Gen Ed	1701	5	0	0	5
Ed & Trng	1702	0	1	3	4
Prof of Intel	1710	4	1	0	5
Instr of Intel	1712	6	0	1	7
Gen Inspec, Inves and Compliance	1801	7	0	0	7
Gen Investigating	1810	4	1	0	5
Qual Assurance	1910	7	6	0	13
Gen Supply	2001	1	7	1	9
Supply Mgmt	2003	8	10	0	18
Supply Tech	2005	23	57	4	84
Inventory Mgmt	2010	0	38	0	38
Sales Store Clk	2091	1	0	0	1
Dist Facility Mgmt	2030	2	5	0	7
Packaging	2032	0	2	0	2
Supply Cataloging	2050	1	10	0	11
Travel Clerk	2132	3	4	2	9

all are

Title	Series	Army	Air Force	Navy	Total
Elect Mechanic	2604	4	28	0	32
Elec Dig Comp Mech	2608	0	3	0	3
Electrican	2805	0	2	0	2
Optocal Instr Repairing	3306	0	4	0	4
Machining	3414	0	3	0	3
Laborer	3502	0	1	7	8
Student Aide	3506	13	0	0	13
Custodial	3566	18	22	0	40
Brazing & Sodering	3720	0	7	0	7
Locksmith	3817	0	0	2	2
Motion Pict Proj	3910	9	0	0	9
	4120	0	2	0	2
Printing	4401	0	7	0	7
Bindery Worker	4402	1	16	0	17
Hand Composing	4403	0	1	0	1
Negative Eng	4413	0	2	0	2
Offset Photo	4414	3	5	0	8
Platemaking	4416	0	1	0	1
Offset Press Opr	4417	5	14	0	19
Wood crafting	4605	0	3	0	3
Carpentry	4607	0	5	0	5
Gen Maintenance	4701	0	1	0	1
Model Making	4714	5	1	0	6
Maintenance Mech	4749	0	3	1	4
Gardening	5003	0	2	0	2
Printing Equip Repair	5330	0	1	0	1
Indus Equip Oper	5401	0	1	0	1
Paper Pulping Mach Oper	5455	0	3	0	3
Motor Vech Opr	5703	8	1	10	19
Fork Lift	5704	2	0	0	2
Ammo	6501	3	0	0	3
Explosives	6530	0	1	0	1
Gen Warehouse	6901	0	13	0	13
Warehouse	6907	2	30	3	35
Mater Sorting & Classify	6912	0	1	0	1
		4408	3218	1833	9459

4

DEPARTMENT OF ARMY

A. DECISION RULES FOR INCLUSION WITHIN THE STATUTORY MILITARY INTELLIGENCE EXCEPTED SERVICE

1. ALL EMPLOYEES OF THE USA INTELLIGENCE AND SECURITY COMMAND AND USA INTELLIGENCE AGENCY EXCEPT LOCAL FOREIGN NATIONALS AND SES.

2. ALL GS-132, INTELLIGENCE SPECIALISTS; GS-080, SECURITY SPECIALISTS (NON-LAW ENFORCEMENT); AND ALL GS-134, INTELLIGENCE AIDES AND EQUIVALENT SECURITY AIDES ARMY-WIDE. (GS-080s WILL BE INCLUDED IF THE PREPONDERANT REASON FOR THE ESTABLISHMENT OF THEIR POSITION RELATES TO NON-LAW ENFORCEMENT OR IF THE GRADE CONTROLLING DUTIES ARE NON-LAW ENFORCEMENT.)

3. AT THE DISCRETION OF EACH MAJOR COMMAND, ALL OTHER SERIES THAT WORK WITHIN ORGANIZATIONAL SEGMENTS THAT PERFORM AN INTELLIGENCE/SECURITY MISSION, EXCEPT LOCAL FOREIGN NATIONALS, SES, AND NATIONAL GUARD TECHNICIAN EMPLOYEES.

B. PROPOSED IMPLEMENTATION PROCEDURE:

1. GENERAL ADVANCED WRITTEN NOTICE/EXPLANATION OF THE NEW SYSTEM TO ALL EMPLOYEES.

2. DETAILED WRITTEN NOTICE/EXPLANATION OF THE NEW SYSTEM AND POTENTIAL IMPACT.

3. MASS CONVERSION BY SF 50.

4. GRIEVANCE/RECLAMA.

   a. GRIEVANCE RIGHTS THRU DA GRIEVANCE SYSTEM FOR INDIVIDUALS.

   b. MAJOR COMMANDS WILL ENTERTAIN MANAGEMENT RECLAMAs FROM SUBORDINATE UNITS.

C. ESTIMATE OF THOSE NOT INCLUDED. CURRENT ESTIMATE OF THOSE EMPLOYEES WHO ARE POTENTIALLY ELIGIBLE BUT WILL NOT BE INITIALLY INCLUDED (GENERALLY CATEGORY A3 ABOVE) IS ABOUT 300 TO 400 EMPLOYEES WIDELY SCATTERED THROUGHOUT THE ARMY.

Proposed Department of Army coverage

COMMAND SERIES	INSCOM	WEST COM	CCF	ISC	USAREUR	OTHER EUROPE	JAPAN	USARSO	AIA	ITAC	FSTC	MISC	TRADOC	FORS COM	Misc	DCSINT	AMC	TOTAL
080	27	15	59	68	7	8	3	3	1	-	7	1	103	137	61	18	190	708
085	10	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	10
099	6	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	6
110	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1
132	526	15	-	7	53	24	4	4	5	134	93	53	263	140	4	26	111	1462
134	50	3	-	-	5	2	-	-	-	8	22	36	6	9	-	1	-	142
170	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2
181	-	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	1
199	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1
201	10	-	-	-	-	-	-	-	-	-	2	-	-	-	-	-	-	12
203	14	-	-	-	-	-	-	-	-	-	3	-	-	-	-	-	-	17
204	10	-	-	-	-	-	-	-	1	1	-	-	-	-	-	2	-	14
205	9	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	9
212	4	-	-	-	-	-	-	-	-	-	3	-	-	-	-	-	-	7
221	2	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	3
230	-	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	1
235	2	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	3
260	4	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	5
301	24	-	-	-	-	2	-	-	-	-	9	12	2	5	1	2	-	57
303	78	-	18	-	-	-	-	-	1	1	3	9	-	29	1	11	1	152
305	33	-	-	-	-	-	-	-	-	-	4	4	-	3	-	1	-	45
312	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5	8
318	186	-	2	-	-	-	-	-	5	24	48	10	2	-	-	23	5	305
322	65	-	1	-	-	-	-	-	1	1	14	2	1	7	-	17	2	111
332	6	-	-	-	-	-	-	-	-	-	7	7	-	-	-	-	1	21
334	113	-	-	-	2	-	-	-	1	14	28	2	1	-	-	9	-	170
335	10	-	-	-	-	-	-	-	-	1	5	6	-	-	-	-	-	22
340	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1
341	3	-	1	-	-	-	-	-	-	-	1	1	-	-	-	1	-	7
342	4	-	-	-	-	-	-	-	-	-	-	-	-	1	-	1	-	6
343	45	-	-	-	-	-	-	-	2	1	1	1	-	1	-	2	-	53
344	11	-	-	-	-	-	-	-	1	-	1	-	-	1	-	1	-	15
345	17	-	-	-	-	-	-	-	2	3	2	8	-	-	-	-	-	32
346	23	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	23
350	-	-	-	-	-	-	-	-	-	-	3	-	-	-	-	-	-	3
351	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1
356	1	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	2
359	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1
361	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1
391	2	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	-	3
393	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2
401	-	-	-	-	-	-	-	-	-	-	3	-	-	-	-	-	-	3
501	3	-	-	-	-	-	-	-	-	-	2	-	-	-	-	-	-	5
505	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2

Proposed Department of Army Coverage Under Statutory Excepted Service (con't)

COMMAND SERIES	INSCOM	WEST COM	CCF	ISC	USAREUR	OTHER EUROPE	JAPAN	USARSO	AIA	ITAC	FSTC	MSIC	TRADOC	FORS COM	Misc	DCSINT	AMC	TOTAL
510	14	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	14
511	5	–	–	–	–	–	–	–	–	–	–	–	–	–	–	2	–	7
525	28	–	–	–	–	–	–	–	–	–	1	–	–	–	–	–	–	29
540	7	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	7
544	2	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	2
560	27	–	–	–	–	–	–	–	2	1	3	3	–	–	–	8	1	45
561	9	–	–	–	–	–	–	–	–	–	–	1	–	–	–	–	–	10
599	2	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	2
610	4	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	4
621	2	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	2
679	1	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	1
801	–	–	–	–	–	–	–	–	4	1	4	39	–	–	–	–	–	48
802	1	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	1	2
806	–	–	–	–	–	–	–	–	–	–	1	–	–	–	–	–	2	3
810	1	–	–	–	–	–	–	–	–	–	5	–	–	–	–	–	–	6
830	1	–	–	–	–	–	–	–	–	1	7	–	–	–	–	–	1	10
850	1	–	–	–	–	–	–	–	–	–	3	–	–	–	–	–	–	4
855	25	–	–	–	–	–	–	–	–	2	28	104	2	–	–	1	1	163
856	7	–	–	–	–	–	–	–	–	–	1	–	–	–	–	–	1	9
858	–	–	–	–	–	–	–	–	–	–	1	–	–	–	–	–	–	1
861	–	–	–	–	–	–	–	–	–	1	8	37	–	–	–	1	–	47
893	–	–	–	–	–	–	–	–	–	–	2	–	–	–	–	–	–	2
896	2	–	–	–	–	–	–	–	–	–	–	1	–	–	–	–	–	3
905	1	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	1
950	1	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	1
986	1	–	–	–	–	–	–	–	–	–	–	1	–	–	–	–	–	6
1001	5	–	–	–	–	–	–	–	–	7	–	6	–	–	–	–	–	18
1020	5	–	–	–	–	–	–	–	–	–	–	1	–	–	–	–	–	1
1021	–	–	–	–	–	–	–	–	–	–	–	1	–	–	–	–	–	1
1035	1	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	1
1040	20	–	–	–	–	–	–	–	–	–	13	–	–	–	–	–	–	33
1046	1	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	1
1060	3	–	–	–	–	–	–	–	–	4	4	3	–	–	–	–	–	14
1071	2	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	2
1082	8	–	–	–	–	–	–	–	–	9	5	6	–	–	–	–	–	20
1083	–	–	–	–	–	–	–	–	–	7	7	3	–	–	–	1	–	23
1084	5	–	–	–	–	–	–	–	–	4	11	5	–	–	–	–	1	23
1087	2	–	–	–	–	–	–	–	–	–	1	3	–	–	–	–	–	7
1102	3	–	–	–	–	–	–	–	–	–	1	–	–	–	–	–	–	1
1105	–	–	–	–	–	–	–	–	–	–	–	1	–	–	–	–	–	4
1106	3	–	–	–	–	–	–	–	–	–	24	–	–	–	–	1	–	27
1301	2	–	–	–	–	–	–	–	–	–	11	6	–	–	–	–	3	24
1310	4	–	–	–	–	–	–	–	–	–	2	–	–	–	–	–	–	2
1311	–	–	–	–	–	–	–	–	–	–	13	–	–	–	–	1	2	16
1320	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

Proposed Department of Army Coverage Under Statutory Excepted Service (con't)

COMMAND SERIES	INSCOM	WEST COM	CCF	ISC	USAREUR	OTHER EUROPE	JAPAN	USARSO	AIA	ITAC	FSTC	MISC	TRADOC	FORS COM	Misc	DCSINT	AMC	TOTAL
1321	-	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	1
1340	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	-	2
1370	-	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	1
1371	-	-	-	-	-	-	-	-	-	2	-	-	-	-	-	-	-	2
1382	-	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	1
1384	-	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	1
1386	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2	2
1410	1	-	-	-	-	-	-	-	-	8	3	8	-	-	-	-	-	20
1411	2	-	-	-	-	-	-	-	-	2	18	11	-	-	-	-	-	33
1412	1	-	-	-	-	-	-	-	-	2	12	3	-	-	-	-	-	18
1421	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2
1515	1	-	-	-	-	-	-	-	-	11	3	4	1	-	-	1	-	21
1520	-	-	-	-	-	-	-	-	-	-	1	21	-	-	-	-	-	22
1521	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	-	1
1531	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1
1550	-	-	-	-	-	-	-	-	-	-	1	1	-	-	-	-	-	2
1654	-	-	-	-	-	-	-	-	-	1	-	1	-	-	-	-	-	2
1670	18	-	-	-	-	-	-	-	-	-	2	1	-	-	-	-	-	21
1701	4	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	-	5
1710	4	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	4
1712	6	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	7
1801	7	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	7
1810	3	-	-	-	-	-	-	-	-	-	-	-	-	-	1	-	-	4
1910	7	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	7
2001	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1
2003	6	-	-	-	-	-	-	-	-	1	1	-	-	-	-	-	-	8
2005	15	-	-	-	-	-	-	-	-	1	5	2	-	-	-	-	-	23
2091	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1
2030	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2
2050	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	1
2132	-	-	-	-	-	-	-	-	-	-	2	1	-	-	-	-	-	3
2604	4	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	4
3506	13	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	13
3566	18	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	18
3910	9	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	9
4402	-	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	1
4414	-	-	-	-	-	-	-	-	-	1	2	-	-	-	-	-	-	3
4417	1	-	-	-	-	-	-	-	-	1	3	-	-	-	-	-	-	5
4714	-	-	-	-	-	-	-	-	-	-	5	-	-	-	-	-	-	5
5703	4	-	-	-	-	-	-	-	-	-	4	-	-	-	-	-	-	8
5704	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2
6501	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3
6907	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2
TOTAL	1658	33	81	75	67	36	7	7	26	259	489	425	381	333	68	131	332	4408

EMPLOYEE COVERAGE (NUMBER)

Intel
Security

SERIES CATEGORY	ARMY	AIRFORCE	NAVY	TOTAL
132	1462	672	610	2744
080	708	64	67	839
S & E	404	571	172	1147
OTHER CAREER PROGRAM	590	622	504	1716
ADMIN/TECH	368	484	143	995
CLERICAL	803	621	314	1738
WAGE GRADE	73	184	23	280
TOTAL	4408	3218	1833	9459

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EMPLOYEE COVERAGE (PERCENTAGE)

SERIES CATEGORY	ARMY	AIRFORCE	NAVY	TOTAL
132	33%	21%	33%	29%
080	16%	2%	4%	9%
S & E	9%	18%	9%	12%
OTHER CAREER PROGRAM	14%	19%	28%	18%
ADMIN/TECH	8%	15%	8%	11%
CLERICAL	18%	19%	17%	18%
WAGE GRADE	2%	6%	1%	3%
TOTAL	47%	34%	19%	100%

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SUMMARY OF THE PROPOSED CIVILIAN INTELLIGENCE PERSONNEL
MANAGEMENT SYSTEM (CIPMS) IN ARMY

1. Congressional Intent

Section 504 of the Intelligence Authorization Act of 1987·(PL 99-569), passed
in October 1986, authorized the Secretary of Defense to establish a separate
excepted service civilian personnel management system for the Army, Navy, and
Air Force Intelligence Communities. Section 504 delegated broad authorities.
It did not specify what would be the features of the new system other than that
they should overcome the problems inherent within the existing personnel manage-
ment system. /Those problems were generally seen to stem from a lack of compa-
rability of systems and compensation practices among the various agencies within
the Federal Intelligence Community./ This lack of comparability resulted in lower
quality job applicants than desired, high personnel turnover, and excessive
interservice competition for personnel. Specifically, the Secretary of Defense
was provided broad authority to establish positions, appoint individuals, fix
compensation, and terminate employment, in very special cases, without appeal
outside the Department of Defense. These broad authorities largely parallel
those already granted CIA, NSA, and DIA.

2. Developmental Process

Upon passage of this Act, the three services established both a tri-service
Executive Steering Committee and a Working Group to plan and oversee a coordi-
nated effort to design and then implement the new system. Each service also
established service level working teams for position classification; recruitment
and placement; management-employee relations; and training, development and
career management that would design and propose their service's concepts for
the system. The Department of Army relied upon MACOM Career Program Managers
and other key careerists to staff these working teams. After each service
completed their concept design, they met in a series of tri-service meetings
to hammer out both the general outlines for the policies and principles that
had to be tri-service wide as well as those areas where each service would be
allowed to differ. The tri-service concept design has been approved by the
Deputy Chief of Staff for Intelligence (DCSINT), LTG Weinstein, has been con-
verted to a draft OSD Manual, and now awaits Secretary of Army and OSD approval
and a Department of Army implementing regulation. Efforts were taken to design
a system that would have familiar elements for supervisors and employees alike
while improving on the present personnel system by making it more flexible,
less complex, less burdened by administrative red tape, and more readily sup-
ported by line management. It should also be a system that would further civil-
lian integration within the MI Corps. Military and civilian supervisors and
employees can expect an orientation and/or training on the new system prior to
conversion. Supervisors will have to relearn much of what they knew about per-
sonnel management and be aware of new responsibilities. MACOM Career Program
Managers will also be key players in both the conversion process and the admin-
istration of the new system. Mr. James D. Davis, the Special Assistant to the
DCSINT, has been assigned by the DCSINT to oversee the development and implemen-
tation of this system. Mr. Richard Christensen and Ms. Sally Wagner, personnel
specialists from INSCOM, are assisting him. Ms. Wagner and Mr. Christensen can
be reached on AUTOVON 222-1262/1263 to clarify features of the concept design
or answer any questions. The Total Army Personnel Agency has also devoted a
Branch in the Program Development Division to assist this effort. Mrs. Diane
Lilienthal of that office can be reached on AUTOVON 221-9335.

SUMMARY OF THE PROPOSED CIVILIAN INTELLIGENCE PERSONNEL
MANAGEMENT SYSTEM (CIPMS)

3. Delegation of Authority

The Secretary of Defense has:

(a) Delegated authority to the Assistant Secretary of Defense for Command, Control, Communications, and Intelligence (C^3I) to establish functional mission requirements for the personnel system;

(b) Delegated authority to the Assistant Secretary of Defense for Force Management and Personnel (FM&P) to approve actual personnel management policies and procedures;

(c) Delegated authority to the Secretaries of each Military Department to establish positions and appoint individuals, and to implement and administer the system; and has

(d) Delegated authority to the Secretaries of each Military Department to remove employees without appeal outside the Defense Department when in the interests of national security.

4. Policy Development and Management

a. ASD (C^3I) and ASD (FM&P) will lead an Executive Steering Group with functional service (intelligence) representation, to oversee the development and administration of the CIPMS. The Army has served as Executive Agent rep- representing the tri-services on that group.

b. The Services will participate on a tri-service working group to develop policy and regulations, that will be submitted through each service's Assistant Secretary for Manpower and Reserve Affairs, to ASD (FM&P) for final approval and publication.

c. Within Army, the DCSINT will develop, the Deputy Chief of Staff for Personnel (DCSPER) will review, approve, and promulgate, and the Assistant Secretary of the Army for Manpower and Reserve Affairs will review and give final approval to both Army level policy and policy proposed for OSD level approval.

d. The ASD (FM&P) will review, approve, and publish regulations and policy in manual format as proposed by the tri-services. Each service will supplement where needed and permitted by the OSD manual.

5. Personnel Management Administration and Servicing

The CIPMS will be overseen within Army by a multi-functional service level organization: that will develop and implement policy and procedures; perform program evaluation; and perform liaison with both the other services, OSD, NSA, CIA, DIA, and the competitive system. It will also develop and maintain stan- dardized/generic task analysis based documents (job descriptions, etc); and provide on-site training, advice and assistance. MACOM Career Program Managers will also assist as position management and resource managers, and as subject matter experts when developing standardized/generic personnel documents. Local operating civilian personnel offices will continue to service the CIPM's widely dispersed work force in one of two modes: (1) as administrators of the

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SUMMARY OF THE PROPOSED CIVILIAN INTELLIGENCE PERSONNEL
MANAGEMENT SYSTEM (CIPMS)

process of personnel management where coverage in the CIPMS is small; or (2) as
both personnel management administrators and advisors where there is sufficient
concentration of CIPMS personnel to generate committed, personnel specialists
who are fully conversant with the system and who possess necessary clearances.

6. Employee Coverage

a. The tri-service Intelligence Community proposes to convert approximately
9,500 employees to the CIPMS. About 4,400 should be converted within Army. Any
one of three criteria are proposed to be used to determine coverage. Coverage
would be limited: (1) to employees in commands and activities that have a pri-
mary intelligence mission (such as those in the Intelligence and Security Command
or the Army Intelligence Agency); (2) to employees engaged in intelligence work
in non-intelligence commands and agencies if they are eligible to register in
the Defense Intelligence Special Career Automated System (such as those in the
GS-132, Intelligence Specialist series, and shortly those presently in the GS-
080, Security Specialist series not predominantly performing a law enforcement
function); and (3) to employees in direct support of intelligence functions in
non-intelligence commands if designated by either the Service Functional Chief
or by Major Commander's (such as Personnel Specialists, Secretaries, etc., in
such non-intelligence commands as U.S. Army Europe and the Army Materiel Command
who work in an intelligence organization such as a Deputy Chief of Staff for
Intelligence). Employees specifically excluded from coverage in the CIPMS within
Army that reside in intelligence organizations will be Senior Executive Service
employees, local foreign national employees, and national guard and reserve
technicians.

b. Employee Coverage is a very significant issue and has been controversial.
The Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs)
initially believes that the best interests of the Army would be served to limit
the CIPMS to only "intelligence professionals". That office has directed that
consideration be given to including employees by series and function rather than
by organization. That office already accepts those in GS-080, 132, 134 and 1710
series working in an intelligence function, and appears favorably disposed to also
include those who perform scientific and technical intelligence functions (i.e.
engineers and scientists). The DCSINT will also reclama seeking total coverage
for INSCOM and AIA. It is vital however, that coverage be also comparable in
Air Force and Navy. It is therefore possible that OSD will largely determine
the policy on employee coverage. In any case, the ODCSINT will work closely with
the Office of the Assistant Secretary of the Army, the ODCSPER, and each MACOM
to ensure that the portion of Army's regulation on coverage will optimally bal-
ance the best interests of both the CIPMS and the existing competitive service.

7. Classification and Position Management

The tri-services will combine features of the general competitive service's,
the National Security Agency's (NSA), and the Defense Intelligence Agency's
classification and position management systems.

a. OPM's general schedule (GS) pay plan, grading structure (18 grades),
and within grade pay increase structure (10 steps) will generally be retained.
NSA's primary grading standards for supervisory and non-supervisory positions

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SUMMARY OF THE PROPOSED CIVILIAN INTELLIGENCE PERSONNEL
MANAGEMENT SYSTEM (CIPMS)

will be adopted for all covered CIPMS positions. DIA's career ladders will be used in combination with a management to budget oriented cost control system to manage position structures and cost growth.

b. A "grade banding" feature will be overlaid on the primary classification standards as a mechanism to: promote general grade alignment between and among the services, as the first step for managers to focus on the several major career bands in preparation for possible later pay banding; and as a point of interface between classification and career development programs. Bands will be determined separately for professional/administrative two grade interval, technical/assistant one grade interval, and clerical lines of work or "career paths". Each band within a career path will contain two or more grades grouped to reflect a general career level such as entry, journeyman, expert, or senior expert levels.

c. These career paths and grade bands will become a framework for establishing "carer ladders" for specific specialties. These career ladders will fit within the appropriate career path model but will be modified to reflect actual grading practices within Army. Use of career ladder diagrams to assist in classification is a feature adopted from DIA.

d. New position titles will often be established for intelligence and security specialties. There may also be a combination of those two specialties into a general intelligence series to promote greater professionalism and better mirror the military personnel management structure. Otherwise, position titles and series will generally remain the same as for competitive service positions.

e. Supplemental occupational guides will be developed for intelligence and security ("mission") specialties that will control series coverage and titling practices. Guides may be written for any mission speciality with enough population to justify the effort. The guides will also contain both descriptions of common work levels (grade bands) and grade levels to assist managers in the classification process. Series coverage, titling practices, and grade determinations, would still be obtained from OPM classification standards for most other lines of work ("support series") until or unless these supplemental occupational guides are published for them.

f. Short standardized and/or generic position descriptions will be eventually written for each career ladder and grade level within each major command or installation with the key determinations coded on the descriptions to allow for later computerization. This approach will substantially reduce the administrative burden on line supervisors and promote equity within commands as well as prepare for a future "paperless" personnel system.

g. Classification authority will be delegated through major commanders to commanders or activity heads for redelegation to top line managers with budget authority. Classification authority may likely be retained by the civilian personnel office only where specifically approved by a MACOM. MACOM Intelligence and Security Career Program Managers will become position management officers for all covered positions within their command and will also oversee the management to budget process.

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SUMMARY OF THE PROPOSED CIVILIAN INTELLIGENCE PERSONNEL
MANAGEMENT SYSTEM (CIPMS)

h. "Impact of the Person on the Job" or "Rank in Person" will be institutionalized as an option for all lines of work to ensure that the total worth of any position and its incumbent can be recognized in the classification process. Such control mechanisms as management review boards may be established to periodically review nominations and recommend promotions to top management based on service and command established criteria.

i. "Dual track" career ladders will also be promoted for all lines of work to ensure, within reasonable limits, that progression to the highest grades in a job specialty will not solely be through supervisory jobs.

j. Classification appeals will be limited to the functional management chain of command up to a final service level decision from the DCSINT. The Office of Personnel Management will not have classification oversight over the CIPMS.

8. Recruitment and Retention

Army's implementation of the CIPMS will reflect many of the goals set by the DA Civilian Personnel Modernization Study for the larger competitive service. Army's CIPMS should increase flexibilities for managers assuring them the degree of control they need to properly exercise their responsibilities.

a. OPM's qualification standards (i.e., X-118) will continue to be used but only as a guide. "Time in grade" and "years of service" will normally not be used as arbitrary qualification screens. Instead, a careful review of an applicant's documented qualifications will be compared with the actual requirements of the position developed in a short written crediting plan. Affirmative action should be promoted by removal of these "barriers" to the selection, promotion or reassignment of many minorities and women.

b. As a statutory excepted service program, direct hire authority will be exercised for all positions. Referral lists will be obtained from either the Defense Intelligence Special Career Automated System (DISCAS), on a courtesy basis from Army level career programs, or from local merit promotion procedures. A supplemental "skills bank" or other referral mechanism is planned to refer outside applications within Army's intelligence and security community when they cannot be used locally.

c. Delegations of personnel authorities will also be granted to the local commander whenever possible to give commanders direct responsibility for their personnel programs. Departmental level approvals will be expedited when approval at that level is required.

d. Supervisors will be trained to negotiate with prospective employees on "recruitment and rentention compensation" that could include advanced in-hire rates, first duty station travel, relocation expenses, "signing bonuses", etc, to fill either "hard to fill positions" or to obtain superior candidates.

e. "Conditions of Employment" will be institutionalized in regulation as a separate aspect of personnel management and will cover such topics as security clearances; polygraph, urinanalysis and medical examinations; mandatory mobility; mandatory length of overseas tours; etc. Major commanders will be delegated authority to impose or recommend imposition of any or all of these

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SUMMARY OF THE PROPOSED CIVILIAN INTELLIGENCE PERSONNEL
MANAGEMENT SYSTEM (CIPMS)

requirements on either a specific position or a class of positions where a
clear need can be demonstrated.

f. Employees entering CIPMS will be hired under or converted to a statutory
excepted service appointment that will not earn competitive status for the com-
petitive system. Employees already possessing "personal" competitive status in
the competitive service will, of course, retain that status and be able to exer-
cise it, if and when, they seek later employment in the competitive system.

9. Career Management

DISCAS and the Intelligence Career Development Program (ICDP) should grow into
the dominant referral and career management system within the CIPMS. Within
Army, the new Army Civilian Training, Education, and Development System (ACTEDS)
will be blended with the ICDP to ensure connectivity with both the excepted ser-
vice (ICDP) and the Army's competitive service career management system (ACTEDS).

a. DISCAS coverage will be expanded to include non-law enforcement Security
Specialists, GS-080 and Cryptological positions. At a later time coverage will
be further expanded to include all present two grade interval series to both
ensure an effective data base for manpower planning, and to promote movement
between services among "support" professionals (personnelists, logisticians, re-
source managers, etc). Employees will be first automatically included based
on entry into the CIPMS from existing personnel data and then be required to
file periodic updates to provide data otherwise not available, such as previous
experience, training, education, mobility, etc.

b. DISCAS will be utilized more and more as a major referral source but not
as a sole source within the intelligence community. Although presently a man-
datory system at GS-13 and above, DISCAS will experiment with various approaches
to required levels of referral for GS-132 and Scientific and Technical positions.
Local management will be largely responsible for determining areas of considera-
tion and for ensuring support for "corporate" affirmative action and career
management goals and objectives.

c. Each position in DISCAS will be coded during the classification process
as to function and specialty for manpower planning, program evaluation, and to
better determine needed competencies when management announces vacancies and
when employees register for referral consideration.

d. Specializations with significant populations will be identified and
subject matter experts appointed to develop career ladders (general progres-
sion paths), required competencies, and accompanying essential, desirable, and
developmental training and experience requirements. Once identified, required
competencies will become the core mandatory and desirable qualification require-
ments used in standardized crediting plans to screen and rank candidates. This
should ensure a steady and directed growth in professionalism throughout the
CIPMS as well as ease the administrative burden on line managers and servicing
civilian personnel offices.

e. Employees with personal competitive service career status in series
covered by other Army career programs than intelligence and security (support
professions) will be encouraged to maintain their registration in those career

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SUMMARY OF THE PROPOSED CIVILIAN INTELLIGENCE PERSONNEL
MANAGEMENT SYSTEM (CIPMS)

programs voluntarily and pursue those program's recommended training and develop-
ment opportunities. Additional training and development to achieve career
management objectives of the intelligence community will be overlaid on existing
Army career program objectives, when necessary.

f. Interns and executive development are planned to be centrally managed
with the goal of steady growth for both programs. There will be, in addition,
a renewed emphasis on supervisory/managerial development utilizing the leader-
ship training being developed within ACTEDS for all of Army.

g. Army's existing training and development programs will be utilized for
non-career program (i.e., one grade interval and wage grade lines of work)
excepted service employees. These programs coupled with greater flexibility
in assessing qualifications for developmental assignments should open up new
opportunities for wage grade, clerical, and technician/assistant personnel
within the CIPMS.

h. Existing competitive service training policies will be utilized by
the CIPMS in most cases.

10. Performance Management.

The CIPMS will heavily rely on performance based basic pay adjustments and cash
awards to reward and motivate employees.

a. Upon conversion to the statutory excepted service present Performance
Management and Recognition System (GM) employees will be converted to the GS
system. The GM system will not be used within the CIPMS.

b. Each service will initially utilize their present performance appraisal
system for competitive service GS employees except that "mechanical" determina-
tions of overall adjectival ratings will be discouraged. Supervisors will be
permitted to assign the most equitable rating. A study is planned, however, to
propose a tri-service unique excepted service appraisal system. In any case,
standardized or generic performance standards will be developed for many special-
izations, allowing managers and employees the ability to adopt or adapt "perfor-
mance contracts" from off-the-shelf that will be equitable for their specialty
throughout the Army. These standardized or generic performance standards will
also "link back" to standardized/generic position descriptions, training plans,
and crediting plans to assure consistency and uniformly promote functional career
management objectives.

c. Existing monetary award devices, such as quality step increases, sus-
tained superior performance awards, special act or service awards, etc, will be
utilized to promote "pay for performance". Most existing competitive service
restrictions on usage will, however, be dropped in favor of "manage to budget"
type organizational controls to permit greater flexibility and equity in deter-
mining monetary compensation.

d. Although recent performance will be a significant consideration in de-
termining monetary compensation, managers will not be limited under the CIPMS
from considering such other factors as present compensation, past awards, past
performance, employee objectives and motivators, organizational budgets, etc.
Managers will also not be required to link a recent performance rating with any

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SUMMARY OF THE PROPOSED CIVILIAN INTELLIGENCE PERSONNEL
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level or type of compensation or recognition but may choose to let the rating,
even an exceptional rating, speak for itself.

e. The existing comparability increase program used by the competitive
service will be adopted by the CIPMS. CIPMS must retain the 10 step within
grade system but the services will explore alternative methods of administering
this system to further promote the principle of pay for performance.

11. Special Termination Authority.

A unique feature of the CIPMS will be the provision to remove employees without
appeal outside the Department of Defense, when in the interests of the United
States, and when other removal provisions are not in the interest of national
security. This authority is designed to be utilized rarely only when an employ-
ee's conduct or performance warrants, when national security considerations
apply (when there is a reasonable possibility for compromise of intelligence
methods, means, sources, etc, if reviewed on appeal outside the Department),
and when an employee is not being accused of espionage. (Other long standing
provisions exist to speedily removed those accused of espionage). Full due
process rights will be afforded employees whose removal are processed under this
new authority to include the right to appeal a removal but only to the Secretary
of Defense.

12. Adverse Actions and Grievances.

Adverse actions and employee grievances over personnel actions will be unchanged
by the CIPMS except in those rare termination cases cited in paragraph 11 above.
All excepted service employees, however, who are not veterans preference eligi-
bles are already restricted from appealing to the Merit Systems Protection Board
and must grieve adverse actions through Army's Grievance System.

13. Military Intelligence (MI) Corps

Professional Army employees in two grade interval series engaged in intelligence
functions within the CIPMS belong to the MI Corps. The MI Corps is part of
the overall regimental concept being integrated within the Army structure. It
reflects a need to foster "branch" or "corps" identity and loyalty regardless
of assigned organization or job. The MI Corps will foster identity and loyalty
through publications, through the workings of the ICDP career management system
that directs and molds career development, and through the CIPMS itself that
will compensate those making a long-term commitment to the Corps.

14. Employee Benefit Programs.

Life and health insurance, unemployment compensation, and retirement programs
will not be changed by the CIPMS. Service obtained in both the competitive and
excepted services is creditable for these programs.

DEPARTMENT OF THE ARMY
OFFICE OF THE ASSISTANT SECRETARY
WASHINGTON, DC 20310-0103

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14 APR 1988

MEMORANDUM THRU DIRECTOR OF THE ARMY STAFF

FOR DEPUTY CHIEF OF STAFF FOR INTELLIGENCE

SUBJECT: Civilian Intelligence Personnel Management System (CIPMS) Employee Coverage

Reference memorandum, DCSINT, 21 March 1988, subject as above (Tab A).

I met with Jim Davis and determined that initial CIPMS coverage within the Army will be as follows:

a. Any position classified under the General Schedule in the following series: 080, 086, 132, 134, 135, 1710, 1712.

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.

c. Any other position where responsibilities and duties are such as to render the incumbent eligible for registration in the DISCAS under the registration criteria in effect on 1 January 1988.

d. Any other professional, administrative, or clerical position, in which the incumbent primarily performs intelligence-related duties and responsibilities in direct support of a position described in a.

In the first year CIPMS may be applied only to positions in categories a. and b. After the first year, a study should be made to determine whether and to what extent, positions in categories c. and d. should also be included in CIPMS coverage.

Take action to assure the DOD CIPMS policy manual is consistent with the foregoing, and that each Service is permitted to structure their CIPMS to meet their needs as deemed appropriate.

Delbert L. Spurlock, Jr.
Assistant Secretary of the Army
(Manpower and Reserve Affairs)

Enclosure