



**DEPARTMENT OF THE ARMY**  
OFFICE OF THE DEPUTY CHIEF OF STAFF, G-2  
1000 ARMY PENTAGON  
WASHINGTON, DC 20310-1000

DAMI-CP

17 NOV 2017

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Issuance of the Department of the Army Policy, Volume 2010, Defense Civilian Intelligence Personnel System Professional Development

1. References:

- a. Memorandum, Assistant Secretary of the Army (Manpower and Reserve Affairs), 31 Mar 17, subject: Delegation of Civilian Human Resources Authorities, Matrix 01-2017.
- b. Memorandum, Secretary of the Army, 30 May 14, subject: Delegation of Authority – Army Defense Civilian Intelligence Personnel System (DCIPS) Implementation.
- c. Department of Defense (DoD) Instruction 1400.25-V2008 (DoD Civilian Personnel Management System, Defense Civilian Intelligence Personnel System (DCIPS) Awards and Recognition), 12 Sep 12 (Incorporating Change 1, 14 Oct 15).
- d. Department of the Army DCIPS Policy, Volume 2010 (Defense Civilian Intelligence Personnel System Professional Development) 17 November 2017 (enclosed).

2. In accordance with reference 1a above, the Assistant Secretary of the Army (Manpower and Reserve Affairs) delegated to the Army G-2 the authority to issue Army supplemental DCIPS guidance. Pursuant to reference 1a, the Army G-2 approves the release of the enclosed Department of the Army DCIPS Policy- Professional Development (reference 1d).

3. The Army G-2 further authorizes the supplementation of this policy where necessary, consistent with reference 1d. Organizations must forward copies of any supplements to the Headquarters, Department of the Army, Office of the Deputy Chief of Staff, G-2, Intelligence Personnel Management Office, 1000 Army Pentagon, Washington, DC 20310-1000.

DAMI-CP

SUBJECT: Issuance of the Department of the Army Policy, Volume 2010, Defense Civilian Intelligence Personnel System Professional Development

4. The Office of the Deputy Chief of Staff, G-2 point of contact is Ms. Tamara Huston, Human Resources Specialist, (703) 695-1063; e-mail: tamara.l.huston.civ@mail.mil.

Encl



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Department of the Army

Volume 2010

**Defense Civilian Intelligence Personnel System  
Professional Development**

November 17, 2017

## Department of the Army DCIPS Policy

### **VOLUME 2010 – Defense Civilian Intelligence Personnel System Professional Development**

#### **1. References.**

See Enclosure 1.

#### **2. Purpose.**

a. Overall Policy. Refer to Army Policy-Volume (AP-V) 2001, Defense Civilian Intelligence Personnel System (DCIPS) Introduction (Reference (a)).

b. Volume 2010. In accordance with References listed in Enclosure 1, this volume establishes Army policies, responsibilities and procedures for DCIPS Training, Education and Professional Development (TE&PD), and further supplements. This Volume must be used in concert with DoD Instruction 1400.25, Volume 2010 (Reference (b)) and Army policy guidance on civilian personnel management. Additional supplementation is not authorized except where permitted.

#### **3. Applicability.**

This policy applies to Army civilian positions, employees or organizations as described in AP-V 2001 (Reference (a)) engaged in or in support of an intelligence or intelligence-related mission. Portions of the policy may only be applicable to Career Program 35 (CP-35) careerists, but may be incorporated in other career programs as appropriate.

#### **4. Definitions.**

See Glossary.

#### **5. Policy.**

It is Army policy that civilian TE&PD programs and practices for Army employees covered under DCIPS shall be strategic, joint, and integral to intelligence careers. To that end, such programs and practices shall:

a. Improve organizational results by increasing the job competencies and proficiencies, and enhancing the career professional development of DCIPS employees.

b. Create opportunities for both vertical and horizontal advancement of employees across the Department of the Army (DA), Defense Intelligence Enterprise, and the Intelligence Community (IC) to sustain a culture of continuous learning vital to recruiting, retaining, and developing intellectual capital.

c. Leverage Defense Intelligence and IC Centers of Excellence to avoid duplication of effort, align with best practices, and promulgate tools by the Office of the Director of National Intelligence (ODNI) to which the Department of Defense (DoD) and the Army have agreed and provide appropriate integration with DoD and Army policies.

d. Provide the highest possible quality and cost-effective professional development, while responding to the special demands on Defense Intelligence employees created by unique missions, working conditions, and deployment requirements.

e. Comply with applicable laws and regulations pertaining to competency based development of Army DCIPS positions pursuant to Intelligence Community Directive (ICD) 610 and DoD 1400.25, Volume 250 (Reference (c) and (d)).

f. Comply with applicable laws, regulations, instructions and manuals, DoD directives, existing DA regulations and policies, and other relevant requirements pertaining to TE&PD.

## **6. Responsibilities.**

See AP-V 2001 (Reference (a)) and Enclosure 2 of this policy.

## **7. Procedures.**

Enclosure 3 provides procedures for the implementation of DCIPS TE&PD policies.

## **8. Releasability.**

Unlimited. This policy is approved for public release.

## **9. Effective Date.**

This policy is effective immediately.

## **Enclosures.**

1. References
2. Responsibilities
3. Procedures

## **Glossary**

## ENCLOSURE 1

### REFERENCES

- (a) AP-V 2001, "Defense Civilian Intelligence Personnel System Introduction," 25 March 2012.
- (b) DoD Instruction 1400.25, Volume 2010 "DCIPS Professional Development," 9 December 2012.
- (c) Intelligence Community Directive 610 (Competency Directories for the Intelligence Community Workforce), 1 September 2008 (Amended 4 October 2010).
- (d) DoD 1400.25, Volume 250 "Civilian Strategic Human Capital Planning," 18 November 2008.
- (e) AP-V 2013, "Program Evaluation," 25 March 2012.
- (f) AR 690-950, "Career Program Management," 16 November 2016.
- (g) DoD Instruction 1400.25, Volume 410 "DoD Civilian Personnel Management System: Training Education, and Professional Development," 25 September 2013.
- (h) Army Civilian Intelligence Career Program (CP) 35 Career Program Planning Board Charter, 14 June 2016.
- (i) United States Code, Title 5, Section 720 "Affirmative Employment Programs," Section 2301 "Merit system principles," and Section 2302 "Prohibited personnel practices".
- (j) AP-V 2011, "Performance Management," 7 May 2016.
- (k) AR 350-1, "Army Training and Leader Development," 19 August 2014.
- (l) AP-V 2005, "Employment and Placement," Pre-Signature, March 2012
- (m) DoD Instruction 3305.02, "DoD General Intelligence Training and Certification", 12 August 2015.
- (n) DoD Instruction 3305.09, "DoD Cryptologic Training," 13 June 2013.
- (o) DoD Instruction 3305.10, "DoD Geospatial-Intelligence (GEOINT) Training," 13 July 2013.

- (p) DoD Instruction 3305.11, "DoD Counterintelligence (CI) Training and Certification," 13 August 2015.
- (q) DoD Instruction 3305.13, "DoD Security Education, Training, and Certification," 13 February 2014.
- (r) DoD Instruction 3305.14, "Joint Intelligence Training (JIT) and Certification," 18 August 2015.
- (s) DoD Instruction 3305.15, "DoD Human Intelligence (HUMINT) Training and Certification," 13 August 2015.
- (t) DoD Instruction 3305.16, "DoD Measurement and Signature Intelligence (MASINT) Training and Certification," 13 August 2015.
- (u) DoD Manual 3305.13-M, "DoD Security Accreditation and Certification", 14 March 2011.
- (v) AR 11-6, "Army Foreign Language Program," 31 August 2009 (Incorporating Rapid Action Revision (RAR), 23 August 2013)
- (w) DA Pamphlet 690-46, "Mentoring for Civilian Members of the Force," 31 July 1995.
- (x) DoD Instruction 1400.36, "Implementation of the Joint Intelligence Community Duty Assignment Program," 2 June 2008.
- (y) Intelligence Community Directive 660, "Intelligence Community Joint Duty Program," 11 February 2013.
- (z) Intelligence Community Policy Guidance 660.1, "Intelligence Community Civilian Joint Duty Program Implementation Guidance," 24 July 2015.



## ENCLOSURE 2

### RESPONSIBILITIES

Responsibilities in this enclosure supplement must be conducted in concert with those listed in AP-V 2001 (Reference (a)).

#### **1. The Secretary of the Army.**

The Secretary of the Army shall:

- a. Publish regulations and guidance implementing DCIPS professional development policy for Army DCIPS employees.
- b. Monitor compliance and respond to reporting requirements established by the Under Secretary of Defense Intelligence (USD(I)) and the ODNI.
- c. Delegate the authority, as appropriate, to implement this policy.

#### **2. The Assistant Secretary of the Army for Manpower and Reserve Affairs (ASA(M&RA)).**

The ASA(M&RA) shall:

- a. Establish Army policy for DCIPS, to include career management and professional development policy and objectives in coordination with Headquarters, Department of the Army (HQDA), Office of the Deputy Chief of Staff (ODCS), G-2 and approved DCIPS policy guidance.
- b. Oversee DCIPS, to include but not limited to, serving as the approval authority for program policy and strategic direction, and periodically reviewing and evaluating DCIPS to ensure that implementation goals are accomplished.
- c. Provide Army DCIPS program evaluation data and other reports to USD(I), as required in AP-V 2013 (Reference (e)).
- d. Execute training, development, and career management responsibilities as outlined in DoD Instruction 1400.25, Volume 2010, DoD 1400.25, Volume 250, and AR 690-950 (References (b), (d), and (f)).
- e. Approves Career Program policy, guidance, and strategies. Figure 1 depicts the organizational structure.



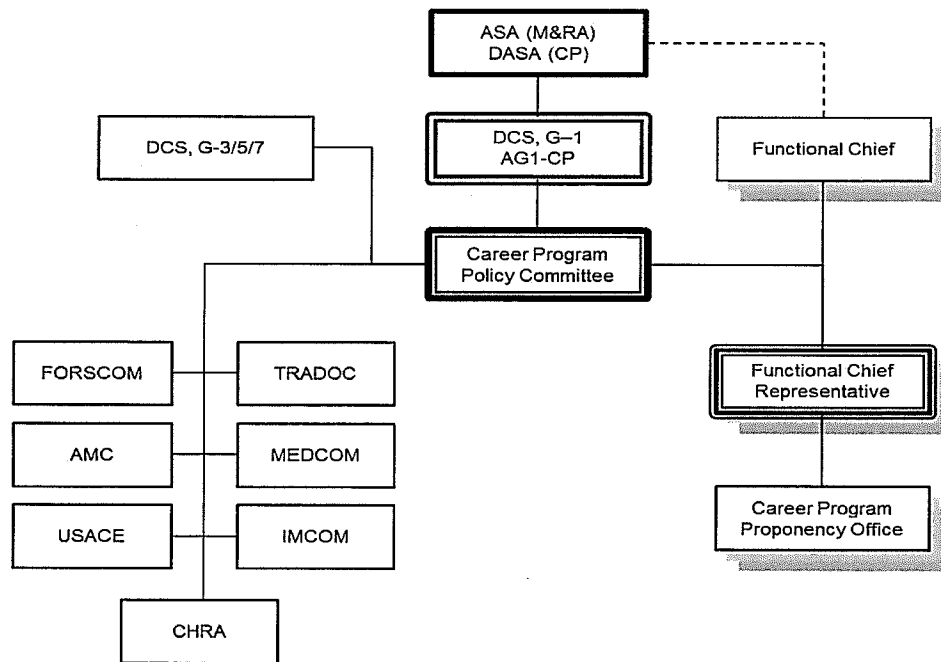


Figure 1. Career Program Proponency Policy Organization

**3. The Headquarters Department of the Army, Office of the Deputy Chief of Staff, G-1, Assistant G-1 (Civilian Personnel) (AG-1 (CP)).**

The HQDA, ODCS, G-1, AG-1 (CP) shall:

- a. Provide advice and assistance to the HQDA, DCS, G-2 on all civilian Human Resource programs.
- b. Support the implementation and sustainment of Army DCIPS TE&PD policies and programs.
- c. Review and approve Army Civilian Training and Education Development System (ACTEDS) plans submitted by the Functional Chief (FC) or Functional Chief Representative (FCR).
- d. Utilize the system of record to document skill and competency gap based requirements for Army DCIPS employees. Forward these requirements, along with results from delivered training for closing gaps, to the HQDA, ODCS, G-3/5/7 for use in planning future training.

e. Execute other responsibilities as outlined in DoD Instruction 1400.25, Volume 2010, DoD 1400.25, Volume 250, and AR 690-950 (References (b), (d), and (f)).

**4. The Headquarters Department of the Army (HQDA), Office of the Deputy Chief of Staff (ODCS), G-2 / Functional Chief (FC).**

The HQDA, ODCS, G-2 / FC shall:

- a. Establish and provide strategic direction for Army DCIPS TE&PD programs.
- b. Provide the overall policy framework and approve policy guidance for administration of Army DCIPS TE&PD programs.
- c. Serve as the Army FC for the CP-35, and shall:
  - (1) Ensure the CP-35 ACTEDS Plan is consistent with the competency directories identified in ICD 610 (Reference (c)).
  - (2) Ensure Army DCIPS is represented on the Civilian Personnel Policy Committee (CPPC).
  - (3) Designate the Assistant Deputy Chief of Staff (ADCS), G-2 as the FCR for CP-35.
  - (4) Assist the ASA(M&RA) in the preparation of CP-35 instructions and procedures.
  - (5) Ensure the readiness of the CP-35 occupational field supports the Army mission.
  - (6) Ensure that Army DCIPS professional development is adequately resourced in order to successfully achieve its stipulated requirements.
- d. Ensure Army DCIPS policies and procedures align with Army, DoD, and IC strategic Human Capital planning, Life-Cycle Career Management and succession planning.
- e. Provide strategic guidance on implementing professional certification programs within Army.
- f. Receive the State of the Agency Brief to include a CP Management Directive 715 analysis in aggregate and respond accordingly.
- g. Execute other responsibilities as outlined in AP-V 2001 and DoD Instruction 1400.25, Volume 2010 (Reference (a) and (b)).

**5. The Headquarters, Department of the Army (HQDA), Assistant Deputy Chief of Staff (ADCS), G-2 / Functional Chief Representative (FCR).**

The HQDA, ADCS, G-2 / FCR shall:

- a. Provide executive advice and consultation to the DCS, G-2 and direct the full spectrum of DCIPS TE&PD through supervision of the Director, Intelligence Personnel Management Office (IPMO), who, in turn, will collaborate with the Army functional community.
- b. Ensure the implementation of DCIPS TE&PD programs and compliance with policy guidance.
- c. Support and monitor Affirmative Employment Program (AEP) progress as outlined in DoD Instruction 1400.25, Volume 410 (Reference (i)).
- d. Foster broad-based employee representation and ensure all qualified candidates are equitably considered for promotions to Senior Executive Service (SES) feeder positions and grades.
- e. Serve as the FCR for CP-35 and execute associated duties.
- f. Partner with AG-1 (CP) on behalf of the ASA(M&RA) in exercising Career Program Management authorities, and, as a member of the CPPC, ensure CP-35 DCIPS is represented.
- g. Chair the Career Program Planning Board (CPPB) and appoint permanent and rotational members as outlined in the CPPB Charter (Reference (h)).
- h. Serve as the Component Functional Community Manager (CFCM) for mission critical occupations under DCIPS on behalf of the DCS, G-2.
- i. Monitor effectiveness of career management throughout Army DCIPS.
- j. Promote Equal Employment Opportunity and Affirmative Action within the career program and ensure TE&PD programs are cost effective and free of unlawful discrimination in accordance with DoD Instruction 1400.25, Volume 410 and United States Code, Title 5 (References (g) and (i)).
- k. Assess professional certification programs and strategies for implementing the programs within Army.
- l. Serve as the member of the CPPC as outlined in the CPPB Charter (Reference (h)).

m. Review nominations and make recommendations or decisions on competitive professional development programs.

n. Host an annual, Army-wide CP-35 Training Event for Command Career Program Managers (CCPMs), Activity Career Program Managers (ACPMs), G-1 Points of Contact (POCs), DCIPS Advisors (DAs), and Joint Duty Program Managers (JDPMs) when resources allow.

o. Execute other duties as outlined in DoDI 1400.25, Volume 2010, Volume 250, AR 690-950, and DoD Instruction 1400.25, Volume 410 (Reference (b), (d), (f), and (g)).

**6. The Headquarters, Department of the Army (HQDA), Assistant Deputy Chief of Staff (ADCS), G-3/5/7.**

HQDA, ADCS, G-3/5/7 shall:

a. Identify effective and efficient delivery of Army DCIPS-relevant training to meet requirements identified by the G-2, IPMO.

b. Collaborate with G-2, IPMO when executing duties related to HQDA central training funds involving CP-35 Careerists.

c. Execute other responsibilities as outlined in DoDI 1400.25, Volume 2010, Volume 250, AR 690-950, and DoD Instruction 1400.25, Volume 410 (References (b), (d), (f) and (g)).

**7. The Headquarters, Department of the Army (HQDA), Assistant Deputy Chief of Staff (ADCS), G-2, Director, IPMO.**

The HQDA, ADCS, G-2, Director, IPMO shall:

a. Serve as the principal advisor to the FC and FCR for CP-35.

b. Support and direct the FC and FCR in the execution of their responsibilities to include planning, programming, and budgeting of centrally funded TE&PD.

c. Operationalize the Career Program strategy and policy requirements.

d. Direct and oversee Career Program Proponency Office (CPPO) actions for CP-35 as appropriate.

e. Ensure career planning and developmental assistance and information are available to Army DCIPS employees.

f. Oversee ACTEDS-funded centrally managed programs, such as ACTEDS Competitive Professional Development.

g. Oversee the design, development, implementation, administration, and evaluation of Army DCIPS TE&PD policy and programs as directed by the HQDA ADCS, G-2 in coordination with USD(I), AG-1 (CP), Commands, and other agencies as necessary.

h. Ensure mandatory training elements of the DCIPS community-wide training curriculum identified by and provided through the USD(I) DCIPS Program Executive Office (PEO) are integrated.

i. Distribute Army DCIPS and CP-35 information to Civilian Human Resources Directors of the Army Commands (ACOMs), Army Service Component Commands (ASCCs), Direct Reporting Units (DRUs), the Administrative Assistant to the Secretary of the Army (AASA), CCPMs and ACPMS, and servicing Civilian Personnel Advisory Centers (CPAC).

j. Ensure the needs of Army DCIPS employees are included in consolidated TE&PD needs surveys.

k. Ensure CP-35 and DCIPS-relevant TE&PD opportunities are advertised.

l. Provide information to installations on CP-35 and DCIPS-related training courses.

m. Monitor DCIPS TE&PD progress and career advancement impact among serviced organizations.

n. Provide support and guidance to Commands in order to develop and implement a strategy to increase the percentage of Army DCIPS employees out on joining duty external rotations each year until at least 5% of the total Army DCIPS workforce is out on such rotations by 2020.

#### **8. Commanders of ACOMs, ASCCs, DRU, and the AASA.**

Commanders of the ACOMs, ASCCs, DRUs, and the AASA shall:

a. Compile and document annual DCIPS TE&PD requirements for the Command and submit to HQDA/IPMO for budget and course scheduling purposes.

b. Budget for mandatory and critical training and other TE&PD opportunities needed for present and future development of Army DCIPS employees in support of strategic workforce and Human Capital plans.

c. Implement this policy and manage Army DCIPS employee professional development in coordination with the appropriate Career Program Manager (CPM).

d. In accordance with AR 690-950 (Reference (f)), appoint CP-35 CCPMs and ACPMs in writing with a copy forwarded to HQDA, ADCS, G-2, IPMO, CPPO.

(1) In the event that circumstances do not allow for or warrant the appointment of CCPMs and/or ACPMs, the point of contact(s) POC(s) higher headquarters will serve in this role.

(2) Commands may appoint the same person to act in the capacity of both the CCPM and ACPM.

e. Appoint a DCIPS Advisor (DA) and/or Training Coordinator (TC) and a Joint Duty Program Manager (JDPM) in writing with a copy forwarded to HQDA, ADCS, G-2, IPMO, CPPO. The same person can fulfill all of these positions.

(1) In the event that circumstances do not allow for or warrant the appointment of DA, TCs, and/or JDPMs, the POC(s) higher headquarters will serve in this role.

(2) Commands may appoint the same person to act in the capacity of the DA, TC, and JDPM. This may also be the same person identified as CCPM/ACPM.

f. Provide command support and resources to meet Command, ACTEDS, and Joint Duty Rotation (JDR) training and development standards/requirements.

g. Provide TE&PD leadership and direction, especially for entry-level/developmental employees.

h. Ensure TE&PD requirements are considered and documented in Individual Development Plans (IDPs) in accordance with the Army DCIPS performance management process, as outlined in AP-V 2011 (Reference (j)).

i. Ensure Office of the Secretary of Defense (OSD) and Army mandated competencies and certifications are considered for all promotions and selections of Army DCIPS employees and meet the standards identified in ICD 610 (Reference (c)).

j. Executes other duties as outlined in DoDI 1400.25 Volume 2010 and AR 690-950 (References (b) and (f)).

## **9. The Career Program Planning Board (CPPB).**

The CPPB shall:

a. Review proposals regarding CP-35 policies and programs, Strategic Human Capital Plan, ACTEDS Plan, career maps, and other concerns impacting career management.

b. Ensure ACTEDS TE&PD requirements are prioritized in accordance with CP-35 workforce current and future needs and fully and economically managed.

c. Determine, review and prioritize Command recommendations for CP-35 nominative training.

d. Assess workforce competencies and proficiency levels, identify competency gaps, and address strategies for gap closure.

e. Conduct oversight of the Civilian Workforce Transformation (CWT) efforts and initiatives that impact the DCIPS workforce.

f. Execute other responsibilities as outlined in AR 690-950 and the CPPB Charter (Reference (f) and (h)).

#### **10. Career Program Proponency Office (CPPO).**

The CPPO shall:

a. Consider the Army, USD(I), and ODNI DCIPS Policy when advising Commands on career management.

b. Develop and update CP-35 ACTEDS Plan, ensuring it is consistent with competency directories identified in ICD 610 (Reference (c)) and instructed by DoD Instruction 1400.25 Volume 250 (Reference (d)).

c. Inform CCPMs, ACPMs and JDPMs of the regulatory, administrative, and procedural requirements of CP-35.

d. Coordinate personnel proponency actions for CP-35 as appropriate.

e. Design, develop, implement, administer and evaluate Army DCIPS TE&PD policy and programs as directed by the HQDA DCS, G-2 in coordination with USD(I), AG-1 (CP), Commands, and other agencies, as necessary.

f. Conduct and consolidate annual TE&PD needs surveys.

g. Advertise CP-35 and DCIPS-relevant TE&PD opportunities.

h. Execute and monitor TE&PD and budget related to ACTEDS-funded activities covered in this policy.

i. Collaborate with respective CCPMs and ACPMs regarding DA ACTEDS Intern requirements and placement.



j. Collaborate with respective JDPMs regarding IC Joint Duty requirements, metrics and program execution. Execute other responsibilities as outlined in AR 690-950 and CPPB Charter (Reference (f) and (h)).

#### **11. Command Career Program Managers (CCPMs).**

CCPMs shall:

a. Exercise overall responsibility for command intelligence career program planning, implementation, training, management and evaluation.

b. Review, approve and/or prepare Order of Merit List (OML) for TE&PD applications from careerists, such as Competitive Professional Development (CPD), Academic Degree Training (ADT), short- and long-term training, eligibility for the Joint Duty (JD) program, Senior Enterprise Talent Management/ Enterprise Talent Management (SETM/ETM), and manage and monitor attainment of certification(s), when applicable. This may be further delegated to ACPMs.

c. Represent the Command to the IPMO and the FCR on TE&PD and career management issues, and make recommendations for changes to ACTEDS policy and related procedures.

d. Provide advice, assistance and guidance to DCIPS employees and supervisors/managers (civilian and military) regarding training requirements, training venues, planning and prioritization of training, use of centralized training funds and the development of IDPs.

e. Consider Army DCIPS when executing career management responsibilities.

f. Ensure that TE&PD needs are assessed annually and surveyed periodically per AP-V 2001 and DoDI 1400.25 Volume 2010 (References (a) and (b)).

g. Execute other responsibilities as outlined in DoDI 1400.25 Volume 2010 and AR 690-950 (References (b) and (f)).

#### **12. Activity Career Program Managers (ACPMs).**

ACPMs shall:

a. In conjunction with appropriate personnel and manpower proponents, advise the Commander on local Army DCIPS personnel and resourcing issues.

b. Ensure employees and supervisors receive current information on TE&PD opportunities, suspense dates, requirements, and other related issues.

c. Advise and assist Army DCIPS employees and supervisors in career appraisal, career referral, and career counseling responsibilities. Advise supervisors and employees on the availability of appropriate training opportunities for Army DCIPS employees. Provide advice, assistance and guidance to DCIPS employees and supervisors/managers (civilian and military) regarding training requirements, planning and prioritization, use of centralized training funds and the development of IDPs.

d. Assist in the management of CP-35 interns in terms of training, performance, and qualifications in order to successfully complete the training program by executing the following specific responsibilities:

(1) In coordination with the intern's rating official, review and provide input to the intern's performance plan and performance evaluation.

(2) In conjunction with the intern's supervisor, participate in the development of the IDP during the first 30 days of the performance cycle, and review of the IDP during DCIPS mid-term performance review.

e. Recommend changes to Army DCIPS regulations and standards as well as ACTEDS policy and related procedures through appropriate command channels.

f. Forward TE&PD requirements to higher headquarters for inclusion in CP-35 annual Training Needs Assessment (TNA) and Program Objective Memorandum (POM) submission.

g. Execute other responsibilities as outlined in DoDI 1400.25 Volume 2010 and AR 690-950 (References (b) and (f)).

**13. Command Civilian Human Resource Director and/or DA/TC of the ACOMs, ASCCs, DRUs, and the AASA.**

Command Civilian Human Resource Director and/or DA/TC of the ACOMs, ASCCs, DRUs, and the AASA shall:

a. Oversee DCIPS TE&PD programs. This will include, but is not limited to, the following:

(1) Ensuring that TE&PD needs are assessed annually and surveyed periodically per AP-V 2001 and DoDI 1400.25 Volume 2010 (References (a) and (b)).

(2) Estimating and requesting TE&PD funds and class quotas (locally and centrally controlled).

(3) Prioritizing nominees for schools with limited quotas.

(4) Forwarding TE&PD requirements to higher headquarters for inclusion in CP-35 annual TNA and POM submission.

(5) Leverage military, DoD and IC TE&PD opportunities whenever possible, as required by DoDI 1400.25 Volume 410 (Reference (g)).

b. Advise supervisors and employees on the availability of appropriate TE&PD opportunities for Army DCIPS employees.

c. Ensure the availability of local DCIPS program training for new supervisors and managers.

d. Ensure employees and supervisors receive current information on DCIPS-related issues.

e. Execute other responsibilities as outlined in DoDI 1400.25 Volume 2010 and AR 690-950 (References (b) and (f)).

#### **14. Joint Duty Program Managers (JDPMs)**

The role of the JDPM is to be the conduit between HQDA, G-2 CPMs and Commands and/or Activities to support the IC JD program. The JDPMs at the Command or Activity level shall:

a. Oversee the Army JD Program at their organization. This will include, but is not limited to, the following:

(1) Ensuring Command/Activity JD Small Element Reimbursable Program (SERP) requirements are assessed annually and forwarded to higher headquarters for inclusion into Army's annual SERP submission.

(2) Advising Army DCIPS employees about the JD Program, assist in searching for appropriate vacancies and processing documentation when employees do not have necessary access.

(3) Creating JD vacancy announcements for the Command and/or Activity.

(4) Ensuring all relevant information is entered into the Memorandum of Understanding (MOU) on the Joint Duty Application Tool (JDAT), and is accurate.

(5) Submitting JD exemption requests to post non-reimbursable JD vacancy announcements.

(6) Respond to JD taskers, as appropriate, such as Joint Duty Internal Position Request, SERP, etc., and consolidate submissions from subordinate commands for one submission to HQDA, G-2, IPMO.

b. Advise supervisors and Army DCIPS employees on the performance management and time and attendance requirements while on JD.

c. Advise and assist supervisors and DCIPS employees with extensions, Human Capital requests such as Temporary Change of Station and reintegration.

## **15. Managers and Supervisors.**

Managers and Supervisors shall:

a. Exercise primary responsibility for implementation of Army DCIPS policies and procedures.

b. Advise Army DCIPS employees on requirements and prospects of various specialties, career areas, tracks and levels.

c. Establish IDPs in consultation with the employee within 30 days of the start of the rating period in accordance with the DCIPS Performance Management Process outlined in AP-V 2011 (Reference (j)).

d. Review employee's IDP to ensure consistency with organizational goals and objectives, appropriateness to employee experience, developmental needs and work assignment.

e. Actively manage employee's professional development in coordination with CCPMs and/or ACPMs.

f. Advise Army DCIPS employees on most economical and effective means of attaining competencies and professional certification, and alternatives where applicable.

g. Monitor attainment of competencies (See AP-V 2001 (Reference (a)), ICD 610 (Reference (c)), and AR 690-950 (Reference (f)) and professional certification(s) (See DoD Instruction 1400.25, Volume 410 (Reference (g)), DoD Instruction 3305.02 (Reference (m) through DoD Instruction 3305.16 (t)), DoD Manual 3305.13-M (Reference (u)), and DA Pamphlet 690-46 (Reference (w)) for Army DCIPS employees, and endorse training and education requests to close competency gaps and obtain professional certification.

h. Ensure official training records are updated.

i. Consider Army competencies (see AR 690-950 (Reference (f)) as well as competency directories in selection and promotion actions (Reference (c)).

j. Complete the annual TNA, submit course requirements to CCPM/ACPM, and follow up to ensure availability and funding of courses.

k. In collaboration with the CCPM/ACPM, establish developmental or rotational assignments as well as ensure that, consistent with individual duty and unit mission requirements, DCIPS employees are allowed to participate in TE&PD opportunities.

l. Ensure employees submit the appropriate training request (SF-182) and Continued Service Agreement (CSA), if applicable, in a timely manner.

m. Assist the JDPM with the following:

(1) Advising Army DCIPS employees of JD opportunities, processes and requirements.

(2) Creating JD vacancy announcements for their section/branch/division.

(3) Reintegrating their Army DCIPS employees returning from a JDR.

(4) Inputting annual performance evaluation into the Performance Appraisal Application (PAA) tool in coordination with the gaining element's supervisor.

n. Endorse their employees for JDRs.

## **16. Employees**

Employees shall:

a. Exercise primary responsibility for their own professional development, successfully completing authorized training, and fulfilling all obligations relative to TE&PD.

b. Collaborate with supervisor and supporting CCPM and/or ACPM to identify TE&PD opportunities and required certification(s) needed to improve individual and organizational performance and identify low or no cost methods to meet them effectively and efficiently.

c. Collaborate with supervisor to develop an annual IDP within 30 days of the start of the rating period in accordance with the DCIPS Performance Management Process outlined in AP-V 2013 (Reference (e)), document progress, and meet periodically (at least bi-annually, but monthly is encouraged) to discuss progress.

d. Attain and maintain required and desirable competencies and professional certification(s) through education, training, developmental assignments and self-development activities.

e. Submit the appropriate training request (SF-182) and CSA, if applicable, in a timely manner.

- f. Attain professional certification for their career level, track and/or area and specialty as documented in the position description or other policy or regulatory guidance.
- g. Comply with TE&PD terms of conditions of employment.
- h. Ensure official training records reflect completed TE&PD and update as needed.
- i. Establish an account and appoint their supervisor to facilitate management of their personal TE&PD in Army system of record.
- j. Establish an account and identify their supervisor to submit requests, develop an IDP, and facilitate management of their TE&PD in Army system of record.
- k. Establish an account and identify their supervisor to submit requests and facilitate management of their MOU when applying for JD vacancies in Army system of record.
- l. Figure 2 depicts the Career Program Proponency Organization.

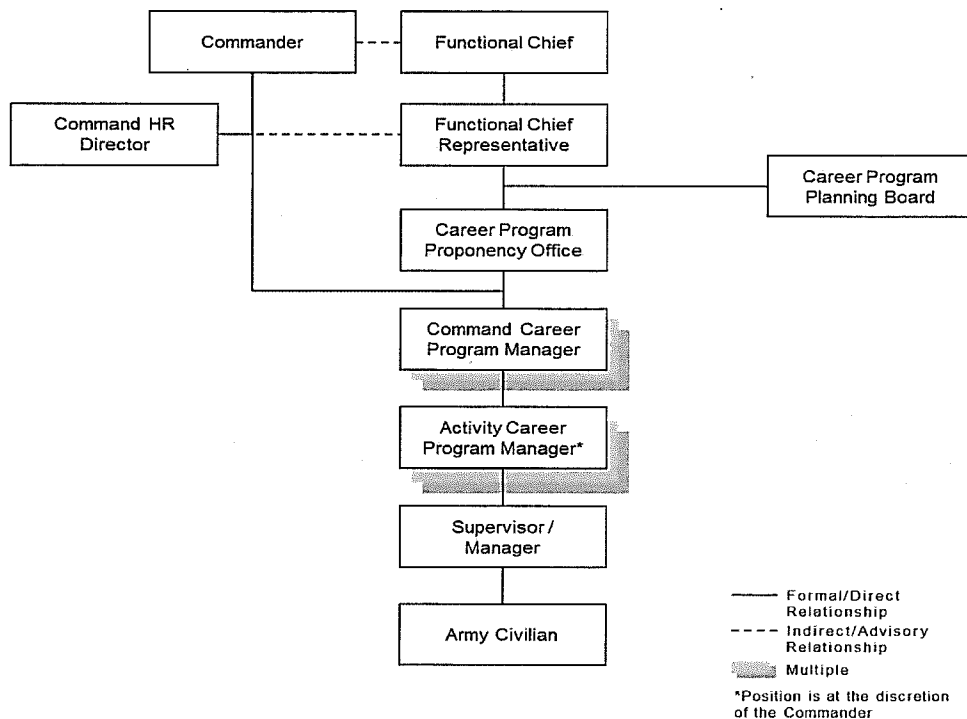


Figure 2. Career Program Proponency Organization

## ENCLOSURE 3

### DCIPS PROFESSIONAL DEVELOPMENT PROCEDURES

#### 1. Introduction.

a. Army Defense Civilian Intelligence Personnel System (DCIPS) Professional Development policy is designed to support the goal of the Army Civilian Education System: To prepare agile and innovative Army civilians who can lead during times of change and uncertainty; are prepared for the rigors of service as multi-skilled leaders; and are armed with the requisite Army competencies, values, skills and mindset to serve as competent, resilient employees, supervisors, and managers. Army DCIPS professional development is a continuous process that is accomplished through a blend of work assignments, formal training, and self-development opportunities as employees progress from entry to senior level positions.

b. Professional Development and learning requirements shall be identified through the annual Training Needs Assessment (TNA) process. Commanders prioritize these requirements and develop and execute professional development programs in support of the strategic goals and mission of their organization and the Army. This integration of professional development with performance management is a critical element of the DCIPS design. Army DCIPS employees and Army DCIPS rating officials shall identify training, education and professional development (TE&PD) opportunities to improve employee's performance, as part of the annual performance planning cycle delineated in AP-V 2011 (Reference (j)) and as required by professional certification programs. Such opportunities may relate to Performance Objectives, Performance Elements or both, and shall be documented in the employee's IDP as outlined in DoD Manual 3305.13-M (Reference (u)). At the employee level, the IDP is the principal tool for integrating learning with performance management and is completed within 30 days of the start of the rating period in accordance with the DCIPS Performance Management Process outlined in AP-V 2011 (Reference (j)) as part of the annual performance planning and evaluation cycle.

c. Army DCIPS professional development policy is consistent with Army training and development policy and programs outlined in DoD Instruction 1400.25 Volume 2010, AR 690-950, and DoD Instruction 1400.25 Volume 410 (References (b), (f) and (g)).

#### 2. The Annual TNA Process.

a. Training Needs. The annual TNA process is a multi-level assessment methodology that links organizational, occupational and individual TE&PD requirements on an annual basis.

(1) Commands are required to develop annual TNA. Organizational training needs are submitted to and prioritized at the HQDA level, and generally are those with a



long-term return on investment (ROI). Organizational training needs will be captured through a consolidation of all training needs annotated on each employee's IDP.

(2) The annual TNA process is employed at all levels to systematically link training and development plans and resources to the mission, strategic plans, performance goals, and priorities. Occupational and individual level assessments support training needs identified at the organizational level. Individual assessments will focus on the specific competencies required for employees' job and billet function, as well as enhance individual performance.

(3) Occupational training needs are determined/prescribed by Functional Chief Representatives (FCRs) and Personnel Proponents, and they are documented in completed Army Civilian Training and Education Development System (ACTEDS) Plans for Career Programs and Career Fields.

(4) Individual training needs are identified by employees, supervisors and managers and include TE&PD that is needed to effectively perform assigned or planned duties. This type of training generally produces an immediate or short-term ROI.

(5) Each Army organization is responsible for the annual assessment of their training requirements, and forwarding TE&PD requirements to higher headquarters for inclusion in CP-35 annual Program Objective Memorandum (POM) submission.

b. Competency Directories. Intelligence Community (IC) Competency Directories identified in ICD 610 (Reference (c)) describe the IC competencies used for qualification, training, career development, performance evaluation, promotion, and other Human Resources management requirements, and will be the basis for the annual TNA. The Functional Chiefs (FCs), FCRs, Component Functional Community Managers, and Component Functional Community Manager Representatives shall use Competency Directories in accordance with ICD 610 (Reference (c)) when updating ACTEDS Plans for CP-35. The FCR, in coordination with the AG-1 (CP) and the Office of the Deputy Chief of Staff (ODCS), G-3/5/7 will ensure the IC Competency Directory (Reference (c)) is used. The IC Competencies are organized as either Core Competencies or Technical Expertise Competencies.

(1) Core. Competencies that apply universally to all IC employees regardless of agency or element, mission category, occupational group or work category. Clusters of competencies provide the foundation for the performance elements as established for non-supervisory, supervisory and managerial IC employees.

(2) Technical Expertise - Professional Tradecraft. Competencies required for employees in one or more occupations within a particular mission category (e.g., Intelligence Collection and Operations).

(3) Technical Expertise - Subject Matter Expertise. Competencies required for employees in one or more occupations within a mission category, depending on a

particular specialty or assignment. These competencies include substantive knowledge in the disciplines of security (e.g., information, physical and industrial) and intelligence (e.g., Geospatial Intelligence (GEOINT), Human Intelligence (HUMINT), Signals Intelligence (SIGINT), etc.).

c. Coordination of Annual TNA. Whenever possible, Commands shall coordinate their annual TNA with other IC, DoD, and Commands with DCIPS positions in order to identify opportunities for collaboration and fully leverage design and delivery capabilities across DoD and the IC.

d. Prioritizing Professional Development Requirements. After identifying requirements during the annual TNA process, Commands shall prioritize them as follows and forward them to HQDA, ODCS, G-2, Intelligence Personnel Management Office (IPMO):

(1) Priority I. Professional development must be provided during the current year or training cycle. Deferment will adversely affect the mission.

(2) Priority II. Professional development is necessary as part of the systematic replacement of skilled employees through career management or other anticipated work force events. Deferment may adversely affect the mission over the next three to five years (intermediate term).

(3) Priority III. Professional development should be designed to increase the efficiency and productivity of employees who are already competent. Deferment beyond the current year or even beyond the intermediate term is expected to have little adverse mission effect, but may delay improving mission accomplishment.

3. Professional Development Programs. Army DCIPS TE&PD programs are developed based on the annual TNA process described above and utilize a combination of work assignments, formal training and education, and self-development opportunities to meet the goals of Army Civilian Training and Education System (ACTEDS) and Army organizational mission requirements. Commands shall adapt these professional development programs as necessary to account for the diversity and demographic background of Army DCIPS employees. Commands will leverage military, DoD and IC TE&PD opportunities whenever possible for TE&PD and developmental work assignments, such as the National Intelligence University.

a. Minimum Requirements. At a minimum, Army DCIPS professional development programs shall contain the following elements:

(1) Content that is developed and prioritized utilizing the annual TNA process.

(2) Work Assignments.

(3) Formal Training and Education (Long- and Short-Term).

(4) Self-Development Opportunities.

(5) Counseling, Coaching and Mentoring (through formal Army or other Command-specific processes).

b. Consistency. Army DCIPS Professional Development programs should remain consistent across the Commands with DCIPS positions and developed and executed in collaboration with other elements of the IC to the maximum extent possible. Collaborative training should be:

(1) Identified in Command strategic Human Capital plans.

(2) Open to Commands with DCIPS positions and IC elements when this would result in better training, improved mission accomplishment or other benefits or savings to the Government.

(3) Coordinated through the FCR or appropriate Command.

c. Guidelines on Selecting Employees. Commands shall seek the greatest organizational benefits, including the equitable treatment of employees, in selecting and assigning employees to professional development opportunities in accordance with DoD 1400.25, Volume 250 (Reference (d)). When such an opportunity is a prerequisite for a specific position or responsibility resulting in higher pay or to an assignment resulting in higher career potential, selection for the training or learning shall be made on a merit basis in accordance with AP-V 2005 (Reference (l)).

d. Continued Service Agreements. Commands with DCIPS positions will, in accordance with existing Army policy DoD Instruction 1400.25, Volume 2010 and AR 690-950 (Reference (b) and (f)), require Continued Service Agreements for DCIPS employees who participate in professional development programs and activities when circumstances warrant such agreements.

#### 4. Work Assignments.

a. Professional developmental assignments. Professional development assignments are an excellent avenue to gain the depth and breadth of competencies necessary to be highly competitive and attain progressive management and leadership positions of increasing levels of difficulty. Each Career Program (see AR 690-950 (Reference (f))) has an ACTEDS Plan in place which provides roadmaps for advancement and recommends assignments at various grade and experience levels.

b. Details and rotational assignments. Details and rotational assignments will be utilized as professional development opportunities in accordance with DoD Instruction 1400.25 (Reference (b)) and AP-V 2005 (Reference (l)). Commands shall ensure that employees who complete developmental details and rotational assignments are

afforded opportunities to apply their expanded capabilities upon return to their parent organization or Command.

c. Joint Duty (JD) Program. The IC JD Program is an Inter-Service/Inter-Agency rotational program designed to promote a community-wide perspective, bolster IC coordination, and infuse new knowledge and expertise throughout the IC. The program is designed to develop the future leadership of the IC by providing careerists with increased breadth and depth of experience and a broader understanding of IC missions and functions. Upon completion of the JD assignment, careerists are reintegrated back into their parent organization's workforce. See DoD Instruction 1400.36 (Reference (x)) for details.

(1) JD positions shall be limited to those classified at General Grade (GG) 11 and above, as outlined in DoD Instruction 1400.36, ICD 660, and ICPG 660.1 (Reference (x), (y) and (z)).

(2) Employees may receive JD credit in multiple ways following the process in DoD Instruction 1400.36, ICD 660, and ICPG 660.1 (Reference (x), (y) and (z)).

(3) JD certification shall be a requirement for all DCIPS Defense Intelligence Senior Executive Service (DISES) and Defense Intelligence Senior Leader (DISL) positions, as outlined in DoD Instruction 1400.36, ICD 660, and ICPG 660.1 (Reference (x), (y) and (z)).

## 5. Formal Training and Education.

a. Civilian Education System. Army DCIPS employees have the same access to Army Civilian Education System as other Army civilians, and they are expected to participate in course instruction provided through a combination of distributed learning (DL) and resident instruction. See AR 350-1 (Reference (k)) for a complete list and details on these courses.

b. Distance and Distributed Learning. Guidelines on distance, distributed, or e-learning programs (to include Army E-learning, computer based training (CBT)) that address how such training is approved, scheduled, credited to the employee, and incorporated into career-long learning are in accordance with DoD Instruction 1400.25, Volume 2010 (Reference (b)).

(1) Except where limited by law, policy or security classification, Commands shall share training resources and access to distributed learning. Resource collaboration and sharing shall be managed within guidelines on architecture, standards, and integration in accordance with DoD Instruction 1400.25, Volume 2010 (Reference (b)).

(2) Supervisors and managers are responsible for setting guidelines that allow employees duty time to complete required DL portions of Army Civilian Education System courses.

(3) While approved training is authorized during duty hours in accordance with DoD Instruction 1400.25 (Reference (b)), DCIPS employees will not be compensated through compensatory time, overtime, or credit hours for participating in voluntary distance or distributed training beyond their regular tour of duty.

c. Training. Commands with DCIPS positions shall make essential job training available to all employees. Such training shall be occupation or job-specific and designed to complement on-the-job learning.

(1) Commands shall manage foreign language training in accordance with Reference (v) and additional guidance from Under Secretary of Defense Intelligence (USD(I)) or the DoD.

(2) Commands may develop educational programs and professional certification programs, if appropriate, that do not result in accredited academic degrees or accreditation. When doing so, Commands shall establish policies for eligibility, selection and management of employees attending security and intelligence-related education programs in accordance with ICD 610 (Reference (c)), DoD Instruction 1400.25, Volume 410 (Reference (g)) through DoD Instruction 3305.02 (Reference (m)), and DA Pamphlet 690-46 (Reference (w)).

## 6. Self-Development Opportunities.

a. Self-Development Process. Self-development is a planned process involving the leader and the subordinate being developed. It enhances previously acquired skills, knowledge, behaviors, and experience; contributes to personal development; and highlights the potential for progressively more complex and higher-level assignments. Self-development focuses on maximizing individual strengths, minimizing weaknesses, enhancing competencies, and achieving individual development goals.

b. Self-Development Activities. Self-development provides a means to acquire knowledge not developed in the schoolhouse or operational experience and follows the Army's lifelong learning philosophy. Every civilian is responsible for his or her own development. Examples of self-development activities include, but are not limited to:

- (1) Professional reading and writing programs
- (2) Professional conferences (conducted at a government or military facility or institution of higher learning)
- (3) Affiliations with professional organizations
- (4) Correspondence courses
- (5) Self-study

(6) Advanced Civil Schooling (ACS) (off duty)

(7) Community leadership positions that support development goals

c. Self-Development Opportunities. Self-development opportunities made available to employees as a voluntary self-development tool will be undertaken by the employee outside of regular working hours and will not be considered hours of work. These efforts are initiated and usually funded by the employee and are normally completed during non-duty hours; however, on a case-by-case basis, accommodations may be made if an employee wishes to attend an education, training or development activity on duty time if it has the potential of increasing the employee's contributions to the mission.

#### 7. Coaching, Counseling, and Mentoring.

a. Coaching and Counseling. Supervisors and employees shall engage in continuous dialogue throughout the performance evaluation period. The focus should be on progress against performance objectives, events or obstacles that may prevent successful achievement of those objectives, the developmental needs of the employee to increase effectiveness, and on other factors within the control of the employee or supervisor that may contribute to the success of the employee and the organization. Participant feedback is a key to the success of these activities. See APV-2011 (Reference (j)) for documentation requirements.

b. Mentoring. When a formal mentoring program has been established, the mentor and mentee may wish to prepare formal developmental plans. The purpose of the mentee's developmental plan is to describe the suggested developmental assignments, self-development activities and other experiences that the mentor believes will assist the mentee in advancing within the organization. For the greatest effectiveness, both short- and long-range goals should be considered. The mentor and mentee must be careful to coordinate closely with the mentee's immediate supervisor on any developmental suggestions or formal training recommendations to ensure that these are in accordance with supervisory plans for the mentee. See DA Pamphlet 690-46 (Reference (w)) for additional guidance on mentoring.

#### 8. Army DCIPS Developmental Employees.

a. Policies and Procedures. Army DCIPS developmental employees follow the policies and procedures listed in AR 690-950 (Reference (f)) and described under the DA ACTEDS Intern Program. The Army Intern Program meets the criteria in AR 690-950 (Reference (f)) designed to support organizational goals to recruit highly skilled individuals and develop, motivate, and retain a diversified workforce of high performing skilled employees. It applies to DA ACTEDS Interns, entry-level Army DCIPS employees in the first progression level (GG-5 through GG-9); centrally funded or local interns, upward mobility employees, developmental employees, and employees in formal training programs.

b. Professional Development. Professional Development is critical to Army DCIPS developmental employees. As with other Army DCIPS employees, supervisors of developmental employees will establish performance objectives and prepare and IDP within 30 days of the employee's entrance on duty. Objectives will directly align with the organization's strategic goals and mission. Supervisors will ensure the employee's Master Training Plan (MTP) or Master Intern Training Plan (MITP), career maps, and the background of the employee are used when formulating the IDP. When communicating performance objectives to employees, supervisors will fully explain the relationship between an employee's performance objectives and training requirements to the achievement of organizational goals, objectives, and ultimately the accomplishment of the mission.

c. Advancement. Upon meeting the approved criteria for completion of the established course of learning, the demonstration of occupational knowledge, and 12 months of acceptable performance, an Army DCIPS employee in a developmental program shall be advanced noncompetitively to the next grade level of the developmental position or their work category within one year.

d. Performance-Based Compensation. Army DCIPS employees in developmental programs are eligible for performance-based compensation (See APV-2011 (Reference (j))).

9. Senior Leadership Development. Senior leadership development programs are designed to posture Army DCIPS employees at the Senior and Expert work levels for future organizational leadership opportunities. Per AP-V 2005 (Reference (l)), these programs shall be sufficiently formal to justify an appropriate degree of selectivity in choice of participants and to organize the mix of learning approaches that constitutes Defense Intelligence enterprise leadership development.

a. Minimum Requirements. At a minimum, Army Command leadership development programs shall contain the following elements:

(1) Content that is based on Competency Directories in accordance with DoD Instruction 1400.25, Volume 2010 and ICD 610 (Reference (b) and (c)) which provide the principal sources for definitions of competencies required by leaders in the Defense Intelligence enterprise.

(2) Functional learning opportunities, where appropriate.

(3) Academic requirements met through accredited institutions, Department Senior Schools, or other U.S. Government organizations that deliver accredited academic programs on leadership. If a Command uses an academic institution as part of its leadership development program, the institution must be accredited.



(4) Planned assignments (including mandatory, JD, and other details/rotational assignments).

(5) Counseling, coaching, and mentoring (through formal Army programs and/or other Command-specific processes) documented in the IDP.

10. Professional Certification. Certification is the awarding of a credential recognizing that an individual has demonstrated a specified level of knowledge or competence as defined by a professional standards-setting organization. Certification programs support professional development and establish a common body of knowledge within specific occupational job groups.

a. FC and FCR Roles. As the DoD and IC establish professional certification programs, as required in DoD Instruction 3305.02 (Reference (m)), the FC and FCR will:

(1) Promote, review and approve the establishment, implementation, and funding for the programs, where applicable.

(2) Standardize the certification process for all intelligence and security employees throughout Army Commands with DCIPS positions.

b. Requirements. Members of the Army DCIPS workforce will be required to participate in professional certification programs for their specific occupation when established (see DoD Instruction 1400.25, Volume 410 (References (g)), and DoD Instruction through DoD Instruction 3305.02 (Reference (m)) through DoD Instruction 3305.13-M (Reference (u))).

11. Program Evaluation.

a. Impact Evaluation. Army DCIPS Professional Development programs must be evaluated for impact on:

(1) Human Capital and intellectual capital goals.

(2) Organizational and Army mission requirements.

(3) Participation in and implementation of TE&PD programs in overseas commands.

b. Regular Monitoring. The HQDA ADCS, G-2 shall monitor Army DCIPS professional development programs in order to report intellectual capital metrics through established forums.

## GLOSSARY

### DEFINITIONS

Activity Career Program Manager (ACPM). Represents the ACOM CPM at their respective activity or installation and executes the duties as delegated by the CPM.

Career development. A method of obtaining additional knowledge, skills, and abilities within a career program through training, education, assignment, or self-development.

Career field. Includes career program positions (professional and administrative) and also functionally related clerical and technical positions which are grouped together for life-cycle management purposes.

Career Program (CP). Specified occupational series and functional fields grouped together on the basis of population, occupational structure, grade range, and commonality of job and qualification characteristics.

Career program employee. A DA employee whose position has been identified as being covered by an occupational series and functional area in a DA CP.

Career Program Manager (CPM). Responsible for planning, implementation, training and career program management evaluation, monitor compliance with policies and procedures. Reviews and endorses training, education and development applications and monitors and certifies completion of internal training plans.

Chief Learning Officer (CLO). A person given primary responsibility for assuring that an organization's learning needs are met through appropriate training and development or other activities.

Competency Directory. A catalog of key occupational and leadership competencies developed and validated by the Office of the Director of National Intelligence (ODNI) and approved for use in Defense Intelligence Commands by the Under Secretary of Defense of Intelligence (USD(I)).

Continuous Learning. The deliberate process of systematically acquiring knowledge, skill or competencies over the course of a lifetime or career.

DCIPS Advisor. DAs are responsible for providing support to sustain and evolve DCIPS, as well as providing support in the areas of policy/program development, training and leader development, Human Capital processes, strategic workforce planning, strategic Human Capital planning, and Civilian Workforce Transformation. The DA also serves as liaison between HQDA IPMO and the Command, as well as a DA within the Command. DAs understand and promote DCIPS, provide input and relay critical information about civilian human capital issues pertaining to the

workforce, and act as primary resource for Army DCIPS employees to raise DCIPS questions and concerns.

Defense Intelligence Enterprise. The Department of Defense intelligence, counterintelligence and security communities.

Development. Any process that includes training, structured on-the-job learning experiences, and formal education (including academic programs) intended to increase the capacity and proficiency of the individual and the workforce. Developmental programs can also include experiences such as focused coaching, mentoring and planned or rotational assignments.

Developmental objectives. Practical steps and activities needed to provide assistance in achieving short and long-term goals. These are obtainable goals that are specific to improving job performance.

Distance learning. Sometimes called e-learning, is a formalized teaching and learning system specifically designed to be carried out remotely by using electronic communication and offering opportunities in situations where traditional education has difficulty operating. Employees with scheduling or distance problems can benefit because distance education can be more flexible in terms of time and can be delivered virtually anywhere.

Distributed learning. An instructional model that allows instructor, students, and content to be located in different, non-centralized locations so that instruction and learning occur independent of time and place. The distributed learning model can be used in combination with traditional classroom-based courses, with traditional distance learning courses, or it can be used to create wholly virtual classrooms.

Functional Chief (FC). The senior career program official is the functional chief. For example, in the Comptroller Career Program, the functional chief is the senior military officer in the Office of the Assistant Secretary of the Army (Financial Management and Comptroller). The functional chief designates a senior civilian executive to serve as the career program functional chief representative.

Functional Chief Point of Contact. Principle assistant to the FC. Assists the FC and FCR in the execution of their responsibilities to include planning, programming, and budgeting of centrally funded training and development.

Functional Chief Representative (FCR). A senior civilian executive and the principle advisor of the FC. The FCR establishes and provides strategic direction for professional development provides the overall policy framework and approves policy guidance for administration of DCIPS professional development programs.

Individual Development Plan (IDP). A document prepared jointly by the supervisor and employee as part of the annual performance planning process that outlines

development objectives for the employee. IDPs may include training, education, individual coaching, work assignment, or other activities designed to improve the employee's capability within his or her career field.

Joint Duty Program Manager (JDPM). The Joint Duty Program Manager (JDPM) oversees the Army Joint Duty (JD) Program at their organization. Their role is to be the conduit between HQDA, G-2 Career Program Managers and Activities and be the advocate for the JD program in their command to support the IC JD program.

Leadership development. The collective term for programs providing a mix of academic, educational, subject matter and assignment-oriented learning and experience that results in increased capacity in leadership competencies.

Learning Requirements. The validated knowledge, skills and competencies needed to meet mission requirements, as determined by a needs assessment and integrated into the Army Command's strategic planning and strategic Human Capital planning.

Long-term career goals. A plan of action devised to meet future objectives. Long-term career goals integrate short-term career goals (3 years or more).

Performance plan. All of the written or otherwise recorded performance elements, standards, and objectives against which the employee's performance is measured.

Professional Development. The collective term for programs that use a mix of leadership, academic, educational, functional and subject matter training and assignments to enhance and expand individual and organizational competencies in a professional or functional area.

Short-term career goals. A series of near term achievable and measurable objectives that individually and/or collectively contribute to meeting long-term goals (1 to 3 years).

Training Coordinator (TC). Performs professional training coordination functions for a command, activity or agency. Responsible for planning, developing, and implementing training programs for activity or agency employees and for command/activity/agency specific programs.