**Department of the Army**

# Total Army Comprehensive DCIPS Transition Plan

**30 September 2011**

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**Note: Appendix E, Army DCIPS Training Plan for Transition will not be included in the Total Army Comprehensive DCIPS Transition Plan, but will be published under separate cover and released at a later date in the near future.*

## Background

In July 2009, the Army converted its employees from pay grades to pay bands in support of the implementation of the DOD intelligence enterprise Defense Civilian Intelligence Personnel System (DCIPS). Congress and the Secretary of Defense (SECDEF) mandated a review of DCIPS due to concerns about its implementation across the DoD enterprise. The National Academy for Public Administration (NAPA) conducted the review and found the design of the overall DCIPS system sound. However, NAPA made several recommendations for improvement regarding its overall implementation to the SECDEF-- several of which were accepted and implemented. In August 2010, the SECDEF determined it would be best for the DoD civilian intelligence employees (except for those at the National Geospatial-Intelligence Agency (NGA) to remain on, or return to, a graded pay system. Since Army DCIPS employees had already converted to pay bands, they must now transition to DCIPS grades.

## Purpose

a. The purpose of the Total Army Comprehensive Transition Plan is to provide an overview of the process the Army will follow to transition the Army DCIPS workforce from pay bands to DCIPS grades.

b. The objectives of this plan include the following:

- Describe the goals of transition.
- Provide the approach for transition from pay bands to grades with as little disruption to the workforce as possible.
- Describe the process and steps to follow to ensure a successful transition.
- Ensure the stakeholders involved in the transition understand their roles and responsibilities and the level of commitment required.
- Present an illustration to synchronize key activities that must occur before, during, and shortly after the transition from pay bands to grades.
- Identify the other subordinate plans (e.g., Communications Plan, Transition Guidance, and Training Plan) needed to implement the transition strategy.
- Provide a high-level estimate of the cost of this transition.

c. This plan was created to address the transition readiness criteria included in the Readiness Checklist, as found in the DCIPS Transition Guidance. The Readiness Checklist describes the major transition activities that must be completed by the Army and its organizations to prepare for successful transition to DCIPS grades. The Readiness Checklist, mirrors the activities in the Under Secretary for Defense Intelligence (USD(I) Readiness Tool but provides

suggested owners of these activities and dates for completion. Access to the Readiness Tool is granted to Transition Managers (TMs). Information about accessing and updating the Readiness Tool can be found in Appendix C. USD(I) will use the Readiness Tool to monitor Army's readiness for transition.

## Transition Goals

a. Transition goals (i.e., successful outcomes of transition):
   - Highly Successful Program Management Support of Transition Activities
   - Accurate Employee Position Alignment
   - Employee Awareness and Understanding of Transition Process
   - Accurate HR Practitioner Execution of Alignment
   - Effective Infrastructure Support (Communications, Training, and Policy)
   - Leadership Accountability for Local Outcomes

b. These goals can be used to determine if transition activities are contributing to the anticipated outcomes of the transition, and they can help determine if the transition is proceeding according to the plan. Afterwards, these goals can help evaluate if the transition was successful and whether the anticipated outcomes were achieved.

## Stakeholder Roles and Responsibilities

*ASA (M&RA)*

- Lead the revision of all Army DCIPS policies; collaborate with HQDA, DCS G-2, HQDA, DCS G-1, and OGC to ensure the policies have been revised and are ready for publication.

- Secure the leadership support and commitment needed to effect a smooth transition.

*OGC*

- Support ASA (M&RA) and HQDA, DCS G-2 during Army DCIPS policy revision by reviewing all proposed revisions to ensure compliance with all laws and consistency with all Army regulations.

*HQDA ODCS, G-2, IPMO*

- Provide a Project Management oversight function to help facilitate, coordinate and align all of the work streams.
- Provide support to ASA (M&RA) in its role to update Army DCIPS policy.
- Develop and implement the Army transition change management and communications strategy. This includes developing and providing communication support materials to enable Army senior leaders and Transition Managers to effectively communicate to the Army DCIPS workforce.
- Develop an Army DCIPS transition training strategy and materials in collaboration with the Civilian Human Resource Agency (CHRA).
- Work with HQDA, ODCS G-2 Resource Integration to estimate the high-level and detailed costs of the transition.
- Monitor the Army's transition readiness and ensure it is accurately reflected in the USD(I) Readiness Tool.
- Develop a summary briefing to inform USD(I) of the state of the Army's readiness to transition at the appointed time.

*HQDA DCS, G-1, Assistant G-1 (Civilian Personnel) (AG-1(CP)) / Civilian Human Resources Agency (CHRA)*

- In conjunction with ACOMs, ASCCs, DRUs, and AASA, validate position descriptions in preparation for transition.
- Ensure the HR system is ready to accommodate the DCIPS transition by helping to identify HR system requirements and modifications, providing SME expertise, and conducting testing to ensure the HR Information System is ready for the transition. CHRA will work closely with HQDA, ODCS G-2 to ensure the needed tools, such as the DCIPS IA2GG tool, are ready for use by the Commands and CHRA to support the transition.

*ACOMs, ASCCs, DRUs and ASAA*

- Ensure a smooth transition occurs within each command.
- Provide support to ASA (M&RA) in its role to update Army DCIPS policy.
- Provide support to CHRA in its position description validation role.

- Provide support to HQDA, DCS G-2 to develop an accurate assessment of the costs of transition.

- Provide support to CHRA in its role to develop and utilize the IA2GG Tool that will be used to facilitate and track the transition.

*Transition Managers*

- Prepare for and facilitate the transition within their Command.

- Ensure the Transition Strategic Change Management and Communications plan is implemented within their Command.

- Ensure the Transition Training Plan is implemented within their Command.

- Enter information within the template provided by HQDA, ODCS G-2, IPMO to capture costs associated with the transition within their Command.

- Enter status information in the Readiness Tool to demonstrate the Command's readiness to transition by the transition date.

- In collaboration with CHRA, may utilize the IA2GG Tool to facilitate and track the transition of DCIPS employees from pay bands to grades.

## Synchronization Illustration

a. As seen below in Figure 1, the Synchronization Illustration depicts the transition work streams and key stakeholder activities that will support the transition. The timeframe for transition is displayed across the top of the timeline. The work streams are described along the left side of the timeline. The key at the bottom of this timeline is used to determine which organization has the lead role for each work task associated with each work stream.

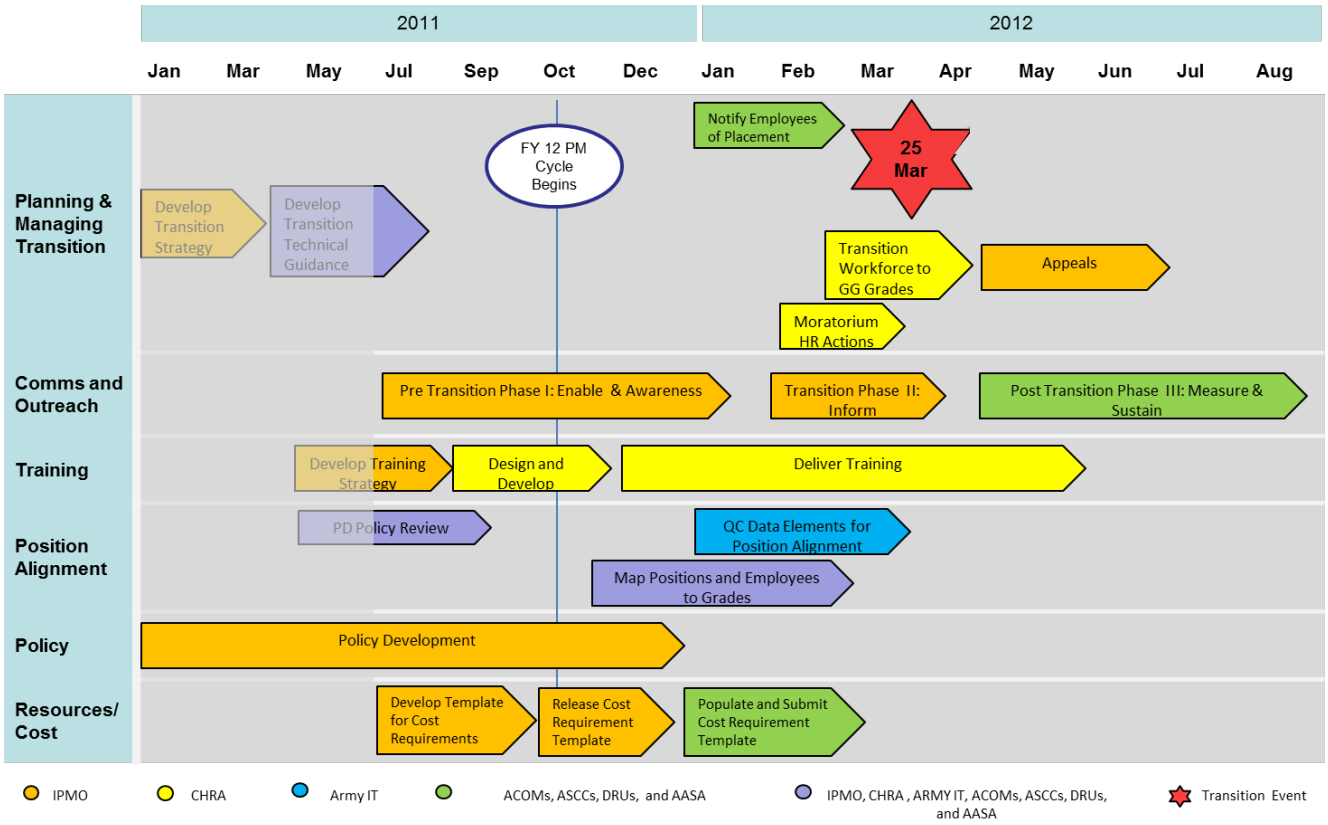


*Figure 1: Army DCIPS Transition Synchronization Illustration*

b. Key (Work Stream Descriptions):

- Planning and Managing Transition – Develop the Transition Strategy and Army DCIPS Transition Technical Guidance (See Appendices C and D) to plan, implement and manage the transition.

- Communications and Outreach – Develop and implement the Army DCIPS Strategic Change Management & Communications Plan (See Appendix A).

- Training – Develop and execute Army DCIPS Training Strategy and Plan (See Appendix E).

- Position Alignment –Validate all of the position descriptions along with managers and supervisors when using the manual review process to support the transition.

- Policy – Revise and update Army DCIPS Policy Volumes (AP-Vs) to support the transition (See Appendix B).

- Resources & Cost – Determine the costs of transitioning Army DCIPS employees from pay bands to grades.

## Readiness Tool and Schedule

The HQDA, DCS G-2 and the commands will use the USD(I) Readiness Tool to prepare for the transition. The Army DCIPS Transition Readiness Schedule contains additional detail that will assist the commands in meeting the requirements of the Readiness Tool.

a. Readiness Tool: The Readiness Tool outlines the major transition activities that must be completed by the Army and its organizations for successful transition to DCIPS grades. USD(I) will use the Readiness Tool to determine if the Army can proceed with transition. Information about accessing and updating the Readiness Tool is found in Appendix C.

b. Army DCIPS Transition Readiness Schedule (cohort to USD(I) Readiness Tool):

- Commands do not need to maintain the Readiness Schedule (only the Readiness Tool). The schedule is provided as a tool to assist in using the Readiness Tool.

- Each DCIPS component is expected to use the USDI Readiness Tool to track its progress towards transition to DCIPS grades. Because the USD(I) Readiness Tool is a summary of required transition activities and is not individualized for each component, the Army IPMO has developed a Readiness Schedule or tracking tool to help each Army organization track its own activities required for transition.

- The purpose of the Army Readiness Schedule is to identify the owner of each task activity with estimated start and end dates and provide a point of reference for each of the activities found in the USD(I) Readiness Tool. Notice that many activities are the responsibility of Intelligence Personnel Management Office (IPMO), with collaboration between CHRA, AG-1(CP) and the commands.

- The IPMO will provide updates to its own list of responsibilities and notify the commands when these activities are completed. Each command can then mark these IPMO, CHRA or AG-1 activities complete, and then update its command responsibilities within the USD(I) Readiness Tool. As each Army organization completes its own list of tasks/activities, IPMO can then track Army readiness for transition.

- USD(I) will track Army readiness for transition based on the Readiness Tool and therefore each command should update its own responsibilities in the USD(I) Readiness Tool. The IPMO will also utilize the TM Teleconference as a mechanism for monitoring commands readiness and addressing any issues that may inhibit the Army readiness to transition on 25 March 2012.

- The Readiness Schedule is found in Appendix D. If you have questions pertaining to the Readiness Schedule, please contact Mark Johnson (Mark.Johnson4@us.army.mil) or Rita Orona (Rita.Orona@us.army.mil) for assistance.

## Reporting Costs of Transitioning to the Defense Civilian Intelligence Personnel System (DCIPS) Graded Structure

*Transition and Maintenance of the System*

The reporting requirements for 2008 remain in effect with some modifications to the earlier reporting format and frequency. The changes are to elements specific to the transition of the workforce to the DCIPS graded structure. The below attachment provides the format for reporting transition costs and is to be used to report both transition costs and follow-on DCIPS operating costs.

*Reporting Frequency*

The first report is due to the Army ODCS, G-2, Intelligence Personnel Management Office (IPMO) 60 days prior to Army's scheduled transition date: 25 March 2012.

Follow on reports are due 80 days following the effective date of the Army's transition, and 20 days after the end of the FY2012. The specific reporting dates and details will be provided in supplemental reporting guidance. Additional reporting requirements may be established as the need is determined. See the **Cost Category** (Figure 1.) for tracking and the **Army Personnel Worksheet for Cost Analysis** (Figure 2.) for reporting format below.

| Type | | Cost Category | Pre-Transition | 90-day Post Transition | FY 12 |
|---|---|---|---|---|---|
| Civilian and Military Labor | 1 | Transition planning and implementation | | | |
| | 2 | New policy planning and implementation | | | |
| | 3 | Training development, support and execution | | | |
| | 4 | IT Systems | | | |
| | 5 | Program Evaluation | | | |
| | 6 | Program Office operations | | | |
| Non-Labor | 7 | Transition planning and implementation | | | |
| | 8 | New policy planning and implementation | | | |
| | 9 | Training development, support and execution | | | |
| | 10 | IT Systems | | | |
| | 11 | Program Evaluation | | | |
| | 12 | Program Office operations | | | |

*Figure 1: Cost Category*

Similar to the implementation costs, the DCIPS transition costs can be grouped into direct and indirect costs. It is Army's intent to track only direct transition costs in accordance with the instructions listed in this guidance above. All organizations should engage their respective Resources representatives to assist in the tracking of the Civilian Pay related actions required during transition. There will be a cost for the alignment of employees to the grade and step during the transition. To ensure the tracking and reporting of DCIPS transition costs is consistent across Army organizations and meets the intent of the reporting guidance, the instructions are provided below and should be used in accordance with the guidance and format provided in this annex.

*Direct Costs*

Army organizations must ensure all direct costs are auditable and can be tracked through their individual command tracking systems. It is the organizations responsibility to prepare detailed instructions for the use of organization specific procedures. Cost reporting for DCIPS should begin with the preplanning for DCIPS transition and end after the final verification of transition in DCPDS and DFAS actions related to the employee alignment. Although most of the cost will

be borne by the G-2, IPMO, it is expected that Army Organizations will experience some of the cost described in the Reporting Categories.

*Reporting Categories*

The categories below are to be used to report only direct cost related to DCIPS. Organizations should break out labor and non-labor (contractor support, TDY, etc.) costs.

Local Army Organization Reporting Categories:

a. Design and Implementation (efforts, including those conducted by organizations and local activities, related to the planning, tailoring , and adapting of DCIPS Transition Issuances)

- Regulations, implementing issuances, conforming policy, and technical reference material development
- Working group activities for transition planning, scheduling, and monitoring
- Communications material (setting up websites, brochures, folders general information sheet, etc.)
- Lessons Learned meetings, conferences, and reports

b. Training Development, Support, and Execution

- Courseware design and development, and component and local adaptations
- Course material production
- Course delivery

(NOTE: Labor costs associated with participation in mandatory DCIPS training are indirect cost as employees are expected to attend training each year. These costs will not be tracked as they would have been otherwise spent for existing personnel systems.)

*Army G-2, IPMO Tracking and reporting Categories*

c. IT System

- Requirements definition of DCIPS-driven modifications to Army HR Systems

- Design, development, coding, and testing or modifications
- Local system modification

d. Program Evaluation (development of metrics, data collection, survey tool, analysis and reporting to assess the effectiveness of DCIPS regulations and implementation)

- Survey design and administration
- Data analysis and reporting
- Note: USD(I) HCMO is charged with tracking overall DoD DCIPS evaluation.

e. Program Office Operations (efforts conducted by the Army G-2, IPMO, Local Army Organizations, and local DCIPS activities)

- Personnel appointed to coordinate DCIPS transition at local level; Program Management Activities
- Detailed employees will be included in Army's reporting under this category

*Labor Cost*

When accounting for labor costs do not forget to include all employees, including DISES/DISLs where applicable and follow these guidelines:

a. Allocation of labor costs

- Do not include the cost of a person who spends less than 50% of his/her time in direct support of DCIPS
- Include one-half the cost of a person who spends between 50%-75% of his/her time in direct support of DCIPS
- Include the full cost of a person who spends more than 75% of his/her time in direct support of DCIPS
- If applicable, labor costs may be allocated across more than one category. (Example: An employee spends 50% of his/her time on DCIPS IT systems modification and 50% on design and transition related to planning, tailoring , and adapting of DCIPS transition issuances.)

- Civilian Labor Costs
- Follow DoD FMR 7000-14R, Vol. 11A, Chapter 1, para. 010203.A, to include the actual hourly rate, the leave and holiday factor, and the Interagency Rate for civilian fringe benefit rate in Chapter 6, Appendix C
- The actual hourly rate will be derived from the Defense Civilian Payroll System (DCPS)
- Military Labor Costs
- Base on civilian equivalency rates as addressed in DoD FMR 7000-14R, Vol. 11A, Chapter 1, para. 010203.A

*Army Personnel Worksheet for Cost Analysis*

Please complete the following information for personnel involved in planning, development and execution of DCIPS Transition to the Graded Structure to include associated activities. This includes template completion, analysis, writing, review, etc.

**Please add more rows as needed.*

| **Individual** | **Mil/Civ** | **Band/GG Grade** | **Time Spent - Unit** | **Time Spent - Amount** | **Activity** |
|---|---|---|---|---|---|
| **(Leave as number-names not required)** | **Select One** | **(Fill in Band/Grade/ Rank)** | **(Fill in Amount)** | **(Fill in Amount as related to Unit)** | **(Fill in Amount)** |
| 1. | | | | | |
| 2. | | | | | |
| 3. | | | | | |
| 4. | | | | | |
| 5. | | | | | |
| 6. | | | | | |
| 7. | | | | | |
| 8. | | | | | |
| 9. | | | | | |
| 10. | | | | | |

*Figure 2: Army Personnel Worksheet for Cost Analysis*

*Legend:*

Grade

Military: provide rank, e.g., 05, WO 2, E- 6
Civilian: provide GG/GS or equivalent grade

Time Spent – Unit

FTE: 260 man-days per year per FTE
Man Months: 21.7 man-days per month
Man Days: 8 man-hours per day
Man Hours: 60 minutes equals one man hour

Activity

Fill in activity performed.
Study Activity: Employee was involved in the preparation of:
activities, e.g. …
Oversight: Employee who provided supervision in the preparation of the plan

**Department of the Army**

# Appendix A

# Strategic Change Management and Communications Plan for Army DCIPS Transition

**30 September 2011**

**Appendix A**

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# EXECUTIVE SUMMARY

The Army Defense Civilian Intelligence Personnel System (DCIPS) Strategic Change Management and Communications Plan (SCMC Plan) describes a comprehensive and detailed approach for the Army DCIPS community as it prepares to transition from DCIPS pay bands to DCIPS General Government (GG) grades on **25 March 2012**. It provides a thorough assessment of the current communications processes and procedures. This assessment then provides a defined mission and sets goals and objectives aligned to the Under Secretary of Defense for Intelligence (USD(I)) Readiness Checklist by leveraging key messages, strategies and tactics.

The Army SCMC plan describes change management and communications tactics and outlines details on executing the plan leading up to and during the transition to successfully meet those objectives. The SCMC Plan outlines the DCIPS communication sustainment and measurement activities that will occur after transition. This plan meets the Total Army Comprehensive DCIPS Plan goal of "Employee awareness and understanding of the Transition Process" and "Effective Infrastructure Support." This plan also aligns to and supplements the USD(I) Change Management Plan for DCIPS transition found on the USD(I) website at:
http://dcips.dtic.mil/documents/Change%20Management%20Plan%20FINAL%20Feb%202011%20(3).pdf

The SCMC Plan begins by describing the current DCIPS situation and establishes the foundation for the plan. This includes background information, guidance from the Director of National Intelligence (DNI) and the USD(I) as well as details of an assessment and data collection of current DCIPS communication methods.

Next, the plan describes how the communications and change management mission will be translated into action. It provides the strategies and tactics to achieve broad goals and measurable objectives and identifies the following key audiences for targeted communications products: Army senior leaders, human resources personnel, DCIPS Transition Managers (TMs), DCIPS managers/supervisors and Army DCIPS employees. This plan outlines what communications support materials will be provided to the key stakeholders who will carry out the transition to DCIPS grades such as Civilian Human Resources Agency (CHRA), Army Commanders (i.e., ACOMS, DRUs and ASCCs) and TMs.

The SCMC Plan is designed for a 15-month period from July 2011 to September 2012. It is divided into three phases: Phase I (Pre-transition – the Enable phase), Phase II (Transition – the Inform phase) and Phase III (Post-transition - the Measure phase):

1. Phase I (1 July 2011 - 31 January 2012) will **Enable** and gain commitment leading up to the transition date from senior leaders and human resources representatives to facilitate a successful transition for Army DCIPS employees. As well as provide awareness and understanding of the rationale behind the transition to support the changes taking place. At the end of this phase CHRA and the CPACs will notify their Army DCIPS employees of their aligned grade level and according to the Army Transition Technical Guidance.

2. Phase II (1 February 2012 - 25 March 2012) will **Inform** and notify Army DCIPS employees of specific transition date information as well as ensuring they are aware of the resources available to them should they have questions.

3. Phase III (26 March 2012 - 30 September 2012) will **Measure** the effectiveness of the SCMC Plan in achieving the goals of transition. An evaluation of the plan will enable the Army to adjust the sustainment communication activities to ensure they are accurate, relevant and valuable.

The SCMC Plan concludes with additional information on leadership roles, information on accessing resources and reporting requirements, the transition communications that meet the Readiness Checklist requirements and finally the Communications effectiveness plan.

# SITUATION

## Background

DCIPS was authorized in the FY 1997 Intelligence Authorization Act, but the flexibilities it contained took on new urgency following the 11 September 2001 attacks on the Pentagon and the World Trade Center. Both the 9/11 Commission and the Weapons of Mass Destruction Commission reports that were prepared following 9/11 and the invasion of Iraq identified disparate personnel policies within the Intelligence Community (IC) as a contributing factor in the perpetuation of a culture that eschewed collaboration across organizational boundaries. Following from those reports and separate Congressional hearings and investigations, the Intelligence Reform and Terrorism Prevention Act (IRTPA) of 2004 was enacted, creating the DNI and directing that the DNI issue personnel regulations that would support and reinforce the Act's mandate to unify the IC.

Since the creation of the DNI, the Defense Department and the Office of the DNI (ODNI) collaborated on the development of a common human capital policy framework that would support unification of the IC, i.e., DCIPS, for non-

Department of Defense (DoD), civilian intelligence agencies and elements. DCIPS continues to provide the common policy framework and uniform performance management approach that underpin the DNI's and the Secretary of Defense's (SECDEF's) mandate to unify the IC in support of the national security mission.

The Army converted to pay bands on 19 July 2009. While policies, guidance and training were made available to Army DCIPS employees, there were concerns about the quality, quantity and consistency of training and messaging, often varying by instructor, command and/or geographic location.

In January 2010, the National Academy of Public Administration (NAPA) was engaged to conduct a review of DCIPS. The National Defense Authorization Act for Fiscal Year 2010 (NDAA FY2010) directed the review and at the same time suspended certain pay authorities, including the base-pay setting portions related to performance until 31 December 2010. The NAPA report (link available at http://dcips.dtic.mil) was delivered in June 2010 and found that the design of DCIPS was fundamentally sound but implementation had been flawed. It addressed in detail DCIPS design, implementation and impact, and made 25 recommendations.

On 3 August 2010, the SECDEF informed Congress that he had considered the NAPA findings and recommendations and would implement several of them, but that he would not accept their recommendation to move forward with implementation of the DCIPS policies linking employee base pay increases to performance in the Defense Intelligence Enterprise (except within the National Geospatial-Intelligence Agency that had been operating under pay for performance for over a decade). As a result, the Army which had converted to the DCIPS pay banded structure, would need to transition to a General Schedule–like grade structure overlaid onto the DCIPS policy framework. In his accompanying action plan, the SECDEF directed the implementation of the following NAPA recommendations:

- Complete and disseminate all DCIPS governing policies in the context of his decision.
- Prepare and publish a comprehensive change management plan.
- Establish a Program Office within the office of the USD(I) (OUSD(I)) with overall responsibility for implementation of DCIPS within the Department of Defense.
- Address performance management.
- Conduct and assess equity analysis.
- Provide regularized oversight and reporting.

DCIPS is currently operating in the Army with DCIPS Interim policies in place.

DCIPS Interim policies provided an alternative policy for pay issues during the NDAA mandated suspension of certain pay authorities. While the suspension period has ended, USD(I) and the Army have decided to continue under DCIPS Interim policies until the transition to DCIPS grades has occurred. With the DCIPS Interim period and the suspension that prevented pay increases directly tied to an employee's overall rating of record, there is a lack of clear identity of DCIPS as a pay-for-performance system. This, combined with the pending transition to DCIPS grades, has the workforce understandably questioning the future of DCIPS.

## Director of National Intelligence (DNI) Guidance

It is the DNI's intent to implement common human capital management practices to unify the IC in support of the national security mission.

## Under Secretary of Defense for Intelligence (USD(I)) Guidance

The Army SCMC Plan aligns with USD(I)'s guidance and key messages. In addition, it meets the requirements listed in the USD(I)'s Transition Readiness Checklist (see Annex C).

It is the USD(I)'s intent that DCIPS will:

- Unify the Defense Intelligence Enterprise under a single personnel system founded in a performance culture.
- Focus on performance management as its cornerstone.
- Provide a transparent personnel process that aligns employee performance expectations with organizational objectives to drive mission success.
- Provide a level playing field across the enterprise that enables mobility and agility of the workforce in support of mission.
- Support employee development across organizational lines.
- Provide the means to identify, develop, and leverage the talents of the workforce to continuously improve the performance of intelligence support to the nation.
- Move from "what's best for the component" to "what's best for the enterprise."
- Be flexible enough to evolve as needed through natural evolution or DoD, IC or Congressional direction.

USD(I) Communications Objectives for DCIPS:

- Create a common language around the meaning of “performance culture” and how DCIPS and performance management are the foundation of that culture.
- Demystify and promote acceptance of the flexibilities and opportunities offered by DCIPS.
- Provide opportunities for a two-way dialogue and encourage participation of all those involved in the way forward.
- Foster management practices that will establish the intelligence components as “employers of choice” for highly-skilled intelligence professionals.
- Recognize that the DCIPS way ahead takes into account the lessons learned from the termination of the National Security Personnel System (NSPS), human capital best practices and the direction that the DNI is moving with IC Performance Management.
- Focus on visible and active leadership engagement.
- Instill the importance of collaboration across the IC and DoD.
- Identify the key audiences impacted by the refocusing of DCIPS and design, develop, and deliver messages and tools that support them. Provide the necessary knowledge to enable employees, executives, managers, supervisors and human resources (HR) practitioners to meet their responsibilities in understanding, implementing and administering DCIPS.
- Define the support offered by the DCIPS Program Executive Office (PEO) and the responsibilities of the components.
- Build upon successful communication efforts and activities from the last two years.

USD(I) will conduct the following tasks in support of DCIPS transition to GG grades:

- Develop and maintain a DCIPS communications plan (published January 2011).
- Develop key messages for communications and marketing.
- Design and produce communications, marketing, and training materials.
- Host DCIPS boards and working groups.
- Maintain DCIPS websites on three platforms: JWICS, SIPRNET and NIPRNET.
- Maintain online forums for DoD Intelligence components to provide status updates and share DCIPS information.
- Provide a core set of communication documents, including printed materials and briefing templates.
- Provide consolidated status reports to various audiences as needed.

- Coordinate with OSD Public Affairs to communicate with external stakeholders.

## Assessment and Data Collection

The Army has developed this plan by observing, collecting and analyzing current DCIPS communications processes and procedures from multiple sources including the following: TM Teleconferences, Headquarter Department of the Army (HQDA), Office of the Deputy Chief of Staff (ODCS) G-2, Intelligence Personnel Management Office (IPMO) Subject Matter Experts (SMEs), the DCIPS website FAQs, USD(I) Communications Working Group meetings, USD(I) research and analysis, USD(I)-sponsored DCIPS conference (held in Southbridge, MA in January 2011) and the Communications Effectiveness Survey administered to TMs which was conducted at the DCIPS conference.

Understanding current communications channels and mechanisms is fundamental to developing an effective communications plan and supporting the Army's transition to DCIPS GG grades. Understanding which communications are effective and identifying deficiencies can help shape the Army DCIPS way ahead and sustainment.

To evaluate the results of this Army DCIPS Transition SCMC Plan, the following activities will take place: a communications assessment (outlined below) and an Army DCIPS Employees Communications Effectiveness survey administered pre- and post-transition to GG grades.

## Communications Assessment

The following Communications Assessment chart presented below:

- Reviews the current state of communications for Army DCIPS.
- Identifies current communications methods / vehicles and frequency of use.
- Analyzes the effectiveness of these communications.
- Identifies opportunities to leverage existing channels to support Army DCIPS transition to grades.

| Comms Methods | Frequency | Advantages | Disadvantages | Opportunities | Assessment |
|---|---|---|---|---|---|
| EYE Newsletter | Bi-Monthly | ▪ Targeted and tailored content<br>▪ Relevant and timely content<br>▪ Key leadership tool<br>▪ Vehicle for employees to receive consistent information | ▪ Dissemination challenges<br>▪ "Another" email to read or delete<br>▪ Irregular publication intervals<br>▪ Cannot ensure Army DCIPS employees are reading the EYE Newsletter or that it is being pushed down from Senior Leadership to the employee level | ▪ Determine Army DCIPS employee gaps (i.e., identify employees who are not receiving the EYE and general DCIPS information). | Overall the most effective existing communication method. However, the EYE could be much more effective if it was published on a consistent basis (i.e., each month NLT a certain date). |
| TM Tele-conference | Bi-weekly | ▪ Targeted and timely topics can be presented<br>▪ Forum for TMs to ask questions, discuss concerns or make requests/ recommendations to HQDA, ODCS G-2, IPMO | ▪ Live teleconferences are held inconsistently, while virtual telecons do take place<br>▪ Cannot ensure messages are being pushed down to the Army DCIPS employees | ▪ Key communications vehicle in which to gain buy-in and commitment from TMs (i.e., Transition Change Agents).<br>▪ The Readiness Checklist will be used as the Agenda for the bi-weekly call during transition. The forum will be used to manage and track TMs on their Readiness Activities and determine additional support required. | Live teleconferences need to occur more consistently. Topics should be solicited from TMs ahead of each call. Agendas should be issued ahead of the call. |

| Comms Methods | Frequency | Advantages | Disadvantages | Opportunities | Assessment |
|---|---|---|---|---|---|
| Direct email – HQDA, ODCS G-2 IPMO to TMs | Infrequent | ▪ Provides authoritative & influential messaging to DCIPS employees | ▪ Messaging is infrequent and not timely<br>▪ Cannot ensure messages are being pushed down to the Army DCIPS employees | ▪ If this messaging was more frequent, it would create buy-in and commitment to these Command Change Agents for transition. | This is a key communications method for the DCIPS transition to grades and should be leveraged. |
| G-1 / HR Comms | Often | ▪ Provides authoritative & influential messaging to DCIPS employees | ▪ Rarely DCIPS related<br>▪ Cannot ensure messages are being pushed down to the Army DCIPS employees | ▪ If this messaging could incorporate more DCIPS topics, it would offer stronger influence to Army DCIPS employees.<br>▪ Encourage G-1 to take a more visible role and take more responsibility for reinforcing DCIPS is not an Intel system but a Human Capital personnel system. | This is a key communications method for the DCIPS transition to grades and should be leveraged. |
| Leadership Memo (G-1, G-2, ASA (M&RA),etc. | Rare / as needed | ▪ Provide authoritative & influential messaging to DCIPS employees<br>▪ Is a vehicle for employees to receive consistent information | ▪ Cannot ensure messages are being pushed down to the Army DCIPS employees | ▪ If this messaging could be used more it would help to gain better Leadership buy-in and commitment on DCIPS and to DCIPS employees. | This is a key communications method for the DCIPS information and should be leveraged for the transition to grades. |
| Army DCIPS Website | As needed | ▪ Primary DCIPS data source for DCIPS employees<br>▪ Provides a platform to push out consistent information<br>▪ Easily accessible | ▪ Untimely DCIPS updates | ▪ If the website was updated more regularly with DCIPS information and was more user friendly, it would drive employees to the site more and alleviate field calls to HQDA, ODCS G-2 IPMO. | This is a key data source for DCIPS information and should be updated more timely for transition and be reorganized to be more user friendly. |

| Comms Methods | Frequency | Advantages | Disadvantages | Opportunities | Assessment |
|---|---|---|---|---|---|
| Command Townhall Meetings | Rare/ as needed | ▪ Ensures Army DCIPS employees are obtaining key consistent information<br>▪ Shows leadership supports DCIPS and is engaged in employee career development<br>▪ FAQs can be answered real-time<br>▪ Reaches larger audiences | ▪ Frequency is not consistent<br>▪ Cannot ensure accurate information is being presented | ▪ More consistent TownHall scheduling will demonstrate leadership engagement and accountability<br>▪ Provides employees with real-time answers to pressing DCIPS questions. | This is a key information platform and should be leveraged more often.<br>HQDA, ODCS G-2 IPMO should provide templates and key data points to Command leadership to ensure accurate information is being disseminated.<br>Town Halls also provide direct contact with supervisors and employees and demonstrate leadership attention and commitment |
| South-bridge Conference | Annually | ▪ Reaches Command Change Agents including HR staff<br>▪ Accurate and consistent information is presented | ▪ Cannot ensure messages are being pushed down to the Army DCIPS employees | ▪ Creates a forum for DCIPS Command Change Agents to share and collaborate best practices and obtain consistent messaging. | This is an effective communications event. |
| TM Summit | Annually | ▪ Reaches Army Command TMs | ▪ Cannot ensure messages are being pushed down to the Army DCIPS employees | ▪ TMs receive consistent messaging<br>▪ Creates a forum to get specific FAQs answered directly from G-2. | This is an effective communications event.<br>TM Summits should occur more frequently and they should transition to broader topics such as career development, training, etc. |

## SWOT Analysis

The following Strengths, Weaknesses, Threats and Opportunities (SWOT) have been identified:

| STRENGTHS | WEAKNESSES |
|---|---|
| • Army's internal communications resources / existing communications methods<br>• TMs in place<br>• Adaptive workforce<br>• "Captured Audience" – the Army can direct attendance or participation in specific venues for communication or training sessions | • Geographically dispersed population<br>• Diverse population / different Career Programs (CPs)<br>• Confusion related to DCIPS INTERIM<br>• Uncertainty as a result of the suspension of the pay-for-performance provisions of DCIPS by the NDAA FY2010<br>• Confusion, distrust, anger and change "fatigue" within the workforce due to multiple changes to DCIPS in past two years |
| **OPPORTUNITIES** | **THREATS** |
| • Develop and implement a comprehensive Strategic Communications Plan for the transition to grades and beyond<br>• Utilize proven change management methodologies to help shape Army culture to the desired end state<br>• "Re-brand" through competent and transparent execution of the transition to grades<br>• Create a strong link of DCIPS to the IC in DCIPS messages moving forward<br>• Continue to use the Lessons Learned from the DCIPS Conversion to make improvements to DCIPS Communications moving forward | • Decentralized communication structure erodes / distorts messages<br>• Emerging factors cause a delay in transition eroding the credibility of communications messages<br>• Failing to follow a comprehensive plan results in continuing misunderstanding among the Army DCIPS workforce |

# MISSION

The HQDA, ODCS G-2 IPMO will plan and conduct strategic communications and implement change management best practices to support the Army DCIPS transition from pay bands to GG grades from 1 July 2011 to 30 September 2012.

# EXECUTION

## Purpose

The purpose of this SCMC Plan is to inform and engage the Army DCIPS community, to include senior leaders, human resource managers, DCIPS managers/supervisors, TMs and employees, so they will understand the DCIPS transition to grades.

## Method

Army developed this SCMC Plan with proven transformation change management methodologies to provide Army DCIPS employees with clear, transparent and consistent information to support the successful transition to DCIPS grades. These methodologies are tailored to meet the SCMC Plan's strategic goals and focus on three key transformational areas: 1) **Communication** 2) **Leadership Alignment and Stakeholder Engagement** and 3) **Culture**.

1. **Communication -** Broad strategies and specific tactics incorporating the following best practices:

- **Think high-touch, not high-tech**. Make a deliberate effort to connect leaders with employees and empower managers and supervisors to discuss the impeding changes with authority.
- **Acknowledge the past**. Effective leaders know that change never stops. But, they acknowledge the past changes and then clearly articulate how the different initiatives fit together to help achieve a shared goal.
- **Reach beyond the workforce**. Identify and engage every relevant stakeholder group. Don't just focus on employees.
- **Experience beats communication every time**. Actions speak louder than words, so get people directly involved in the transformation process.
- **Establish an interactive dialogue.** Two-way communication can help confirm that the audience received and understood the message.
- **Get the story straight.** Be sure to deliver consistent messages to every group-both inside and outside the organization.

2. **Leadership Alignment and Stakeholder Engagement -** Broad strategies and specific tactics incorporating the following best practices:

- **Influence the influencers**. Identify people within each stakeholder group who command the most respect and get them involved as champions or Change Agents for the Army way ahead.
- **Strive for real commitment**. Understand employee's needs and aspirations – and then make a concerted effort to accommodate them.
- **Equip Leaders to drive transformation**. Equip leaders with the unique knowledge and skills needed to help their people get through this challenging period. Make leaders the role models for the desired behavior.
- **Recognize there may be winners and losers**. The success of transformation varies from one stakeholder group to the next, and some may not be happy with the outcome. Understand, engage and inform all stakeholders.

3. **Culture -** Broad strategies and specific tactics (e.g., using the Army institution to continue to drive towards a Performance Culture). The SCMC plan is not intended to change the Army DCIPS culture. Along with communicating the transition; the SCMC Plan is intended to promote positive views of DCIPS and with a performance-based personnel system. These views will be determined from the results of the Army DCIPS employee Communications Effectiveness survey pre and post transition, as well as data from the Program Evaluation focus groups and incorporated into sustainment communications that include the following best practices:

- **Focus on the things that really matter**. An effective culture is one that creates sustainable organization value, differentiates and supports the unique requirements of the organization to help achieve mission goals.
- **Be consistent**. Things that drive behavior and culture must align with one another. Misalignment simply confuses employees.
- **Understand the existing culture**. Work with key leaders and stakeholders to determine the desired culture. Identify the key drivers of the current culture and then develop initiatives to help shift or align them with the desired culture of the future.
- **Reinforce**. Align all people related initiatives – particularly, rewards and incentives – to help foster the new culture. Establish the right leadership models and introduce new words and vocabulary that highlight the desired behavior.
- **Don't forget about sub-culture**. Culture varies across an organization and each sub-culture should be understood and accommodated.

## End State

At transition, the Army DCIPS community (to include senior leaders, human resource

managers, TMs, DCIPS managers/supervisors and DCIPS employees) will understand, support and be prepared to respond to the changes associated with moving from a pay banded structure to a GG graded structure. After transition, during Phase III, HQDA, ODCS G-2 will continue to provide support materials for the Army DCIPS community about the professional development and flexibilities inherent within DCIPS to support an employee's career.

## Key Tasks

The HQDA, ODCS G-2 IPMO could conduct the following change management and communication activities to support transition by performing the following tasks:

- Partner with USD(I) and oversee DCIPS communications.
- Hold bi-weekly TM Teleconferences to provide transition status and determine what support Command TMs require.
- Ensure integration with all aspects of DCIPS communications within the Army.
- Plan and execute communications and marketing activities, ensuring outreach to and inclusion of all Army DCIPS employees.
- Communicate regularly to Command Senior Leadership to ensure commitment to carrying out the transition.
- Develop support materials and tools in which to enable Command Senior Leadership to implement transition.
- Collect feedback and work with USD(I) to revise plans as necessary.
- Respond to inquiries generated through the DCIPS website.
- Actively participate in sharing DCIPS-related information with other DoD Intelligence Components.
- Keep online forums (e.g., the Army DCIPS website) updated.
- Oversee strategic communications roll-out to internal and external audiences as required.
- Customize USD(I)-produced communication documents as necessary.
- Engage available local support as appropriate (e.g., communications, training)
- Coordinate Virtual Teleconferences (VTCs) and Podcasts for HQDA ODCS G-2 Leadership.
- Communicate on the updated training tools developed for the DCIPS transition and continue communicating on DCIPS sustainment training after transition.

## Phases of the Operation

The SCMC Plan will be implemented over a 15-month period and is divided into three phases: Phase I (Pre-transition – the Enable phase), Phase II (Transition – the Inform phase) and Phase III (Post-transition - the Measure phase).

**Phase I: Enable (Pre-transition)**

Phase I will **Enable** and gain commitment from senior leaders and HR representatives to communicate and carry out the transition with tools and messaging, as well as ensure awareness of the transition to DCIPS employees to GG grades. Phase I begins in 1 July 2011, 9 months before the transition date and ends 31 January 2012, approximately two months prior to transition. This phase will focus on Command leadership alignment/commitment and provides tools and materials to support leadership and increase DCIPS employee awareness of transition. Also, HQDA ODCS G-2, IPMO will conduct a formal readiness review with USD(I)/HCMO 45 days prior to planned transition.

During this phase, key messages will be communicated and the following activities take place:

- Issuance of ASA(M&RA) Memo to USD(I) reporting the Army's readiness for transition.
- Issuance of the G-1/G-2 Leadership Memo alignment as a united front on the transition and describing the purpose, key milestones, and the way ahead for DCIPS Transition.
- Delivery of Transition Key Messages Matrix guidance for Command-level communications to ensure consistent messaging throughout the transition.
- Publication of transition awareness articles in the bi-monthly employee EYE Newsletters.
- Updates to the DCIPS website with transition status information.
- Delivery of CHRA transition Job Aids.
- Delivery of a TM Tool Kit for transition (Talking Points, Town hall template, Leadership Memo, Key Messages Matrix and Job Aids) to assist with Command-led Town Halls.
- Updating the Readiness Tool suspense dates and confirming TMs have access to and use of the Readiness Tool. Determine what additional support TMs require during the bi-weekly TM Teleconferences.

**Phase II: Inform (Transition)**

Phase II will be conducted to **Inform** Army DCIPS employees, ensuring they are aware of the transition. Commands should be notifying their DCIPS employees of their GG grade upon transition. It will be initiated on 1 February 2012 and ends on 25 March 2012 (the transition date). During this time, key messages are communicated and the following activities take place:

- Issuance of ASA(M&RA) memo to USD(I) certifying readiness for transition 15 days prior to transition.
- Develop transition update articles in the bi-monthly employee EYE Newsletters.

- Issuance of the Leadership Memos on transition date and status.
- Post FAQs to the DCIPS website as needed.
- Administration of the Army DCIPS employee communications effectiveness survey (pre-transition). See **Annex D** of this plan for detailed information.

**Phase III: Measure (Post-transition)**

Phase III will be conducted to **Measure** the effectiveness of the SCMC Plan in achieving the communication goals of transition. An accurate evaluation will enable the Army to adjust the SCMC Plan as necessary to ensure success. It starts one day after the transition (26 March 2012) and ends at the end of fiscal year 2012 (30 September 2012). During this time, key messages will be communicated and the following activities take place:

- Issuance of the G-1/G-2 memo to DCIPS employees on transition success and way forward.
- Administration of the Army DCIPS employee communications effectiveness survey (post-transition).
- Post FAQs to the DCIPS website as needed.
- Develop DCIPS grade update articles to include in the bi-monthly employee EYE Newsletters.

## Goals and Objectives

The goals of the SCMC plan, which align to the Total Army Comprehensive DCIPS Transition Plan, are:

1.) Employee awareness and understanding of the transition process.
2.) Effective infrastructure support by providing communications, training and policy.

These goals will be achieved by meeting the communication activity objectives per the USD(I) Readiness Checklist (see **Annex C** of this plan).

## Strategies and Tactics

The following section outlines the strategies and tactics used to achieve the goals and objectives of the Army DCIPS transition to GG grades:

**Strategy 1**: **Leadership Communications**.

Tactics: HQDA, ODCS G-2 IPMO will issue communications about transition. Also, HQDA G-1/CHRA/ASA M&RA may issue transition communications as necessary.

IPMO will develop and deliver the TM Tool Kit to provide Command-led messaging materials for senior leaders to issue communications and hold Town Halls and Brown Bag sessions explaining and / or supporting the transition. These communications and communication events should be targeted to the entire DCIPS workforce (to include Commanders, human resources personnel, TMs, DCIPS managers/supervisors and DCIPS employees).

**Strategy 2: Army Stakeholder support**

Tactics: HQDA, ODCS G-2 IPMO will collaborate with key stakeholders and provide transition support materials which will consist of communications and job aids as planned or on an as needed basis.

**Strategy 3: TM support**

Tactics: The HQDA, ODCS G-2 IPMO will hold regular TM teleconferences to determine what additional transition support materials are required and provide HQDA, ODCS G-2 status.

**Strategy 4**: **Army DCIPS Employee Engagement**.

Tactics: To keep DCIPS employees engaged and aware of transition HQDA, ODCS G-2 IPMO will develop transition articles and publish in the bi-monthly employee EYE Newsletter; post FAQs to the DCIPS website as necessary; conduct an Army DCIPS employee communications effectiveness survey pre and post transition to measure the success of the Army DCIPS Transition SCMC Plan and make adjustments to this plan if necessary.

# SERVICE AND SUPPORT

Specific products will require printing and dissemination to Army DCIPS employees. Commands are encouraged to disseminate products in an electronic format to reduce costs when feasible.

# COMMAND AND SIGNAL

## Transition Leadership

USD(I). The USD(I) Human Capital Management Office (HCMO) serves as the Program Executive Office (PEO) for overall DCIPS transition. As the PEO, HCMO will:

- Lead the planning and implementation of DCIPS transition.
- Assess the readiness of Army DCIPS to transition to grades.

HQDA, ODCS G-2, IPMO. The HQDA, ODCS G-2 IPMO will manage the transition to grades for Army DCIPS. The HQDA, ODCS G-2 IPMO will:

- Develop appropriate and effective change management and communications products that align to USD(I)'s Transition Guidance and the Change Management and Communications Plan.
- Manage the implementation of the Army DCIPS SCMC Plan.
- Assess the readiness of the Command through compliance with the USD(I) Transition Readiness Tool (i.e., ACOMs, ASCCs, DRUs and AASA) to transition their DCIPS employees from pay bands to GG grades.

Commanders. Commanders (ACOMs, ASCCs, DRUs and AASA) with support from their TMs are responsible for executing a successful transition within their command. In addition, they will:

- Report their transition readiness status using the Transition Readiness Tool.
- Ensure the leaders and Army DCIPS personnel within their Command are informed of transition, as well as other DCIPS updates as required (Commanders are encouraged to utilize their TMs as appropriate).
    - HQDA, ODCS G-2 IPMO will coordinate with Command TMs through the bi-weekly TM Teleconferences the transition readiness items per the Readiness (Tool) Dashboard.

### Accessing Communications Products

Additional information on Army DCIPS and transition will be posted on the Army DCIPS website (http://www.dami.army.pentagon.mil/site/dcips/).

## CONCLUSION

The successful implementation of the DCIPS transition to grades will be supported by a sound, well-executed SCMC Plan. The Army SCMC Plan for the transition as described in detail above provides a solid communication framework and approach to meet the Total Army Comprehensive DCIPS Transition Plan goals and objectives and comply with the DCIPS Transition Guidance issued by USD(I).

## Annex A - Transition Key Messaging Matrix

See **Annex A** attached.

# Annex B - Communications Schedule / Synchronization Matrix

See **Annex B** attached.

# Annex C– Transition Readiness Checklist – Communications:

The Under Secretary of Defense for Intelligence (USD(I)) has provided a Transition Readiness Checklist to assist the Defense Intelligence components in meeting the requirements below. See Appendix D (Army DCIPS Readiness Schedule) or Total Army Comprehensive DCIPS Transition Plan for a schedule of these activities.

1. "Is your component's formal DCIPS Transition Communications Plan aligned to the USD(I)'s Communications and Change Management Plan and completed?" (**Readiness Checklist (RCL) 1**)

- Army DCIPS compliance: This plan is aligned to and supplements the Under USD(I) Change Management Plan for DCIPS transition through the goals and objectives outlined in the Total Army Comprehensive DCIPS Transition Plan and the communication activities outlined in Key Tasks on page 14 of this plan.

2. "Have your component Senior Leaders communicated their support and direction for the DCIPS Transition in a manner aligned to USD(I) and Departmental guidance?" (**RCL 2**)

- Army DCIPS compliance: The HQDA, ODCS G-2, IPMO will provide communication support materials to key stakeholders. Command Leadership communicate their support and direction for transition by the Readiness Schedule dates and will use the USD(I) Readiness Checklist to track status of these activities.

3. "Have all required communication events been planned for, scheduled, and included in your component transition program plan?" (**RCL3**)

- Army DCIPS compliance: The HQDA, ODCS G-2, IPMO has developed this SCMC plan and developed plans for communications events by the Readiness Schedule dates and will use the USD(I) Readiness Checklist to track status of these activities.

4. "Have communications focal points been identified in subordinate elements or commands and; are reporting lines established to ensure oversight of all communication activities?" (**RCL 4**)

- Army DCIPS compliance: The HQDA, ODCS G-2, IPMO will provide communication support materials to key stakeholders. Command Leadership will

engage in transition communication activities by the Readiness Schedule dates and use the USD(I) Readiness Checklist to track status of these activities.

4.1 "Have e-mails or other personal communication vehicles been planned to send to all employees to provide details on the transition and how it will affect them?" (**RCL 4.1**)

- Army DCIPS compliance: The HQDA, ODCS G-2, IPMO will provide communication support materials to key stakeholders. Command Leadership will issue local/personnel communications by the Readiness Schedule dates and use the USD(I) Readiness Checklist to track status of these activities

4.2 "Are All-hands events planned and scheduled throughout the component and subordinate elements?" (**RCL 4.2**)

- Army DCIPS compliance: The HQDA, ODCS G-2, IPMO will hold an Army DCIPS Town Hall during Phase I of the SCMC plan. As well, HQDA, ODCS G-2, IPMO provide communication support materials for Command Leadership to hold local events by the Readiness Schedule date and use the USD(I) Readiness Checklist to track status of these activities.

4.3 "Have local publications, websites, and other communication media been developed and made available to employees throughout the component to maintain ongoing communication on transition?" (**RCL4.3**)

- Army DCIPS compliance: The HQDA, ODCS G-2, IPMO will issue Leadership Communications, EYE Newsletter articles, make FAQ updates to the DCIPS website as necessary during Phase I of the SCMC plan. As well, HQDA, ODCS G-2, IPMO provide communication support materials media for Command Leadership to issue local communications by the Readiness Schedule date and use the USD(I) Readiness Checklist to track status of these activities.

5. "Has USD(I) reviewed and approved your component communications plan?". (**RCL 5)**

- Army DCIPS compliance: Once the SCMC Plan is finalized it will be forwarded to USD(I) PEO and uploaded to the Readiness Checklist dashboard.

# Annex D– Army DCIPS Communications Effectiveness Survey

The measurement goal of the SCMC plan is to determine the success of our planned transition communication activities. Therefore, the HQDA ODCS G-2, IPMO will conduct a DCIPS employee-wide communication effectiveness survey to obtain employee

understanding of transition messaging issued for the transition.

The survey is web-based and will be posted as a link on the DCIPS website. The dates of the survey will be announced well in advance through various channels such as the EYE Newsletter. Instructions on the survey will be provided once employees take the survey.

The pre-transition survey session will be administered from approximately 7 November 2011 – 21 November 2011 (i.e., Phase I). The post-transition survey session will be administered from approximately 11 June 2012 – 25 July 2012 (i.e., Phase III). (These dates subject to change.)

After the completion of each survey session, the HQDA ODCS G-2, IPMO will collect the data and analyze the results. The effectiveness of transition communications will be determined by gauging the overall level of employee understanding of transition. The findings will be analyzed for each session then compared between Phase I and Phase III. Adjustments to communications, training and outreach will be made after analyzing the results.

The key survey objectives are to:

- Gauge Army DCIPS employee awareness and understanding of the transition before and after the transition to grades.
- Identify any DCIPS topic gaps or deficiencies to make improvements in future communications.
- Understand what topics are most relevant to Army DCIPS employees.
- Encourage Army DCIPS employee buy-in by providing the means to provide feedback to HQDA ODCS G-2, IPMO.
- Provide senior leaders with employee feedback on DCIPS transition communication effectiveness.

# Transition Key Messages Matrix

| Stakeholder Group | Roles & Responsibilities | DCIPS Human Capital Functional Area | What is the change? | Key Messages per Stakeholder | Desired Outcome/ Objective | Comms Products *(FAQs, Quick Reference Guide, Job Aid, EYE Newsletter, Leadership Memo, Townhall Brief, Email to TMs, TM Telecon)* |
|---|---|---|---|---|---|---|
| **Employees** | Understand DCIPS occupational structure, to include work levels and grades.<br><br>Ensure position descriptions accurately reflect job duties.<br><br>Understand Army DCIPS is part of a larger DoD IC system. | Occupational Structure, Employment and Placement, Introduction and/or Performance Management | Pay Bands will transition to GG Grades. | 1. The DCIPS Transition is a position-based transition. Upon transition, DCIPS occupational structure will not change except for the fact that Pay Bands will transition to GG grades. Work levels will remain the same.<br><br>2. Performance objectives (POs) will align to grades as well as other elements of DCIPS occupational structure, to include mission category, work category, work level, DCIPS grade, title and series. It is important to ensure your position description accurately reflects your duties and responsibilities.<br>**The use of manual transition promotes the integrity of the process (i.e., Quality Control (QC) of POs). The same transition standards are applied to all employees, which allows for fair, consistent and accurate PDs or Job Duties for all employees.<br><br>3. There will be no loss in pay (if pay does change, it will actually be a slight increase to align the employee with a step).<br><br>4. The DCIPS Transition is an IC Enterprise effort, except for NGA.<br><br>5. Work levels tie back to employee performance.<br><br>6. The Performance Management (PM) process will stay the same with Transition.<br><br>7. The continued benefits of DCIPS:<br>*Career opportunities across the DoD IC and the Army Intel Community.<br>*Aligns individual work with mission and organizational goals.<br>*Communicates the link between employee contributions and meeting organizational goals.<br>*Distinguishes levels of performance and recognition.<br>*Acknowledges and rewards performance results.<br>*Provides career development opportunities (i.e., a Joint Duty Assignment). | Employees should be aware that the only change is that Pay Bands will be transitioned to GG Grades. Employees will be notified 30-60 days before transition via notification letters and account on MyBiz. | EYE Newsletters, FAQs, Townhall Brief, Email from each TM, Leadership Memos, a Work Level Pay Band to GG Graphic, and the Civilian Personnel website. |
| **HR Practitioners** | Understand Transition Guidance and how their DCIPS employees will be impacted (and that they will have an end-to-end instruction manual on how to execute the transition.)<br><br>Accurately convey information in the Transition Guidance (i.e., tools, timeline, basic transition procedures). | Occupational Structure and/or Employment and Placement | Pay Bands will transition to GG Grades. | 1. The material in Army DCIPS' Transition Guidance is based off the NSPS Transition Guidance, so the material should be familiar. | HR Practitioners should be able to direct employees to the appropriate resources for further information. | FAQs, list of available resources (i.e., toolkits), and hold a special HR call on transition. |

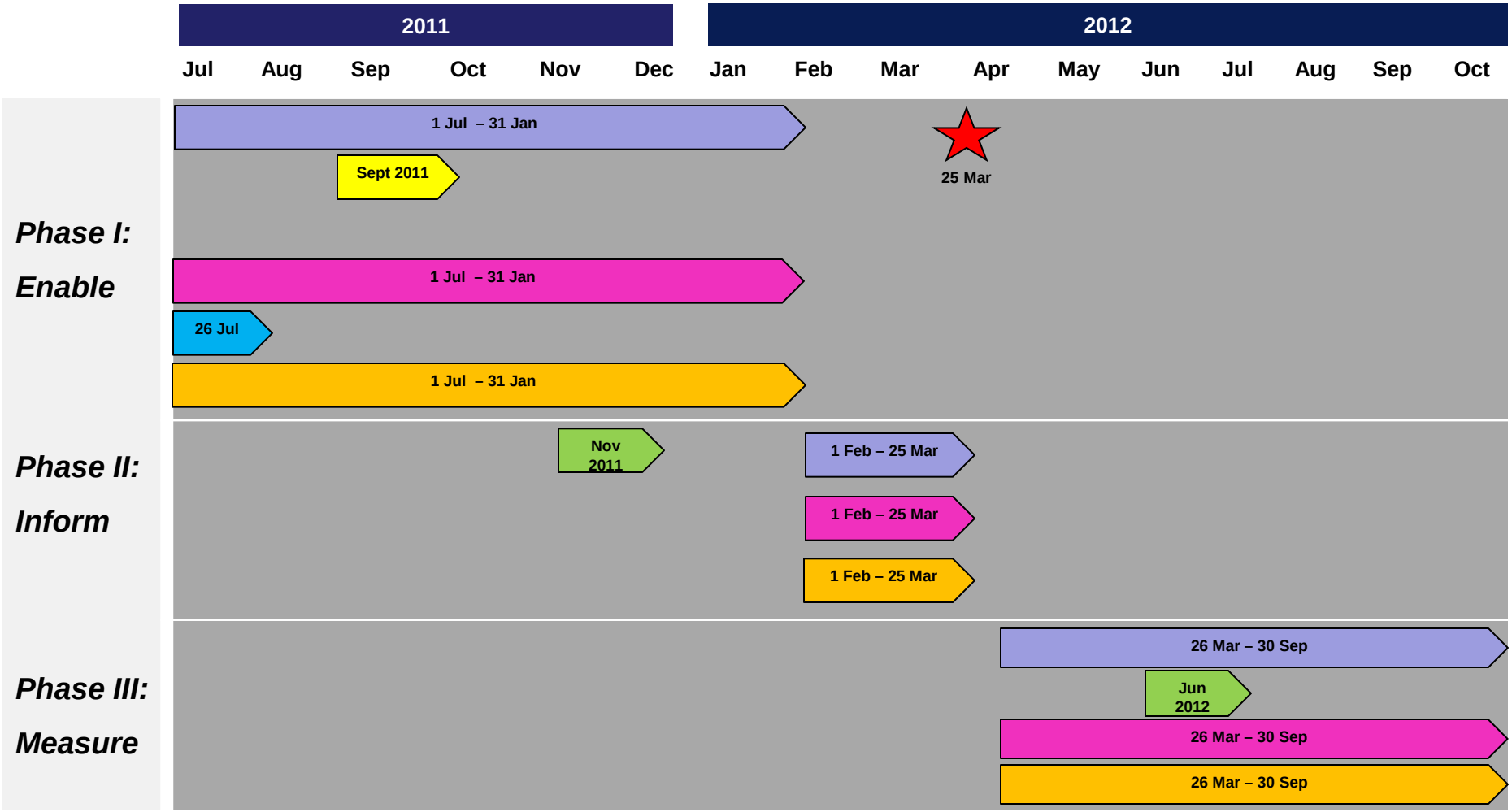
# Transition Key Messages Matrix

| Stakeholder Group | Roles & Responsibilities | DCIPS Human Capital Functional Area | What is the change? | Key Messages per Stakeholder | Desired Outcome/ Objective | Comms Products *(FAQs, Quick Reference Guide, Job Aid, EYE Newsletter, Leadership Memo, Townhall Brief, Email to TMs, TM Telecon)* |
|---|---|---|---|---|---|---|
| **Managers/ Supervisors, Military Supervisors** | Have a good understanding of Transition Guidance and understand how transition will impact their DCIPS employees.<br><br>Comply with Transition Guidance.<br><br>Inform employees of transition information; be able to direct employees to the appropriate resources for further information.<br><br>Be accountable for carrying out transitional activities. | Occupational Structure, Employment and Placement | Pay Bands will transition to GG Grades. | 1. The DCIPS Transition is a position-based transition. Upon transition, DCIPS occupational structure will not change except for the fact that Pay Bands will transition to GG grades. Work levels will remain the same.<br><br>2. POs will align to grades as well as other elements of DCIPS occupational structure, to include mission category, work category, work level, DCIPS grade, title and series. It is important to ensure your subordinates' position descriptions accurately reflect their duties and responsibilities.<br>**The use of manual transition promotes the integrity of the process (i.e., QC of POs). The same transition standards are applied to all employees, which allows for fair, consistent and accurate PDs or Job Duties for all employees.<br><br>3. There will be no loss in pay (if pay does change, it will actually be a slight increase to align the employee with a step).<br><br>4. The DCIPS Transition is an IC Enterprise effort, except for NGA.<br><br>5. Work levels tie back to employee performance.<br><br>6. The PM process will stay the same with Transition.<br><br>7. Managers/Supervisors are accountable for their DCIPS employees.<br><br>8. The continued benefits of DCIPS:<br>*Career opportunities across the DoD IC and the Army Intel Community.<br>*Aligns individual work with mission and organizational goals.<br>*Communicates the link between employee contributions and meeting organizational goals.<br>*Distinguishes levels of performance and recognition.<br>*Acknowledges and rewards performance results.<br>*Provides career development opportunities (i.e., a Joint Duty Assignment). | Managers/supervisors are accountable for ensuring that their employees understand how their position descriptions align to their work levels. Managers/supervisors should be able to direct employees to the appropriate resources for further information, and should inform employees of upcoming transitional activities. | EYE Newsletter, FAQs, Townhall Brief, Leadership Memos, VTCs, and email from each TM. |
| **Transition Managers (TMs)** | Have in-depth understanding of Transition Guidance and understand how the transition will impact their DCIPS employees.<br><br>Communicate transition information to Commands and serve as primary resource for transition information.<br><br>Update Readiness Tool. | Occupational Structure, Employment and Placement | Pay Bands will transition to GG Grades. | 1. TMs are the primary resource for providing guidance on transition.<br>2. TMs will be provided with Tool Kits in which to communicate and carry out transition.<br>3. TMs should be managing the Readiness activities within their Commands.<br>4. IPMO will support TMs and hold bi-weekly (i.e., every other week) Teleconferences to understand what additional support TMs require for transition.<br>5. TMs should understand and help to carry out the transition plans. | TMs should be the primary resource for information on the Transition Guidance. They should also ensure that they continue to update the Readiness Tool. | Special TM Telecon and TM Tool Kits. |

# Transition Key Messages Matrix

| Stakeholder Group | Roles & Responsibilities | DCIPS Human Capital Functional Area | What is the change? | Key Messages per Stakeholder | Desired Outcome/ Objective | Comms Products *(FAQs, Quick Reference Guide, Job Aid, EYE Newsletter, Leadership Memo, Townhall Brief, Email to TMs, TM Telecon)* |
|---|---|---|---|---|---|---|
| **Senior Leaders** | Convey transition expectations to the ACOMs, ASCCs, DRUs, AASA, or those under their command.<br><br>Prepare the ACOMs, ASCCs, DRUs, AASA, or those under their command for transition.<br><br>Ensure the readiness status of the ACOMs, ASCCs, DRUs, AASA, or those under their command is accurately reflected on the Readiness Tool. | Occupational Structure, Employment and Placement | Pay Bands will transition to GG Grades. | 1. Senior Leaders should communicate transition expectations to the Commanders throughout transition process and provide updates to their Command workforce on DCIPS (i.e., timelines, dates, expectations).<br><br>2. The PM process is not changing with Transition.<br><br>3. The rationale for transition and why we are moving from Pay Bands to DCIPS Grades (i.e., here is what is changing and why).<br><br>4. DCIPS is a consistent, enterprise-wide IC personnel system.<br><br>5. The DCIPS transition will be implemented with as minimal of a disruption to the workforce as possible.<br><br>6. The continued benefits of DCIPS:<br>*Career opportunities across the DoD IC and the Army Intel Community.<br>*Aligns individual work with mission and organizational goals.<br>*Communicates the link between employee contributions and meeting organizational goals.<br>*Distinguishes levels of performance and recognition.<br>*Acknowledges and rewards performance results.<br>*Provides career development opportunities (i.e., a Joint Duty Assignment). | All commands are ready for transition; the Readiness Tool is continuously updated to reflect current readiness. | Leadership memo, Sr. Leaders' Forum |

# Army Transition Change Management and Communications Plan Synchronization Matrix



**Department of the Army**

# Appendix B
# Army DCIPS Policy Process

**30 September 2011**

1

## Appendix B

**1. Transition Readiness Criteria for Army DCIPS Policy.** In the DCIPS Transition Guidance, the Under Secretary of Defense for Intelligence directs all Defense Intelligence components to complete all local DCIPS policies prior to transition to GG grades. It provides a Readiness Checklist, and section two of the checklist describes specific transition readiness criteria for DCIPS policy:

| **Readiness Checklist – Section 2** | **Local Policies Completed** |
|---|---|
| 2.1. | Have all DCIPS Enterprise policies been reviewed and comments provided to USD(I)? |
| 2.2. | Have local implementing policies that incorporate all requirements of DCIPS Volumes 2001-2015 been developed and approved by the Component Head or designee? |
| 2.3. | Has USD(I) reviewed and endorsed all local implementing policies? |
| 2.4. | Have local DCIPS policies been published and communicated to all Component elements? |

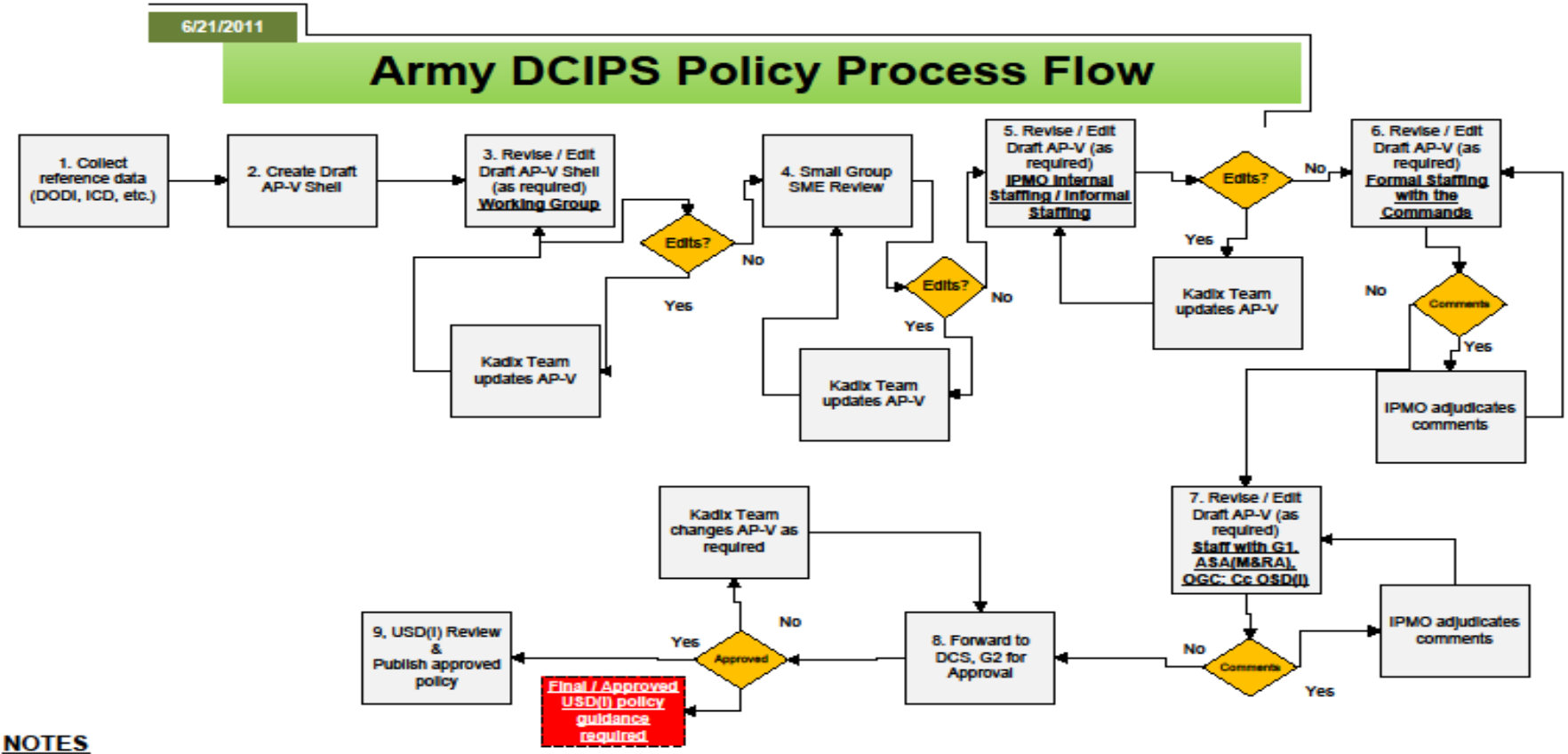
**2. Army DCIPS Policy Process.** In order to complete all Army DCIPS policies prior to transition, the Army has developed a collaborative process with specific milestones and suspenses. This process will ensure alignment with DCIPS policy and Army policy. The following enclosures provide detailed information on the Army DCIPS Policy Process:

a. **Army DCIPS Policy Process Flowchart** - Explains the process flow of Army DCIPS policy development. Steps include the following: (1) collect data, (2) create draft, (3) policy working group, (4) small group SME review, (5) informal coordination, (6) formal coordination, (7) final coordination, (8) approve, and (9) publish.

b. **Army DCIPS Policy Milestone Chart** - Describes key milestones for transition and the development of Army DCIPS policy from June 2011 through March 2012.

c. **Army DCIPS Policy Status** – Provides the current status of Army DCIPS policy as of 29 August 2011.

Enclosure 1 (Army DCIPS Policy Flowchart)




**NOTES**

**Step 1 – Collect References: Kadix Team**
**Step 2 – Create Draft AP-V Shell: Kadix Team**
**Step 3 – Revise / Update Draft AP-V: Policy Working Group (PWG)**
- **Kadix Team makes weekly edits (as needed) and resubmits to PWG**

**Step 4 – Small Group SME Review**
**Step 5 - IPMO Internal Review / Informal Staffing: IPMO**
- **Kadix Team makes edits (as needed) and resubmits to IPMO SME**

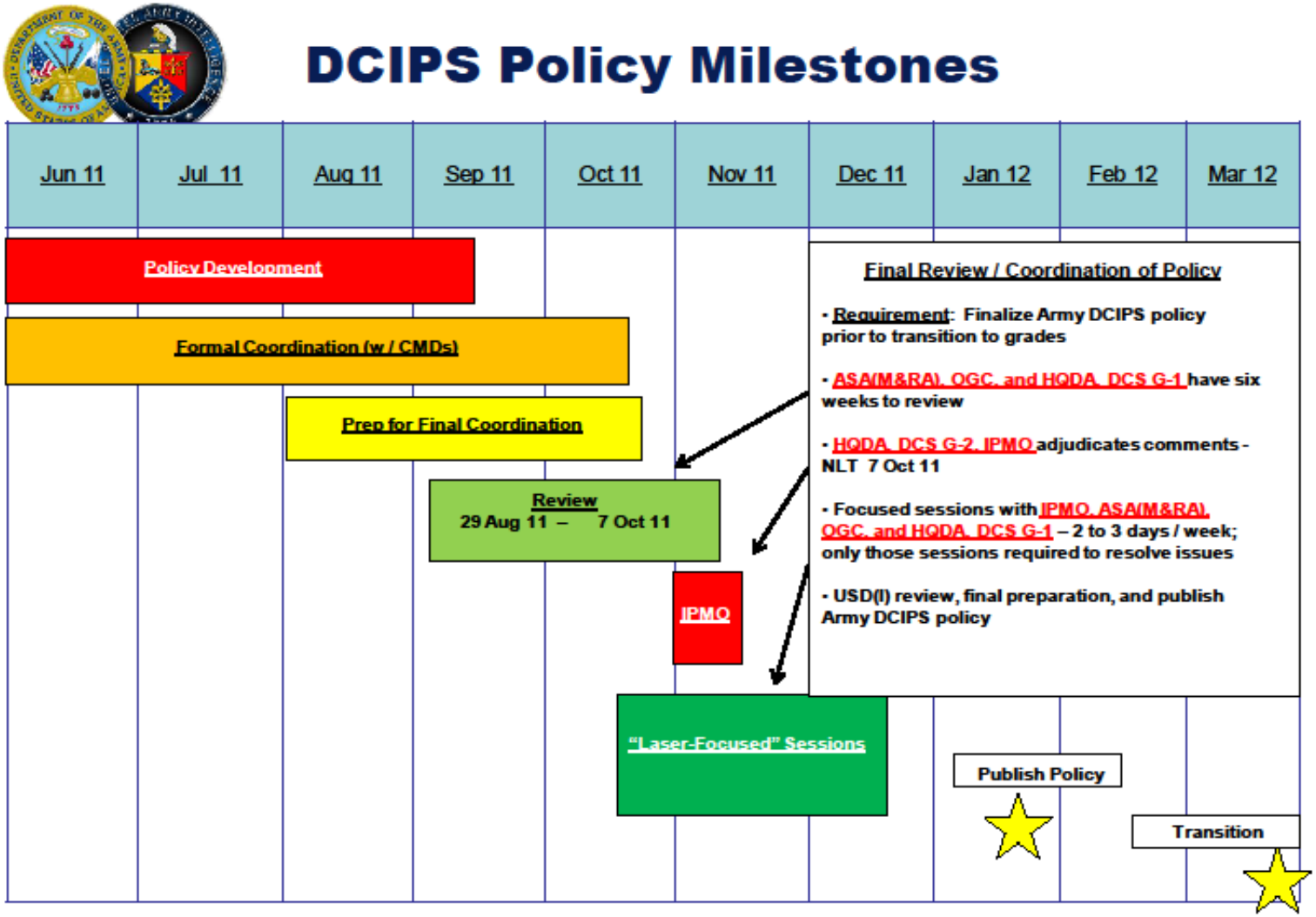
**Step 6 – Formal Staffing: Commands**
- **IPMO adjudicates comments as required and updates results of PWG discussion (as needed) and approval of IPMO**

**Step 7 – Formal Staffing: G1, ASA(M&RA), OGC (send to USD(I) for initial review)**
- **IPMO adjudicates comments as required and updates results of PWG discussion (as needed) and approval of IPMO**

**Step 8 – Final Approval: HQDA, DCS G-2**
- **Kadix Team makes changes as required and resubmits through IPMO**

**Step 9 – Publish Policy: Kadix Team ICW IPMO; (step begins when Policy is reviewed and approved through USD(I)**

Enclosure 2 (Army DCIPS Policy Milestone Chart)



Enclosure 3 (Army DCIPS Policy Status)

As of 29 August 2011

**Army DCIPS Policy Status Chart**

| Policy Volume | Current Army DCIPS Policy Status | Date the Commands can expect to see AP-V for Formal Coordination (Estimated Suspense Date) | Expected date comments are due from Army Commands for Formal Coordination (Estimated Suspense Date) | Date Final Army Policy Completed & Published (Estimated Completion Date) |
|---|---|---|---|---|
| 2011 - Performance Management | **July 2011** | | | **July 2011** |
| 2001 - DCIPS Introduction | 17 July 2009; Ready for Final Coord. | **9 February 2011** | **3 March 2011** | *December 2011* |
| 2004 - AIF | Ready for Final Coord. | **24 February 2011** | **18 March 2011** | *December 2011* |
| 2015 - Special Categories | Ready for Final Coord. | **25 February 2011** | **25 March 2011** | *December 2011* |
| 2014 - Employee Grievance Procedures | Formal Coord. Complete | **12 May 11** | **10 June 11** | *January 2012* |
| 2006 - Compensation Administration | 17 Jul 09; Prep for Formal Coord. | **25 July 2011** | **24 August 2011** | *January 2012* |
| 2007 - Occupational Structure | 17 July 2009; Formal Coord. complete | **10 June 2011** | **30 June 2011** | *January 2012* |
| 2013 - Program Evaluation | Formal Coord. | **1 July 2011** | **1 August 2011** | *January 2012* |
| 2005 - Employment and Placement | 17 Jul 09; Prep for Formal Coord. | **14 July 2011** | **11August 2011** | *January 2012* |
| 2010 - Professional Development | Formal coord. | **13 July 2011** | **12 August 2011** | *February 2012* |
| 2009 - Disciplinary and Adverse Actions | 17 July 2009; Formal Coord. complete | **27 May 11** | **30 Jun 11** | *January 2012* |
| 2012 - Performance-Based Compensation | 13 Aug 10; Update in development | *September 2011* | *October 2011* | *February 2012* |
| 2008- Awards and Recognition | 17 Jul 09; Prep for Formal Coord. | *September 2011* | *October 2011* | *February 2012* |

| Key | |
|---|---|
| **Bold** | **Completed Date** |
| *Italicized* | *Anticipated Date* |

**Department of the Army**

# Appendix C
# Army DCIPS Transition Technical Guidance

**30 September 2011**

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References:

(a) Army Policy Volumes*
(b) DoD DCIPS Transition Guidance, 16 March 2011
(c) DCIPS Readiness Tool

AUDIENCE: The guidance contained herein is intended for all ACOMs, ASCCs, DRUs and AASA (hereafter referred to as the Commands) having positions/employees appointed under DCIPS Pay Bands that will transition to DCIPS Grades (i.e., currently Pay Plan IA). This guidance is also intended for the Army Civilian Human Resources Agency (CHRA) as well as DCIPS Transition Managers and Human Resources professionals across the Commands supporting this transition.

**Army Policy Volumes (AP-Vs) 2001 and 2004 – 2015 will be updated and applicable during the time of transition to DCIPS Grades. Guidance for DISLs and DISES will be published at a later date*

# Chapter 1 – General

This document provides Army guidance on matters related to transition of positions from DCIPS Pay Bands (i.e., Pay Plan IA) to DCIPS Grades (i.e., Pay Plan GG). This guidance supplements reference (b) and provides specific guidance for establishing the DCIPS graded position structure, to include DCIPS grades and steps, for use at the time of transition to DCIPS Grades using the DCIPS occupational structure established in Army Policy Volume (AP-V) 2007. For all positions transitioning to grades, the DCIPS occupational structure begins at the highest level with mission categories, proceeds to work categories, work levels and then grades (as referenced in Annex 1). The DCIPS graded structure pay plan is GG.

The transition to DCIPS Grades, which are aligned (classified) to the DCIPS occupational structure, affects the:

1) Alignment (classification) of DCIPS pay-banded positions to a graded position
2) Assignment of Army DCIPS employees to the aligned DCIPS graded position

All aspects of DCIPS remain covered under approved Army DCIPS policy, including the post-transition management and administration of the DCIPS occupational structure.

Transition to DCIPS grades will be effected using either the:

1) mechanical position-based process that accepts the current DCIPS mission categories, work categories, occupational series and titles, and work levels for all positions, along with current position descriptions generally available that support transition to a DCIPS grade within the occupational structure; or

2) manual individual position-based process in which a review of all positions will be conducted and an alignment (classification) decision determined for the appropriate DCIPS mission category, work category, occupational series and title, work level and grade based on the analysis of the position in accordance with the procedures contained in the DCIPS Volume 2007.

Army will transition their DCIPS workforce from DCIPS pay bands to the DCIPS graded structure using a manual individual position-based process. This transition procedure allows review of positions to determine the alignment accuracy for mission categories, work categories, series, work level, grade, and title. The automated DCIPS IA2GG tool will be used to identify, verify, and document results of these and other reviews. Each organization, with HR assistance as needed, will conduct a review of all positions, and determine/verify the alignment (classification) for each position to determine the appropriate mission category, work category, series, work level, grade, and title based on analysis of the position in accordance with the procedures contained in AP-V 2007 and appropriate Army Occupational Guides (AOGs). Further information regarding the DCIPS IA2GG tool is at Annex 5.

## General Information

A. Summary of Basic Statutory and Policy Provisions

1. Sections 1601-1614 of title 10 of the U.S. Code provide the statutory basis for all DCIPS policies. In some situations, specific sections of the statutory provisions governing DCIPS limit authorities contained in title 10 to those that exist in other statutory provisions, specifically certain title 5 pay provisions.

2. As a result of the repeal of the statutory authority for the National Security Personnel System (NSPS) by the FY 2010 National Defense Authorization Act, certain provisions of DCIPS policy, specifically the ability to establish pay rates that exceed the level IV rate of the Executive Schedule (the annual basic pay limitation) by 5 percent, are no longer available as a basis for extending the Pay Band 5 range beyond the annual basic pay limitation authorized for the General Schedule.

3. DCIPS policies will remain in effect, as modified by DCIPS INTERIM guidance, pending approval of updated regulations implementing the August 4, 2010, Secretary of Defense decisions regarding the future direction of DCIPS.

4. Position classification authority guidance in Assistant Secretary of the Army (Manpower and Reserve Affairs) Civilian Personnel Policy, subject: Delegation of Classification Authority, dated November 17, 1997 remains in effect.

5. Position classification authority guidance in Office of the Deputy Chief of Staff, G-1, Civilian Human Resources Agency, subject: Processing Personnel Actions Under Delegated Classification Authority (DCA), CHRA Guidance Memorandum No. 511-11-GM-01, dated Mar 24, 2011 remains in effect.

6. Fair Labor Standards Act (FLSA) guidance in Office of the Deputy Chief of Staff, G-1, Civilian Human Resources Agency, subject: Use of 5 CFR 551 Evaluation Outline in Position Classification, Guidance Memorandum No. 551-11-GM-01, dated 06 May 2011 applies.

7. USD(I) Message to the Workforce, subject: SECDEF Response to the National Academy of Public Administration (NAPA) Report, dated 5 August 2010 determined that no DCIPS employee shall suffer a loss of or decrease in pay as a result of the transition to the DCIPS graded structure.

B. Coverage

This guidance covers all Army DCIPS positions (Pay Plan IA).

C. Transition Schedule

1. Army will transition their entire DCIPS workforce effective 25 March 2012. The transition date is contingent on 1) final approval by DoD of all DCIPS policies revised due to transition to DCIPS Grades, and 2) achievement of all readiness conditions set forth, to include those in the DCIPS Readiness Tool (https://titus.cpms.osd.mil/dcips/).

2. All employees hired or reassigned into an Army DCIPS position prior to DCIPS Grades transition will enter on duty at the DCIPS pay band appropriate for the position to which he/she is being assigned. DCIPS INTERIM policy for aligning employees to a General Grade Equivalency (GGE) will continue until transition to DCIPS Grades.

D. Key Personnel Actions

1. Army moratorium provisions are outlined in Annex 3, RPA Submissions and Processing During DCIPS Transition. Personnel actions to be effective under the DCIPS General Grade pay system must be received at the Civilian Personnel Advisory Center (CPAC) prior to **10 February 2012.** Annex 3 specifies exceptions to the 10 February 2012 moratorium; these will be processed based on the timeframes noted. No Request for Personnel Actions (RPA) will be accepted for processing at the CPAC during a two-week period prior to transition to DCIPS grades. If a recruit/fill/placement action cannot be processed and effective prior to transition to DCIPS grades, the RPA will be processed following transition and in accordance with new DCIPS regulatory requirements. RPAs located in managers' or resource managers' "Inboxes" that have been created and not submitted to the CPAC prior to the cut-off date for submission to the CPAC need to be deleted and re-created in order for the new DCIPS data to populate the RPA properly.

2. For any emergency action (i.e., death), notify the servicing CPAC as soon as possible.

E. Readiness Tool and Schedule

1. Readiness Tool: The Readiness Tool outlines the major transition activities that must be completed by the Army and its organizations for successful transition to DCIPS Grades. USD(I) will use the Readiness Tool to determine if the Army can proceed with transition. Tool can be obtained from your local organization DCIPS representative.

2. Readiness Schedule: The readiness schedule is a tracking tool provided to commands by IPMO that mirrors the activities found in the Readiness Tool. The schedule has additional details that will assist commands in meeting the requirements of the Readiness Tool. The Readiness Schedule is found in Appendix D of the Total Army Comprehensive DCIPS Transition Plan.

## Basic Procedures Supporting Transition to DCIPS Grades

A. Applicable Regulations

All Army DCIPS actions, pre-transition, upon transition, and post-transition, will be governed by AP-Vs 2001-2015, and/or any supplemental guidance provided by the Army.

B. Basic Transition Process

The position-based transition approach established for all Army DCIPS employees is driven by the work employees are assigned to perform and current position alignment within the DCIPS occupational structure. The transition to DCIPS Grades is a two-step process:

- First, the appropriate DCIPS grade is determined for each official position, following guidance contained in Chapter 2 of this Guidance and AP-V 2007.

- Second, the employee is assigned to the appropriate grade of his/her official position of record. Once the employee's DCIPS grade is determined and the employee is assigned to the position, pay will be set based on the guidance in Chapter 3 – Setting Pay Upon Transition to DCIPS Grades.

Please note that employees will not lose pay as a result of the transition to DCIPS Grades.

## Transition Tools and Support

A. Automation

1. The Defense Civilian Personnel Data System (DCPDS), the personnel database, has been updated to provide automated mass processing of personnel data for the transition to DCIPS Grades. DCPDS will handle mass processing of the transition to DCIPS Grades for most personnel contained within the database. Exceptions will apply for any employees whose salary is above the step 10 rate of their grade, employees on pay retention, employees entitled to Targeted Local Market Supplements (TLMS) and for any actions during time frames where CPMS is unable to meet requests for automation changes. Such employees must be transitioned manually using instructions that will be provided by the DCS G-2 in collaboration with DCS G-1 and CHRA.

2. The Fully Automated System for Classification (FASCLASS) is the database that holds official position descriptions (PDs) and official PD data will be extracted for review and subsequently update

3. The DCIPS IA2GG tool outlined in Annex 5 will be used to prepare Army DCIPS organizations for transition to DCIPS grades. The DCIPS IA2GG tool is designed to provide lists of employees and positions requiring review first to managers and then to CPACs to ensure that decisions are made in preparation for transition. Further information regarding accessing the DCIPS IA2GG tool is in Annex 5.

B. Training

a. The Army DCIPS Transition training plan outlines a variety of training materials available to assist employees, HR practitioners, managers and supervisors during transition. See Appendix E of the Total Army Comprehensive DCIPS Transition Plan for information.

C. Communication

a. Key messaging and targeted communications will be provided by the ODCS G-2, IPMO. This plan and its supporting documents can be found in the Total Army Comprehensive DCIPS Transition Plan, Appendix A.

# Chapter 2 – Position Alignment (Classification)

The following guidance is intended to facilitate and inform on the process of conducting a position-based approach to transition under a manual individual position-based process aligning grades into the DCIPS occupational structure. Transition to the DCIPS graded structure is a two-step process.

- Step One: Determine the position alignment (classification) from mission category through DCIPS grade following the individual position-based process detailed below.

- Step Two: Assign the employee to their permanent position of record aligned to the DCIPS graded structure as established in the first step.

**DCIPS Transition is not the vehicle to correct position misassignments or inaccuracies.

All employees transitioning to the GG system must be assigned to a position description (PD) that is aligned under the GG system. Army Policy Volume 2007, Occupational Structure, 17 July 2009, required that DCIPS PDs would continue to be classified using the existing classification guidance and then the conversion guidance would be applied to determine appropriate IA band and work level. This IA band and work level was, and continues to be, documented on the position description in the FASCLASS. These PDs have master FASCLASS PDs with a GG grade equivalent in the FASCLASS and will require authorizing official validation prior to transition through use of the DCIPS IA2GG automation tool. Commands will need to identify authorizing officials who will have certification authority within the DCIPS IA2GG tool.

There are several categories of position descriptions, which will require review prior to transition to verify mission category, work categories, series, work level, grade and title. Some of the categories include reviewing supervisory positions, developmental positions, and positions without a GG grade. The DCIPS IA2GG tool will be used to identify and document results of these and other reviews. This tool draws its data from, and will update the DCPDS.

## General Information

A. In accordance with AP-V 2007, the basis for alignment to DCIPS Grades must be the duties and responsibilities of the position and the qualifications required by those duties and responsibilities. DCIPS positions are aligned with the occupational structure outlined in AP-V 2007, and will continue to be so aligned after transition to DCIPS Grades.

B. In Army, a position or group of positions is officially established when a position description has been written, and mission category, work category, work level, and DCIPS grade, title and series have been determined by the appropriate authority.

C. DCIPS policy supports the principle of equal pay for substantially equal work. Grade levels assigned have a direct relationship to the level of difficulty and responsibility of the work performed and to qualification requirements for the positions.

D. Army DCIPS employees will be assigned to a specific rate of basic pay based on guidance provided in Chapter 3, Setting Pay Upon Transition to DCIPS Grades.

E. Using the manual individual position-based process, employees will be assigned at transition to the mission category, work category, occupational series and title, work level, and DCIPS grade that is determined through Army's position alignment process, following policy contained in AP-V 2007.

F. Army DCIPS employees on details or temporary assignments (e.g., Joint Duty Assignments) will be transitioned to DCIPS Grades based on their permanent DCIPS position of record.

G. Upon transition, Army DCIPS employees who are absent (e.g., on leave without pay; military furlough; in a workers' compensation status, etc.) from their position at the time of transition will transition to DCIPS Grades based on their permanent position of record.

H. All employees assigned to the same DCIPS work level position description (PD) will be assigned to the same DCIPS graded PD at the same mission category, work category, occupational series, and work level, unless more than one PD is necessary to show distinctions in duties and responsibilities and/or qualifications of positions.

## Establishing or Reestablishing GG Position Descriptions (PDs) under DCIPS Grades

A. Manual Individual Position-based Transition Process

The manual individual position-based transition process makes no assumptions in regard to the accuracy of the employee's current position description alignment to the DCIPS occupational structure. Each position within the Army DCIPS workforce will be reviewed to determine the position description's accuracy of the duties and responsibilities. On certification of the duties and responsibilities by an appropriate management official, the position will be aligned (classified) to mission category, work category, occupational series and title, work level, and DCIPS grade in accordance with

the requirements of AP-V 2007, summarized below in "Understanding the Alignment Process."

B. Position Alignment of GG-13s

Positions will require review and alignment to the appropriate grade level in accordance with the requirements of AP-V 2007 and the Army Occupational Guides (AOG). The duties and responsibilities aligned (classified) to a GG-13 would align to the Full Performance work level.

C. Position Alignment Reviews

Commands will complete the position alignment review process through the use of the DCIPS IA2GG tool outlined in Annex 5. The IA2GG tool will provide reports for review first to managers and then to Servicing CPAC representatives to ensure that decisions are made in preparation for transition. Commands must complete the review process and submit RPAs for processing, based on the transition timeline outlined in Annex 4. Commands are responsible for notifying their employees of all changes to their position (title, work level, supervisory code, etc) by **NLT ~~1 March 2012~~ 9 March 2012**.

## Requesting a Transition Alignment Appeal

DCIPS employees may appeal the alignment (classification) of their position without fear of reprisal or future prejudice. Employees may appeal assignment of their mission category, work category, work level, occupational series, title, or grade of their position. The employee may submit an alignment appeal using the alignment complaint and appeal procedures process as described in AP-V 2007 (Appendix 6 to Enclosure 3).

Army DCIPS employees may not request appeal of the content or accuracy of their position description, the accuracy of an alignment (i.e., classification) standard, an organization's *proposed* alignment decision, the alignment of a position to which the employee is detailed, or the alignment of a position to which the employee is not officially assigned. Position description content or accuracy concerns will be resolved by the supervisor. Supervisors assign work and certify the accuracy of position description content. Supervisors will communicate alignment complaint and appeals procedures to employees as outlined in AP-V 2007 (Appendix 6 to Enclosure 3).

## Understanding the DCIPS Alignment Process

A. DCIPS Grades - Alignment Process - General

DCIPS positions are aligned (classified) to mission categories, work categories, work levels and DCIPS grades, according to AP-V 2007.

1. Basis for Alignment Determinations - DCIPS alignment determinations are based on the duties and responsibilities of the position and the qualifications required by the duties and responsibilities. The following table describes the major considerations in the DCIPS alignment process:

| DCIPS alignment is based on: |
|---|
| Work performed on a regular and recurring basis |
| Work that represents the position's primary purpose |
| Work that governs the position's primary qualifications and responsibilities |

2. Mission Categories - Mission categories in DCIPS are the broad categorizations of work that are common across the Intelligence Community. These mission categories are adopted in their entirety for application to the DCIPS occupational structure. The mission categories are:

    - Collections and Operations
    - Processing and Exploitation
    - Analysis and Production
    - Research and Technology
    - Enterprise Information Technology
    - Enterprise Management and Support
    - Mission Management

    **The use of additional or alternative mission categories is not authorized.

    Under a mechanical position-based transition, mission categories do not change as a result of transition to DCIPS Grades.

3. Work Categories – Work categories describe broad sets of related occupational groups characterized by common types of work within the DCIPS Enterprise There are three DCIPS work categories:

    a. Supervision/Management – Positions with duties and responsibilities that primarily involve planning, directing, and coordinating the operation of units within the Army; developing and/or executing strategy; formulating and/or implementing policies; overseeing daily operations; and managing material, financial, and/or human resources.

    b. Professional – Positions with duties and responsibilities that primarily involve professional or specialized work that requires the interpretation and application of concepts, theories, and judgment. As a minimum, all groups in this category require either a bachelor's degree or equivalent experience for entry. However, some occupations in this category have positive education requirements, (i.e., a requirement for a particular type or level of academic degree). This work category features multiple career stages and work levels.

    c. Technician/Administrative Support – Positions with duties and responsibilities that primarily involve support for the operations and functions of a particular type of work or organizational unit. Such support activities are technical or administrative in nature, and qualifications are generally acquired through practical experience supplemented by on-the-job and/or skills-specific training. Such work tends to have few career stages and work levels. Positions in this category typically are covered by sections 201-219 of title 29, U.S.C., commonly known as the Fair Labor Standards Act.

4. Work Levels - Work levels define work in terms of increasing complexity; span of authority and/or responsibility; level of supervision (received or exercised); scope and impact of decisions; and work relationships associated with a particular work category. There are four DCIPS work levels:

    a. Entry/Developmental – In the Professional and the Technician/ Administrative Support Work Categories, work at this level includes learning and applying basic procedures and acquiring competencies through training and/or on-the-job experience. Positions in the Technician/Administrative Support Work Category at this level may involve independent performance of duties. Technician/Administrative Support positions should be placed in this work level when their primary function is the execution of established procedures and standard program practices, and when typical career patterns for the occupation do not extend to the complexity, variety, and scope of the Full Performance Work Level.

    b. Full Performance* – Work at this level involves independently performing the full range of non-supervisory duties assigned to the employee.

Employees at this level have successfully completed required entry-level training or developmental activities either within the employing organization or prior to joining the organization. Employees at this work level have a full understanding of the technical or specialty field; independently handle situations or assignments with minimal day-to-day instruction or supervision, and receive general guidance and direction on new projects or assignments. Within established priorities and deadlines, Full Performance employees exercise independent judgment in selecting and applying appropriate work methods, procedures, techniques, and practices in accomplishing their duties and responsibilities. Actions at this level may have impact beyond the work unit and, as a result, employees at this level typically collaborate internally and externally with their peers.

c. Senior* – Work at this level involves a wide range of complex assignments and non-routine situations that require extensive knowledge and experience in the technical or specialty field. Receiving broad objectives and guidelines from the supervisor, Senior employees independently handle a wide range of complex assignments and non-routine situations and exercise independent judgment to identify and take alternative courses of action. Following broad objectives and guidelines, employees act independently to establish priorities and deadlines within expectations established by the supervisor and exercise individual judgment to choose alternative guidelines to complete assignments. Employees may lead and coordinate special projects, teams, tasks, and initiatives and may be required to build and utilize collaborative networks with key contacts within and outside of their immediate organization. Actions at this level are likely to have an impact beyond the employee's immediate organization.

d. Expert* – Work at this level involves an extraordinary degree of specialized knowledge or expertise to perform highly complex and ambiguous assignments that normally require integration and synthesis of a number of unrelated disciplines and disparate concepts. Employees at this level set priorities, goals, and deadlines, and make final determinations on how to plan and accomplish their work. The Army relies on employees at this level for the accomplishment of critical mission goals and objectives and, as a result, employees may lead the activities of senior and other expert employees, teams, projects, or task forces. Employees at this level create formal networks involving coordination among groups across the intelligence community and other external organizations.

*DCIPS work levels are applied to the Supervision/Management Work Category as follows:

- Supervision – Work of this type involves planning, directing, assigning, leading, and monitoring the work of the unit; hiring or selecting employees;

and, managing and appraising employee and organizational performance. Supervisors make decisions that impact the resources (people, budget and material) of the work unit, ensure the technical quality and timeliness of the work produced by employees in the unit, and collaborate with supervisors across the organization in unstructured situations.

- Management – Work of this type involves supervision of other subordinate managers and/or supervisors and/or direction of units, functions, or projects that may be staffed by civilian or military personnel. Managers are responsible for justification, direction, and allocation of resources (people, budget, material) across the organization through one or more levels of supervision, and for setting organizational goals, objectives and priorities. They handle highly complex, sensitive, or ambiguous challenges facing the organization(s); interact with, influence, and persuade high-ranking officials within and outside the organization, agency, and other external organizations; and, make decisions that have an impact within and outside of the immediate organization and agency.

5. Occupational Groups - Occupational groups represent groups of positions (in specific job series) that share common technical qualifications, competency requirements, career paths, and progression patterns.

6. Job Titling - Job titles are the labels assigned to each position to identify the sets of work activities, specialized tasks, and competencies required to do a specific job. For purposes of transition, job titles are based on Army policy, however, as noted in Volume 2007, a future common titling effort will bring commonality to the DCIPS positions.

B. Fair Labor Standards Act (FLSA) Exemption Status

FLSA exemption status will be assigned to positions based on duties assigned to each individual position in accordance with Federal guidance governing administration of the Fair Labor Standards Act. Therefore, FLSA exemption determinations previously made will not change with the transition to the graded system.

# Chapter 3 – Setting Pay Upon Transition to DCIPS Grades

## General Information

A. The term "basic pay" in this guidance means a DCIPS employee's base salary plus any local market supplement (LMS) or targeted local market supplement (TLMS) paid to that employee. The term "base pay" or "base salary" refers to the initial or base rate of pay excluding any other payments or allowances (i.e., LMS/TLMS).

B. For employees transitioning to DCIPS Grades, each employee's permanent DCIPS position will be aligned (classified) to a mission category, work category, work level and DCIPS grade based on the application of appropriate DCIPS alignment standards contained in AP-V 2007. See Chapter 2 of this Guidance and salary will be set in accordance with compensation administration policy contained in AP-V 2006.

C. Except where provided herein, pay setting provisions post-transition to DCIPS Grades will be pursuant to AP-V 2006.

## DCIPS Pay Setting upon Transition to DCIPS Grades

### A. General Pay-Setting

Army DCIPS employees covered by this Guidance will transition to the DCIPS grade of their permanent position of record following alignment to: mission category, work category, occupational series and title, work level, and DCIPS grade in accordance with guidance contained in Chapter 2 of this Guidance and AP-V 2007. When the base salary of the employee aligns exactly to the base rate for a step in the employee's DCIPS grade, the transition determination for DCIPS grade and step is complete and the employee's salary will not change at transition. When the employee's base salary does not align exactly to the base rate for a step in the employee's new DCIPS grade, the employee's step and salary will be established in accordance with the following procedures.

1. When the employee's base rate of pay at the point of transition falls at, or below, step 10 of his or her DCIPS grade, the employee's pay will be set at the step that is closest to, but not lower than, his or her current base rate. For example, if the employee's base rate of pay is higher than step 5, but less than step 6, of his or her grade, then his or her new step will be set at step 6. The employee's LMS or TLMS will be applied as a percentage of the base rate added to his or her final base rate for the DCIPS grade and step.

2. When the employee's base rate of pay falls below the step 1 base rate for the applicable DCIPS grade, the employee's base rate will be set at step 1 rate of his or her DCIPS grade. The employee's LMS or TLMS will be applied as a percentage of the base rate added to his or her final base rate for the DCIPS grade and step.

3. When the employee's base rate of pay exceeds step 10 of his or her DCIPS grade, but is equal to or below the maximum of the extended base rate range (equivalent to the step 12 rate for the grade), the employee's current base rate of pay will be his or her base rate of pay upon transition. Employees whose rate of pay is set in accordance with the guidance contained in this paragraph will not be eligible for scheduled within-grade increases, but will continue to receive the annual General Pay Increase (GPI) and any increases to LMS or TLMS. The employee's rate of basic pay may not exceed level IV of the Executive Schedule.

4. When the employee's base rate of pay exceeds the maximum of the extended rate range (equivalent to the step 12 rate for the grade), or when the employee's basic pay (base rate plus LMS or TLMS) exceeds the level IV rate of the Executive Schedule, the employee will be placed on pay retention.

5. A DCIPS performance evaluation of record of "Minimally Successful – Level 2" or "Unacceptable – Level 1" will not disqualify an employee from any increase in pay necessary to transition that employee to the appropriate DCIPS grade and step under DCIPS Grades in accordance with the guidance contained in this chapter.

6. Specific pay-setting examples are included in Chapter 4 of this Guidance.

## B. Pay Retention in the GG System

1. DCIPS pay retention rules found in AP-V 2006 will be applied when necessary to prevent an employee from suffering a loss of or decrease in pay upon transition to the DCIPS graded structure.

2. Pay retention under the DCIPS is "indefinite." An employee who transitions to DCIPS on pay retention remains on pay retention until a terminating event occurs. AP-V 2006 and Command DCIPS program offices should be consulted for information on terminating events. The servicing CPAC will provide specific guidance on special programs that may apply to employees on pay retention, e.g., the Priority Placement Program (PPP).

3. Following DCIPS retained pay policy contained in AP-V 2006, at the time of a Federal government-wide pay increase, Army DCIPS employees on pay retention receive 50 percent of the amount of the increase in the maximum rate of basic pay (i.e., the equivalent to the step 12 base rate plus any applicable LMS or TLMS) for the employee's DCIPS grade. This continues indefinitely until (a)

the employee's base salary falls at or below the equivalent to the step 12 base rate for his or her DCIPS grade, or (b) the employee's basic pay falls below the level IV rate of the Executive Schedule, or (c) pay retention terminates on occurrence of a terminating event defined in AP-V 2006. A retained rate may not be adjusted to exceed the level IV rate of the Executive Schedule except where otherwise provided for by law (for example, those whose salaries are permitted to exceed the level IV rate of the Executive Schedule under the Non-foreign Area Retirement Equity Assurance Act of 2009).

4. An employee who will be placed on pay retention upon transition to DCIPS Grades must be provided notification, describing the circumstances warranting pay retention, the nature of that entitlement, terminating events, and the impact of terminating events.

## C. Impact on Living Quarters Allowance (LQA)

Employees assigned to DCIPS Grades will follow the LQA tables set forth in the Department of State's Standardized Regulations. Those employees who may fall into a lower quarters group as a result of transition may remain in the higher quarters group for the duration of their current tour including extensions of the current tour.

## D. Employees on Temporary Assignments Immediately Prior to Transition of their Positions to DCIPS Grades

1. Some Army DCIPS employees may be on temporary assignments immediately prior to transition to DCIPS Grades; for example, employees who are temporarily assigned through details within the Army or externally through the Joint Duty Assignment program. Employees are transitioned to the DCIPS grade of their position of record and pay is set by applying the process noted in (A) above for the permanent position of record.

## E. Date of Last Equivalent Increase (DLEI)

1. DLEI refers to the date of the employee's most recent salary adjustment. The receipt of annual pay adjustments resulting from government-wide pay increases, adjustments to local market supplements or targeted local market supplements, or changes to any entitlements such as cost of living allowances do not change the DLEI. Specific situations and their impacts on the DLEI are detailed below and examples are provided in Chapter 4 of this Guidance.

    a. ***Employees on board when the Army converted to DCIPS pay bands who have not received a salary increase since the date of the Army's transition.*** The DLEI for employees in this situation is the Army's date of conversion as that is the date that eligible employees received Within-Grade Increases (WGI) Buy-ins for the time served toward their next step

increase. Employees at or above the step 10 level of their grade did not receive a WGI Buy-in.

b. ***Employees on board on the date of conversion to DCIPS pay bands (i.e., prior to 19 July 2009) who have received a promotion, salary advancement, developmental progression salary increase, periodic increase, or change in salary associated with a change to a lower band while under DCIPS or DCIPS INTERIM.*** The DLEI for employees in these situations is the date of their most recent adjustment to salary.

c. ***Employees who were appointed to Army DCIPS after conversion (i.e., after 19 July 2009) and received a WGI Buy-in upon conversion to a DCIPS pay band.*** The DLEI for employees in this situation is the date the employee converted to DCIPS pay bands and received a WGI Buy-in.

d. ***Employees who were appointed to Army DCIPS after conversion (i.e., after 19 July 2009) but did not receive a WGI Buy-in upon conversion to a DCIPS pay band.*** Employees in this situation will generally retain their DLEI from their previous position, but a determination will be made to confirm the date.

e. ***Employees who joined the Army after conversion (i.e., after July 2009), and did not receive a WGI Buy-in as it was their first government position.*** The DLEI for employees in this situation is the date they were appointed by the Army.

f. ***Employees who were appointed to Army DCIPS after conversion (i.e., after 19 July 2009), and during DCIPS INTERIM, and did not receive a salary increase upon appointment.*** Employees in this situation will generally retain their DLEI established prior to their DCIPS appointment, but a determination will be made to confirm the date.

g. ***Employees who received a performance-based salary increase at NGA who then laterally transferred to the Army without an increase in pay, and have had no other salary adjustments since that time.*** The DLEI for employees in this situation is the date of their performance-based salary increase at NGA.

2. Until transition occurs, employees continue to be eligible for Periodic Increases (PIs). A periodic increase is an increase to base salary paid in the same amounts, and according to the same waiting period schedule, as within-grade increases (WGI). Periodic Increases will seamlessly transition to within-grade increases upon transition to DCIPS Grades.

3. The transition to DCIPS Grades will not "reset" the DLEI, even for those receiving an adjustment to base pay salary increase for the purpose of aligning to a step at the designated grade. The transition to grades will simply align an employee to a DCIPS grade and step. To determine the specific date of the next within-grade increase, an employee will need to determine their waiting period (1, 2 or 3 years) based on their actual step alignment, and then calculate the due date for the next within-grade increase based on their DLEI.

4. In some cases, Army DCIPS employees may be eligible for a within-grade increase on the date of transition to DCIPS Grades. This will occur when the employee meets the performance and waiting period requirements for a step increase on the date of transition to DCIPS Grades. When an employee is eligible for a within-grade increase on the date of transition to DCIPS Grades, the action must be processed as a separate personnel action after the transition action is processed.

### F. Setting Pay under DCIPS Grades

While DCIPS pay bands offered many pay-setting flexibilities that were unique to a pay banding environment, many flexibilities of DCIPS apply also in the graded environment. Tools available to attract, retain, and reward employees include recruitment, retention and relocation incentives. Pay setting flexibilities permit setting pay in the DCIPS grade at the appropriate step in consideration of the employee's qualifications and skills, and the requirements of the position. Refer to AP-V 2006 and Command guidance for pay setting and processing of personnel actions associated with recruitment and placement under DCIPS grades. All Army DCIPS servicing organizations are required to apply the appropriate codes to processing of personnel actions to support program evaluation and reporting requirements.

## Staffing, Adjustment in Force (AIF) and Priority Placement Program (PPP)

### A. Vacancy Announcements

New GG pay schedule and grades have been added to the new vacancy announcement builder, USA Staffing. When selecting a DCIPS pay schedule, the following statement will automatically populate on the announcement "Note: The Department of Army Intelligence Community will transition to Defense Civilian Intelligence Personnel System (DCIPS) grades on 25 March 2012. For information go to www.dami.army.pentagon.mil/site/dcips/.

1. **Thirty days** prior to DCIPS transition all positions advertised will be announced under DCIPS Grades. CPAC may grant exceptions to allow positions to be announced under the legacy DCIPS pay band rules up to one week prior to transition to DCIPS grades, providing all documentation is included

with initial request. Reasons for exceptions may include quick hire (EOD prior to DCIPS transition date), etc.

2. CPACs will review open continuous announcements (OCA) and in coordination with management determine which announcements will be retained. All DCIPS Grades OCA will be posted thirty days in advance of transition.

B. PPP Requisitions

Any existing requisitions for positions that were transitioned into the DCIPS must be closed with a Cancel Code "N" and re-requisitioned the same day using the appropriate DCIPS Pay Schedule/Occupational Code/Pay Band. Any outstanding resumes on the original requisition should be worked in priority order as appropriate with any additional resumes received on the subsequent requisition. If a resume is received on both requisitions, the same report action code should be used in reporting the action taken on the resume.

C. Registrations in accordance with PPP

Current PPP registrations must be reviewed to determine whether the registrants are eligible to remain registered in PPP in accordance with the criteria in Chapter 19 of the PPP Operations Manual. Registrants who are no longer eligible must be immediately reviewed and the appropriate updates applied. For example, employees currently registered in Program A scheduled for a AIF demotion or involuntary separation based on declination of an offer, and those registered in Program R, will not be eligible after transition to DCIPS Grades. In addition, a review of all non-displaced overseas registrations for both DCIPS and non-DCIPS employees with return rights is necessary.

D. Registrants with current matches

In some cases, registrants may have already been referred prior to being deleted due to loss of eligibility. When contacted by potential gaining activities, the registering servicing CPAC should advise the gaining servicing CPAC that the resume should be cleared with Report Action Code 23. This also applies in cases where a qualifications determination is in progress when the registrant is found to be ineligible. If a job offer has been extended, all placement action should be suspended and the registering servicing CPAC should contact the supporting CARE Program Coordinator for guidance.

E. Retain PPP registration AFTER DCIPS Transition

For those registrants who retain PPP registration eligibility after transition to DCIPS grades, the following registration data elements, as a minimum, must be reviewed and file maintained, if needed:

1. Position:

Pay Group – Enter DCIPS Pay Schedule
Series – Enter DCIPS Occupational Group
Grade – Enter DCIPS Grade

2. Salary: Transition to DCIPS will not result in a salary loss.

3. Appointment eligibility: There are no Career-conditional employees in the DCIPS.

4. Skills: Registrants must be registered for their current DCIPS pay schedule, occupational code, and grade. They may also register for comparable grades in other pay schedules. For every DCIPS occupation code and pay band, the corresponding GG occupational series must be added by using the employee's equivalent GG grade as his or her high grade.

All of the above actions should be completed as soon as possible but not later than 2 weeks after the transition date.

F. AIF/TOF Competitive Area

1. Organizations will execute AIF under the provisions of DCIPS if the following conditions are met: (1) organization is more than 120 days away from their AIF effective date; <u>and</u> (2) are scheduled to transition to DCIPS grades before the proposed AIF effective date. The CPAC will advise the affected organization (comp area) and will work with the leadership to establish the new competitive area(s) so that all provisions of the new AIF procedures are met under AP-V, Adjustment in Force.

2. Competitive areas do not transfer from the legacy personnel system to DCIPS. Under DCIPS, competitive areas are defined by each specific AIF (i.e., geographic location, organization, business line, product line, etc.). If an AIF/TOF is planned to take place early after converting to DCIPS, it is imperative that the servicing CPAC advise management on the DCIPS requirements.

## Delegation Decisions

Commands are authorized to develop Interim Command policy issuance decisions on various authorities that have been delegated. Delegation of Authority will be contained in Army's Interim DCIPS Policy. It is very important that Commands determine delegations and develop guidance in advance of a transition to DCIPS Grades.

# Chapter 4 – Examples and Frequently Asked Questions

This chapter provides alignment and pay setting examples and frequently asked questions (FAQs) for use in clarifying transition guidance, or answering questions received. The examples and FAQs are not all inclusive, rather representative of major points of the Army DCIPS Transition Guidance and will expand as additional questions are identified.

Commands may, and are encouraged to, issue additional guidance, instructions, training and/or communications materials consistent with the information presented in this guidance and Army DCIPS policy.

## Transitioning to DCIPS Grades through Manual Individual Position-Based Transition – Pay Setting Examples (Examples use the 2011 Base Pay Salary Tables)

A. An Army DCIPS employee will be assigned to a GG-14 PD, work level 3 (Senior). His current salary is $90,343. As his salary currently aligns to a step within the salary range of his grade, his salary upon transition will remain at $90,343 (GG-14/03).

B. An Army DCIPS employee will be assigned to a GG-12 level PD, work level 2 (Full Performance). As the employee's current salary is $55,000, which does not meet the minimum salary of the GG-12, at the transition to DCIPS Grades her salary will be increased to the minimum, step 1 rate of GG-12, $60,274.

C. An Army DCIPS employee will be assigned to a GG-11 PD, work level 2 (Full Performance). As the employee's current salary is $71,000, which exceeds the maximum salary of the GG-11 level, he will be placed on indefinite pay retention and remain at the salary of $71,000 upon transition to DCIPS Grades..

D. An Army DCIPS employee has a current salary of $158,000. As her salary exceeded the statutory Level IV pay cap in January 2011, which was $155,500, she was placed on retained pay. At the time of transition to DCIPS Grades, she will be placed on a GG-15 PD, work level 4, and remain at her current salary in an indefinite retained pay status.

E. A candidate from DHS was hired by the Army immediately after the Army's transition to DCIPS Grades as a GG-15, work level 4. The employee was a GS-15/02 with DHS. As his salary aligned to a step upon his reassignment, his salary will remain

as $102,949 (GG-15/02). He will be assigned to the mission category, work category and work level that align to his GG-15 position.

## Transitioning to DCIPS Grades - FAQs

**1. What authority permits this transition to DCIPS Grades?**

a. Title 10 USC 1601-1614 provides authority to the Secretary of Defense to establish positions, appoint personnel, and fix rates of pay for Defense Intelligence positions in the Department of Defense. The specific format of the system is not stipulated.

**2. Why is the Army transitioning to DCIPS Grades?**

a. The Secretary of Defense made the decision to transition all Defense Intelligence employees currently in DCIPS pay bands, with the exception of those at NGA, to DCIPS Grades. His decision was based on input from Components and Department leadership, the Director of National Intelligence, the Director of the Office of Personnel Management, and our congressional oversight committees. The Secretary's decision does not represent abandonment of DCIPS and its fundamental tenets of unifying the Defense Intelligence Enterprise within a performance-driven culture. The heart of the DCIPS program will stay intact, including the occupational structure, common performance management system, and bonuses tied to performance. We also will implement NAPA recommendations for continually improving DCIPS.

**3. When is the Army transitioning to DCIPS Grades?**

a. The Army will transition its entire DCIPS workforce on 25 March 2012 an effective date selected in coordination with the USD(I) that will be contingent on 1) final approval by the Department of all DCIPS policies updated due to transition to DCIPS Grades, and 2) achievement of all readiness conditions required.

**4. How do we treat new Army employees while we plan for the transition to DCIPS Grades?**

a. All employees hired or reassigned into DCIPS prior to Army's 25 March 2012 transition will enter on duty in the Army at the DCIPS pay band appropriate for the position to which he or she is being assigned. Employees will be aligned to the appropriate mission category, work category and work level for their positions. DCIPS INTERIM policy of aligning employees to a GGE will continue until Army's transition to DCIPS Grades.

**5. What information do we share with our employees regarding transition to DCIPS Grades?**

a. It is DCIPS policy that the Army will be as transparent as possible in sharing information regarding the transition to the DCIPS graded structure with their workforces. Information appropriate for wide distribution should be provided to employees as soon as practicable. At a minimum, Army will provide transition timelines, processes and information on position alignment under DCIPS Grades, including DCIPS grade and step. The Army will include information on how transition will occur; i.e., whether transition will be effected as a mechanical position-based process or through a manual individual position-based process, and information about the process that will be used for making decisions on placement. Army DCIPS employees should receive this information in advance of the transition to DCIPS Grades. Standard template language has been developed for the formal notification to employees of their alignment under DCIPS Grades.

**6. How do we answer questions from employees whose salary is above the step 10 rate of their new DCIPS grade?**

a. Provided an employee's salary did not exceed the rate for level IV of the Executive Schedule prior to enactment of NDAA FY2010, they were not placed on retained pay under DCIPS INTERIM and this will continue as we transition to DCIPS Grades. This means these employees will receive 100% of any General Pay Increase and any increases to Local Market Supplements or Targeted Local Market Supplements but cannot receive other pay increases such as WGIs. Employees whose basic salary did exceed the rate for level IV of the Executive Schedule will be placed on retained pay. Under retained pay, employees are not eligible for WGIs but do receive 50% of any increase to the maximum of the employee's rate range (in this case the equivalent to the step 12 rate of the employee's grade). Employees in a retained pay status as well as those whose salaries are over the step 10 rate are still eligible for bonuses and other awards in accordance with Army DCIPS policy and guidance on the receipt of such awards.

**7. After converting to DCIPS pay bands, pay was permitted to exceed the statutory pay cap (level IV of the Executive Schedule) by 5%. Does this higher cap still apply to DCIPS?**

a. Unfortunately, no. DCIPS adopted this provision that was included as a part of the National Security Personnel System (NSPS). With the termination of NSPS, and that provision, DCIPS no longer has the

authority to offer this extended pay cap. Employees who were permitted to exceed the statutory pay cap by 5% will be placed on retained pay.

**8. I have not had any changes to my position since the Army converted to DCIPS pay bands. Is my DCIPS grade simply the grade that I held at the time of conversion?**

a. Generally yes, but there will be exceptions. In either a mechanical position-based or a manual individual position-based transition, if there have been no significant changes to the duties and responsibilities of your position, you generally should transition to the grade you held at the time of conversion to DCIPS. However, if there have been changes to your position through reassignment, assignment of new responsibilities, or other events, your DCIPS grade at transition will be based on the DCIPS grade assigned to your position of record at the time of transition.

**9. My position is aligned to DCIPS Pay Band 5; will it be aligned to a DCIPS graded position at the GG-15 level?**

a. Yes. The DCIPS occupational structure provides that Pay Band 5 encompasses only GG-15, and DCIPS Transition Guidance provides that positions cannot be aligned to a DCIPS grade that is lower or higher than the DCIPS grade(s) encompassed within the assigned DCIPS pay band. As a result, all Pay Band 5 positions will transition to GG-15, work level 4. Mission category, work category and work level will remain the same as they do not change as a result of transition to DCIPS Pay Bands.

**10. How do I know what grade my position will be under DCIPS Grades?**

a. Your supervisor will advise you of the DCIPS grade that applies to your position prior to the transition date.

**11. Are GGE's considered when assigning grades?**

a. No. As noted in the DCIPS INTERIM guidance, GGEs were established solely for the purpose of determining waiting periods for Periodic

Increases while under DCIPS INTERIM. They are not an alignment of people or positions. As noted above, the Defense Intelligence enterprise, including the Army, will transition to DCIPS Grades using a position-based transition. This means that DCIPS grades will be assigned to positions based on the work, and employees will be assigned to the DCIPS grade of their current positions.

**12. What will happen to Periodic Increases?**

a. Periodic Increases are similar to within-grade increases (WGIs) under the GS/GG system, but Periodic Increases apply only under DCIPS INTERIM. As Army transition to DCIPS Grades, it will resume paying WGIs, and Periodic Increases will no longer be necessary. Under DCIPS Grades, WGIs will be paid up to the step 10 of each grade, applying the same waiting periods, one, two or three years, used by the General Schedule.

**13. What if my salary does not clearly align to a step once my position and DCIPS grade are determined?**

a. Within the DCIPS graded structure, Army DCIPS employees must align to a grade and step, with the exception of those who are above the step 10 of their grade. The Secretary of Defense committed that no one shall suffer a loss of, or decrease in pay as a result of transition to DCIPS Grades so employees whose pre-transition pay does not fall on a step will be placed at the next higher step within the grade range.

**14. Does the placement onto a step change my Date of Last Equivalent Increase (DLEI)?**

a. No. The placement on a step for the purpose of transition to DCIPS Grades will not change the DLEI.

**15. When we transition to DCIPS Grades, will I be limited in competing for promotions to the next grade, or can I skip a grade or two?**

a. Under DCIPS Grades, as with DCIPS pay bands, promotions are based on qualifications for the position. The natural progression is from one grade to the next; however, employees who are eligible, based on qualifications, experience, knowledge, etc., may apply for any position for which they are qualified.

**16. Will we have time-in-grade restrictions for promotion under DCIPS Grades?**

a. No. As noted above, DCIPS is a qualifications-based system, and employees are eligible for consideration for new positions based on qualifications, experience, knowledge, etc.

**17. How are promotion pay increases under DCIPS Grades calculated?**

a. Under the DCIPS pay-setting rules, the employee's current rate of base pay is increased by the equivalent of two steps of the employee's current DCIPS grade and the new rate of base pay is established at the next DCIPS grade/step that is equal to or exceeds that rate.

**18. How will the transition to DCIPS Grades be handled?**

a. The DCIPS position-based transition is driven by the work employees are assigned to perform. The transition to DCIPS Grades is a two-step process under either the mechanical or the manual individual position-based transition process. First, the appropriate DCIPS grade is determined for the position following guidance contained in Chapter 2 of this Transition Guidance, and AP-V 2007. Second, the employee is assigned to the appropriate grade of their official position of record. Once the employee's DCIPS grade is determined, pay will be set based on the guidance in Chapter 3 – Setting Pay Upon Transition to the DCIPS Graded Structure.

**19. Does transition to DCIPS Grades impact performance management?**

a. Generally, no, but all should be aware of a few situations where performance management may be impacted through transition. Army DCIPS AP-V 2011 provides timelines for the performance management cycles and provides the minimum rating period as 90 days; selection of transition timelines should consider the on-going performance management cycle requirements. Using the manual individual position-based process there may be situations where the current alignment to mission category, work category, occupational series, work level changes, thus requiring changes to the current performance plan to support the new alignment.

**20. Will current DCIPS alignment (classification) standards be used to transition positions and employees to DCIPS Grades?**

a. Yes, just as when positions were aligned to DCIPS Bands, the DCIPS standard that is outlined in Army DCIPS AP-V 2007 will be used by commands as the common process to align positions and assign employees to grades. A revised AP-V 2007 is in coordination and provides the necessary information and process to properly identify the appropriate mission category, work category, work level and grade for each position. To make the grade determination, the Intelligence Community (IC) Enterprise adopted the standard that was initially created for the Civilian Intelligence Personnel Management System (CIPMS), the personnel management system that was a precursor to DCIPS and applicable to the intelligence positions of the Military Services. This standard is now referred to as the DCIPS Grading Standard (DGS).

**21. I was on a career ladder when my organization converted to DCIPS pay bands and I am still on that ladder. What will happen to me when my organization transitions to DCIPS grades?**

a. Documented career ladders in effect when Army converted to DCIPS pay bands were continued while under DCIPS pay bands. Any career ladder that was continued at the point of the Army's conversion to DCIPS pay bands (i.e., July 2009) and has not ended, will be permitted to continue in DCIPS grades.

**22. What happens to my developmental progression program?**

a. Developmental progression refers to the expected progression of employees assigned to the professional work category in pay band 2, entry and developmental work level (1). This progression provides for the non-competitive progression through the band and "graduation" into the full performance band and work level 2. The plans are Army-specific and will be continued upon transition to DCIPS grades, as they were during the DCIPS INTERIM period. Because developmental progression is Army-specific and often employee-specific, questions should be addressed to your Army transition point of contact.

**23. Can I ask for reconsideration of the alignment of my position into a DCIPS grade before transition?**

a. No. Army DCIPS positions remain aligned to DCIPS bands until the transition to DCIPS grades is affected. After transition to DCIPS grades, employees who believe their position was not appropriately aligned may request reconsideration of the alignment through Army reconsideration processes. Army processes will be communicated and available to all employees. Please see Chapter-2 of the Army DCIPS Transition Guidance for additional information on reconsideration of the alignment decision.

**24. When and how will I be informed of my position's new alignment under DCIPS grades?**

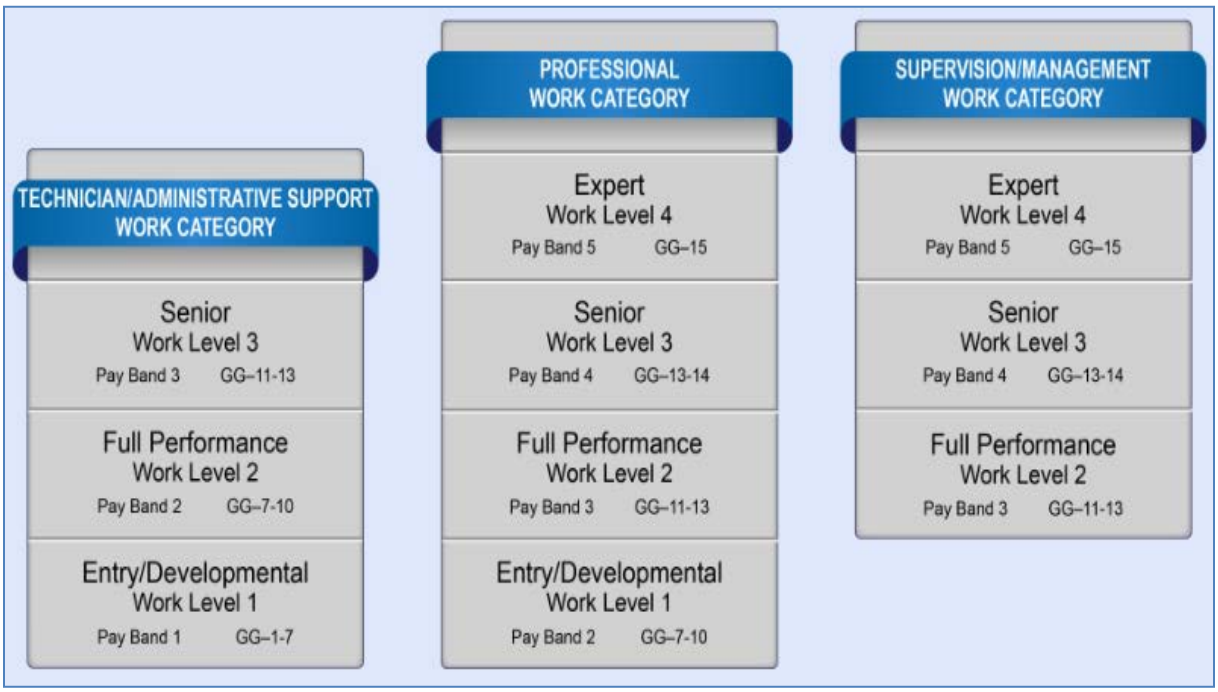
a. Commands will inform their DCIPS employees of their position's alignment to the DCIPS occupational structure, including the alignment to a specific grade, in advance of the transition. All Army DCIPS employees will be provided information identified on a standard template to ensure that all employees receive the same information about the transition and their new alignment to the DCIPS occupational structure. Information required to be provided includes mission category, work category, work level, grade and step, and salary, in addition to other information. Supervisors will provide this information to employees NLT ~~1 March 2012~~ 9 March 2012.

**25. Is there a special reconsideration process for alignment decisions resulting from transition to DCIPS grades?**

a. The Army reconsideration process for alignment (classification) decisions is currently available in AP-V 2007 Occupational Structure, Appendix 5 to Enclosure 3. The Alignment (Classification) and Complaint and Appeal Procedures will continue pre, during, and post transition to DCIPS grades. Supervisors will communicate alignment complaint and appeals procedures to employees.

## Annex 1: DCIPS PAY BAND AND GRADE ALIGNMENT

This graphic reflects the USD(I) enterprise wide DCIPS occupational structure. The Army is aligned to the DCIPS Occupational structure, but will follow the general grading standard in AP-V 2007 resulting in all Grade 13 Army DCIPS employees aligned to the Full Performance work level and all Grade 7 Technician/ Administrative Support work category DCIPS employees aligned to the Entry/ Developmental work level.



# Annex 2: PERFORMANCE MANAGEMENT

**General**

DCIPS Performance Management (PM) policies and procedures will remain in place. A copy of the Army DCIPS policy volume can be obtained at http://www.dami.army.pentagon.mil/site/dcips/docs/Lifecycle/ER/AP-V%202011.pdf. Organizations with Army DCIPS employees must continue to follow the Army DCIPS PM guidance applicable to those employees even after transition is completed. DCIPS performance plans must be in place for all eligible Army DCIPS employees within 30 days of the beginning of the performance evaluation period (no later than 30 October of each performance management cycle). Performance plans must be documented in the Performance Appraisal Application (PAA), approved by the Reviewing Official, and communicated to employees. If there is no access to the PAA (e.g., deployed foreign locations), a hard copy of the DD Form 2906D must be used.

**Transition PM Activities**

Impact to DCIPS PM activities will be minimal for most Army DCIPS employees. Most employees will transition from their pay band to the aligning DCIPS grade without a change in work level. Commands should provide any supplemental guidance to their DCIPS employees on key PM activities (e.g., key dates).

**Employees that are not changing work levels ---**

a. Should be notified as soon as practicable that the DCIPS performance objectives and performance elements will remain in place and there will be no break in accountability.

b. Should be directed to complete the Midpoint Review as appropriate. Transition will occur during the Midpoint Review process time period. Employees, Rating Officials and Reviewing Officials should follow the standard Midpoint Review procedures per Army Policy-Volume 2011, DCIPS Performance Management. However, mandatory midpoint conversations must be completed and documented within the PAA by the date shown below to ensure that the PAA tool reflects employee accomplishments (to-date) prior to transition to DCIPS grades.

| **Action:** | **Complete Midpoint Review** | **PM Rating Cycle for FY12** | **Complete Annual Evaluation of Record** |
|---|---|---|---|
| **Target Audience:** | Employees that are not changing work levels | | ALL DCIPS employees |
| **Key Dates:** | No later than 24 March 2012 | 1 October 2011 or 1st day of service in current position—30 September 2012 | NLT 45 days after the end of the evaluation period |

**Employees that are changing work levels (e.g., moving from work level 4 (Senior) to work level 3 (Full Performance)) ---**

a. Supervisors will complete a special DCIPS closeout performance evaluation to document employee accomplishments (within the FY12 DCIPS performance evaluation period) at the employee's work level prior to transition. All Command PM activities identified below must be completed and finalized prior to date of transition (25 March 2012). Completion of these activities within the PAA tool by this date is critical to ensure that the PAA tool generates the closeout evaluation reflective of the employee's position data prior to transition to DCIPS grades. Note: Within the PAA tool, check "Appraisal Type" field from the Plan Details tab and ensure "Closeout-DCIPS" is selected. The end date will be the day prior to transition to DCIPS grades.

(1) Employees must complete their written self-assessment using the Performance Appraisal Application (PAA) Tool and transfer their assessments to their Rating Officials.

(2) Rating Officials must complete the Rating Official assessments, assign ratings and forward their completed evaluations to the Reviewing Officials.

(3) Reviewing Officials must review all closeout performance evaluations for consistency across Rating Officials and congruence between numerical rating and its supporting narrative. After review, the closeout performance evaluations are forwarded to the PM Performance Review Authority (PRA).

(4) The PM PRA will conduct a statistical review of all closeout performance evaluations prior to final approval by the Reviewing Officials to ensure consistency across Rating Officials and Reviewing Officials.

(5) After the PM PRA review has been completed, the Reviewing Officials approve the closeout performance evaluations.

(6) Once approved, Rating Officials are able to communicate final closeout performance evaluations to employees.

NOTE: During the year-end evaluation, Rating Officials must consider the special DCIPS closeout evaluation (IAW Army DCIPS policy and their Command's PM Business Rules) when determining the employee's DCIPS annual evaluation of record.

b. Supervisors will then establish new performance objectives aligned to the new work level and DCIPS grade. Performance plans must be documented in the PAA, approved by the Reviewing Official, and communicated to employees. If there is no access to the PAA (e.g., deployed foreign locations), a hard copy of the DD Form 2906D may be used.

| **Action:** | **Complete Special Closeout Evaluation** | **Establish New Performance Plan** | **PM Rating Cycle for FY12** | **Complete DCIPS Annual Evaluation of Record**<br><br>**(covering DCIPS FY12 performance period)** |
|---|---|---|---|---|
| **Target Audience:** | Employees that <u>are</u> changing work levels | | | All DCIPS Employees (GG Grades) |
| **Key Dates:** | No later than 24 March 2012 | Not earlier than * 11 April 2012 and not later than 24 April 2012<br><br>(* allows time for personnel action to process; cannot initiate plan/draft in PAA until this date) | 1 October 2011—30 September 2012 | NLT 45 days after the end of the evaluation period |

## Annex 3: RPA Submissions and Processing During DCIPS Transition

*(Incorporating Change 1, 24 February 2012)*

In preparation for DCIPS transition, a moratorium for processing personnel actions prior to the transition effective date must be implemented. The purpose of the moratorium is to ensure all necessary personnel actions on transitioning employees are processed in a timely manner and to ensure the transition process runs smoothly. This means human resource-related actions such as pay changes, promotions, resignations, LWOP, awards, etc. that are to be effective before the transition effective date, must be submitted NLT the timeframe specified below prior to the transition effective date. Emergency actions such as death, retirement, and removal actions will be processed during the moratorium.

Please note - RPAs located in managers' or resource managers' "Inboxes" that have been created and not submitted to the CPAC prior to the cut-off date for submission to the CPAC need to be deleted and re-created in order for the new DCIPS data to populate the RPA properly.

Entrance on duty dates will not generally be set during the last two weeks prior to the transition date. Questions on the moratorium should be directed to the servicing CPAC.

| RPA SUBMISSIONS AND PROCESSING DURING DCIPS TRANSITION | | |
|---|---|---|
| **If the action is:** | **Proposed Effective Date is:** | **RPA must be in the CPAC NLT:** |
| **Pre-Transition Realignment (Redescription)/Reassignment Action** | Prior to the effective date of transition | 4 weeks NLT 24 Feb 12) prior to the effective date of transition |
| **Award** (except for QSI - see 'Pay Action' below) | Prior to the effective date of transition | 2 weeks (NLT 9 March 12) prior to the effective date of transition |
| **Non-Pay Action** (Reassignments, Leave Without Pay, Realignment, etc) | Prior to the effective date of transition | 2 weeks (NLT 9 March 12) prior to the effective date of transition |
| **Pay Action** (Promotion, Change to Lower band, Quality Step Increase, etc.) | Prior to the effective date of transition | 4 weeks (NLT 24 Feb 12) prior to the effective date of transition |
| **Emergency Actions** (Death, Removal, Suspension, Accessions Critical to Mission) | Actions will be processed manually during the transition period and input in the database after the transition is completed. | |

Emergency Accession Actions – actions that are true emergencies required to support critical military missions, or life and safety missions. These actions should be rare exceptions and must be approved by the Heads of the Organization in advance of submission. Since these actions will be processed as an exception to the moratorium, information concerning them should be provided to the Command Transition Manager who will coordinate with the CPAC.

**Additional Information**

Regulations require that personnel actions be approved by the appointing officer (CPAC) **prior** to the effective date. To ensure actions are effective on the desired effective date the timelines indicated above must be followed.

Effective dates for actions that require the appointing officer (CPAC) approval and are not received by the date indicated above cannot be made effective during the moratorium. Based on regulation/procedure, the list of actions below can be made effective ***prior to the date approved*** by the Appointing Official (CPAC personnel):

| Action | **The Effective Date is** |
|---|---|
| **Change in Allowance or Differential** | Effective date set by the agency or pay period following date approved |
| **Change in Hours** | Date approved by the employee's supervisor |
| **Change in Tenure** | Date following completion of the service Requirement |
| **Change in Work Schedule** | Change in Work Schedule |
| **Death** | Date shown on the death certificate |
| **Disability Retirement** | See CSRS and FERS Handbook |
| **Extension of LWOP** | Date approved by the employee's supervisor |
| **Leave Without Pay (LWOP)** | Date approved by the employee's supervisor |
| **Mandatory Retirement** | Last day of the month in which the employee reaches the age and completes any length-of service requirements for the retirement system under which he or she is covered. |
| **Resignation** | Set by the employee |
| **Retirement-ILIA** | Set by the employee |
| **Return to Duty** | Date approved by the employee's Supervisor, but preferably on/before the effective date of the conversion |
| **Special Option Retirement** | Set by the employee |
| **Voluntary Retirement** | Set by the employee |

## Annex 4: DCIPS TRANSITION DATA REVIEW TIMELINE

*(Incorporating Change 1, 24 February 2012)*

- Command managers/supervisors review and certify developmental position assignments by: 8 March 2012.

- Collaboration with the CPAC and supervisors/managers on IA2GG Tool changes: Ongoing.

- CPAC completes modifications based on IA2GG Tool changes: 23 March 2012.

# Annex 5: DCIPS IA2GG TOOL

*(Incorporating Change 1, 24 February 2012)*

In preparation for the transition to DCIPS Grades, management must follow directions in the DCIPS IA2GG tool and make determinations for servicing CPAC to finalize prior to transitions.

An interactive automated tool, DCIPS IA2GG, is available to assist Commands, Transition Managers, supervisors, and HR practitioners to prepare for the transition from DCIPS Pay Bands to DCIPS Grades. Access to records in this tool is controlled using the same access controls used for other HR applications. For example, managers will have access to records pertaining to the employees in their organization; command transition managers will have access to records from their command as long as they possess a CSU account that provides that access.

The tool is set up for two separate audiences: managers and servicing CPAC. Reports in the tool are developed accordingly; managers can update data in their set of reports and servicing CPAC will update data in the HR reports and perform follow-on actions from the manager reports. In both segments we anticipate interaction between the manager and HR staff to resolve any discrepancies, address questions, determine appropriate actions, etc. All reports include an “export to Excel” option. Comment blocks with e-mail capability are available to promote interaction between managers and HR staff.

Reports for manager review and action include:

| Report Name | Description | Action Required |
|---|---|---|
| Developmental Employees | Lists employees who are on known developmental positions (ACTEDS Interns/Local Interns/Functional Trainees) and SCEPs/STEPs. | Management needs to identify the GG grade at which the employee is currently working, and PDs may need to be created or changed as a result |

Reports for servicing CPAC review and action include:

| Report Name | Description | Action Required |
|---|---|---|
| PDs without GG Grade | Lists occupied positions that do not have a GG grade in FASCLASS. | Servicing HR specialist will review to determine GG grade. |
| GG Grade not in the Pay Band | Lists occupied positions where the GG grade is not in the valid work category and/or work level | Servicing HR specialist will review to determine accurate information |

Reports for manager and HR information:

| Report Name | Description |
|---|---|
| Transition | Management tool listing all employees, for use in notifying employees about their GG grade. Can be run for an organization (command and/or UIC) or for individual employees. Includes Summary Reports with transition information that can be provided to employees. |
| Productivity – Summary | Reserved for CHRA |
| Productivity | Reserved for CHRA |
| Workload Tracking | Command Reports (PDs w/o GG grade; GG grade not in the Pay Band, and Certify-Developmental Employees) |
| Command Completion | Command Reports (PDs w/o GG grade; GG grade not in the Pay Band, Certify-Developmental Employees, and Developmental Employees) |

| Focus Area | Task No. | Task/Activities | Owner | Start Date | End Date | Status | Point of Reference |
|---|---|---|---|---|---|---|---|
| | **1** | **Army Transition Program Management** | | | | | |
| | 1.1. | Identify Program Manager for the DCIPS Transition | **IPMO** | 3-Jan-11 | 3-Jan-11 | Complete | IPMO |
| | 1.2 | Identify Command level Transition POCs (TMs) | **IPMO** | 3-Jan-11 | 3-Jan-11 | Complete | Transition Manager Bi-Weekly Teleconference Call |
| | 1.3. | Develop Army Transition Program Plan | **IPMO** | 20-Jun-11 | 1-Aug-11 | Complete | Total Army Comprehensive DCIPS Transition Plan |
| | 1.3.1. | Develop Army Transition Timeline | **IPMO** | 20-Jun-11 | 1-Aug-11 | Complete | Total Army Comprehensive DCIPS Transition Plan |
| | 1.3.2. | Develop Army Communications and Change Management Plan | **IPMO** | 1-Feb-11 | 1-Aug-11 | Complete | Total Army Comprehensive DCIPS Transition Plan - Appendix A |
| | 1.3.3. | Develop Army Training Strategy Plan | **IPMO** | 20-Jun-11 | 31-Oct-11 | In-Progress | Total Army Comprehensive DCIPS Transition Plan - Appendix E |
| | 1.3.4. | Develop Army Position Alignment Plan/Guidance | **IPMO** | 3-Mar-11 | 31-Aug-11 | Complete | Total Army Comprehensive DCIPS Transition Plan - Appendix C |
| Transition | 1.3.5. | Develop Army Transition Guidance (includes pay transition plan) | **IPMO** | 3-Mar-11 | 31-Aug-11 | Complete | Total Army Comprehensive DCIPS Transition Plan - Appendix C |
| | 1.3.6. | Develop Army Key Personnel Action Moratorium Guidance | **IPMO** | 20-Jun-11 | 31-Aug-11 | Complete | Total Army Comprehensive DCIPS Transition Plan - Appendix C |
| | 1.3.7. | Develop Army Transition Guidance (includes transition processing plan) | **IPMO** | 3-Mar-11 | 31-Aug-11 | Complete | Total Army Comprehensive DCIPS Transition Plan - Appendix C |
| | 1.3.8. | Develop Army Reconsideration and Grievance Processing Plan | **IPMO** | 20-Jun-11 | 31-Aug-11 | Complete | Total Army Comprehensive DCIPS Transition Plan - Appendix C |
| | 1.3.9. | Identify Army resource requirements for transition | **IPMO** | 3-Mar-11 | 7-Jul-11 | Complete | Total Army Comprehensive DCIPS Transition Plan - Appendix C |
| | 1.4. | Obtain USD(I) approval for Army transition date and program plan | **IPMO** | 2-Aug-11 | 4-Aug-11 | Complete | Army DCIPS Transition Plan Brief for USD(I) |
| | 1.5. | Identify Army process for tracking command readiness (via the Readiness Tool) | **IPMO** | 7-Jul-11 | 7-Jul-11 | Complete | Total Army Comprehensive DCIPS Transition Plan - Appendix D |

**Note: This Readiness Schedule is a "living document" and dates may shift.*

| Focus Area | Task No. | Task/Activities | Owner | Start Date | End Date | Status | Point of Reference |
|---|---|---|---|---|---|---|---|
| | 1.6. | Identify Army POC for reporting transition readiness progress to USD(I) | **IPMO** | 3-Jan-11 | 3-Jan-11 | Complete | Total Army Comprehensive DCIPS Transition Plan - Appendix D |
| Policy | **2** | **Army Policy Development** | | | | | |
| | 2.1. | Review and provide comments on DCIPS Policies to USD(I) | **IPMO** | 1-Jan-09 | 1-Oct-11 | In-Progress | Total Army Comprehensive DCIPS Transition Plan - Appendix B |
| | 2.2. | Develop Army Policy Volumes 2001-2015 | **IPMO** | 1-Jan-09 | 1-Nov-11 | In-progress; Not developing AP-V 2002 or 2003 | Total Army Comprehensive DCIPS Transition Plan - Appendix B |
| | 2.3. | Provide USD(I) with Army Policy Volumes 2001-2015 for review and endorsement | **IPMO** | 28-Nov-11 | 15-Jan-12 | Courtesy copies will be provided as early as September 2011 | Total Army Comprehensive DCIPS Transition Plan - Appendix B |
| | 2.4. | Publish Army Policy Volumes | **IPMO** | 1-Dec-11 | 1-Feb-12 | Requires approval of ASA(M&RA), OGC, G-1, and G-2 | Total Army Comprehensive DCIPS Transition Plan - Appendix B |
| Communications | **3** | **Army Communication Approach** | | | | | |
| | 3.1. | Develop Army Strategic Communications and Change Management Plan that aligns with USD(I)'s plan | **IPMO** | 1-Feb-11 | 29-Jun-11 | Complete | Total Army Comprehensive DCIPS Transition Plan - Appendix A |
| | 3.2. | Develop Army Senior Leadership Memo in support and direction for DCIPS Transition (in addition to a speech, an article, townhalls, etc) | **IPMO** | 1-Jun-11 | 30-Aug-11 | In-Progress | Total Army Comprehensive DCIPS Transition Plan - Appendix A |
| | 3.3. | Develop Transition Communication Matrix | **IPMO** | 1-Feb-11 | 29-Jun-11 | Complete | Total Army Comprehensive DCIPS Transition Plan - Appendix A |
| | 3.4. | Identify Command level Transition POCs (TMs) for relaying and distributing communication information | **IPMO** | 15-Jun-11 | 29-Jun-11 | Complete | Transition Manager Bi-Weekly Teleconference Call |
| | 3.4.1 | Identify Transition Communication vehicles | **IPMO** | 1-Feb-11 | 29-Jun-11 | Complete | Total Army Comprehensive DCIPS Transition Plan - Appendix A |
| | 3.4.2. | Schedule Transition Town halls | **IPMO** | 1-Jun-11 | 30-Sep-11 | Pending | Total Army Comprehensive DCIPS Transition Plan - Appendix A |
| | 3.4.3. | Update Army DCIPS website with transition communication material | **IPMO** | 15-Jun-11 | 30-Sep-11 | Complete | Army DCIPS Website (http://www.dami.army.pentagon.mil/site/dcips/) |
| | 3.5. | Provide USD(I) with Army Strategic Communications and Change Management Plan for review and approval | **IPMO** | 1-Feb-11 | 30-Sep-11 | Pending | Total Army Comprehensive DCIPS Transition Plan - Appendix A |

**Note: This Readiness Schedule is a "living document" and dates may shift.*

| Focus Area | Task No. | Task/Activities | Owner | Start Date | End Date | Status | Point of Reference |
|---|---|---|---|---|---|---|---|
| Training | **4** | **Army Training Plan** | | | | | |
| | 4.1. | Review USD(I)'s training plan and strategy and incorporate requirements | **IPMO** | | | In-Progress | Total Army Comprehensive DCIPS Transition Plan - Appendix E |
| | 4.2. | Develop Army training strategy plan | **IPMO** | | | In-Progress | Total Army Comprehensive DCIPS Transition Plan - Appendix E |
| | 4.3. | Develop Army training curriculum | **IPMO** | | | Pendiing | Total Army Comprehensive DCIPS Transition Plan - Appendix E |
| | 4.4. | Develop Army training schedule | **IPMO** | | | Pendiing | Total Army Comprehensive DCIPS Transition Plan - Appendix E |
| | 4.5. | Develop Army training schedule for attending all required USD(I)-sponsored Train-the-Trainer training classes | **IPMO** | | | Pendiing | Total Army Comprehensive DCIPS Transition Plan - Appendix E |
| | 4.6. | Develop Army web based trainings and confirm all potential participants have received access to the Web-based training | **IPMO/CHRA** | | | Pendiing | Total Army Comprehensive DCIPS Transition Plan - Appendix E |
| | 4.7 | Deliver Army training for transition | **IPMO/CHRA** | | | Pendiing | Total Army Comprehensive DCIPS Transition Plan - Appendix E |
| | **5** | **Information Technology Support Readiness** | | | | | |
| | 5.1. | Identify Army POC for technology readiness | **AG-1** | 6-Jul-11 | 11-Jul-11 | Complete | Civilian Information Services Division |
| | 5.2. | Confirm Army technology support systems readiness for transition | **AG-1** | 8-Aug-11 | 31-Aug-11 | In-Progress | Civilian Information Services Division |
| | 5.3. | Test Army IT system for readiness | **AG-1/CHRA** | 1-Sep-11 | 30-Sep-11 | Pending | Civilian Information Services Division |
| | **6** | **Data Cleanup** | | | | | |
| | 6.1. | Review Army personnel records and position descriptions for transition readiness and the following data elements: | **Army Commands/CHRA** | 4-Nov-11 | 24-Feb-12 | Pending | DCIPS IA2GG Tool |
| | 6.1.1. | Review Mission category | **Army Commands/CHRA** | 4-Nov-11 | 24-Feb-12 | Pending | DCIPS IA2GG Tool |
| | 6.1.2. | Review Work category | **Army Commands/CHRA** | 4-Nov-11 | 24-Feb-12 | Pending | DCIPS IA2GG Tool |
| | 6.1.3. | Review Occupational group/occupational series | **Army** | 4-Nov-11 | 24-Feb-12 | Pending | DCIPS IA2GG Tool |
| | 6.1.4. | Review Work level | **Army Commands/CHRA** | 4-Nov-11 | 24-Feb-12 | Pending | DCIPS IA2GG Tool |
| | 6.1.5. | Review Pay band | **Army Commands/CHRA** | 4-Nov-11 | 24-Feb-12 | Pending | DCIPS IA2GG Tool |
| | 6.1.10. | Review Pay schedule | **Army Commands/CHRA** | 4-Nov-11 | 24-Feb-12 | Pending | DCIPS IA2GG Tool |
| | 6.1.11. | Review Basic pay | **Army Commands/CHRA** | 4-Nov-11 | 24-Feb-12 | Pending | DCIPS IA2GG Tool |

**Note: This Readiness Schedule is a "living document" and dates may shift.*

| Focus Area | Task No. | Task/Activities | Owner | Start Date | End Date | Status | Point of Reference |
|---|---|---|---|---|---|---|---|
| | 6.1.12. | Review Adjusted basic pay | **Army Commands/CHRA** | 4-Nov-11 | 24-Feb-12 | Pending | DCIPS IA2GG Tool |
| | 6.1.13. | Review Other pay | **Army Commands/CHRA** | 4-Nov-11 | 24-Feb-12 | Pending | DCIPS IA2GG Tool |
| | 6.1.14. | Review Date of Last Equivalent Increase (DLEI) | **Army Commands/CHRA** | 4-Nov-11 | 24-Feb-12 | Pending | DCIPS IA2GG Tool |
| | 6.1.15. | Review Premium pay | **Army Commands/CHRA** | 4-Nov-11 | 24-Feb-12 | Pending | DCIPS IA2GG Tool |
| | 6.1.16. | Review Total pay | **Army Commands/CHRA** | 4-Nov-11 | 24-Feb-12 | Pending | DCIPS IA2GG Tool |
| | 6.1.17. | Review Local market supplement | **Army Commands/CHRA** | 4-Nov-11 | 24-Feb-12 | Pending | DCIPS IA2GG Tool |
| | 6.1.18. | Review Targeted local market supplement | **Army Commands/CHRA** | 4-Nov-11 | 24-Feb-12 | Pending | DCIPS IA2GG Tool |
| | 6.1.19. | Review Intelligence position indicator | **Army Commands/CHRA** | 4-Nov-11 | 24-Feb-12 | Pending | DCIPS IA2GG Tool |
| | 6.2. | Correct all identified errors and notify employees of the corrections | **Army Commands/CHRA** | 4-Nov-11 | 24-Feb-12 | Pending | DCIPS IA2GG Tool |
| | **7** | **Position Alignment Completed** | | | | | |
| | 7.1 | Develop DCIPSIA2GG Tool | **Army G-2/AG-1** | 20-Jun-11 | 4-Nov-11 | In-Progress | AG-1 |
| | 7.2. | Review Army positions and align in accordance to AP-V2007 | **Army Commands** | 4-Nov-11 | 24-Feb-12 | Pending | DCIPS IA2GG Tool |
| | 7.3. | Document lessons learned and report to USD(I) | **IPMO** | 6-Apr-12 | 4-May-12 | Pending | |
| | 7.4. | Update Army Vacancy Announcement and Requirement Process to include the GG Grade(s) | **AG-1** | 18-Nov-11 | 1-Dec-11 | Pending | |
| | **8** | **Employee Placements in GG graded structure Planned** | | | | | |
| | 8.1. | Assign all employees to the appropriate position | **Army Commands/CHRA** | 4-Nov-11 | 24-Feb-12 | Pending | DCIPS IA2GG Tool |
| | 8.2. | Determine the appropriate GG grade, step, and salary for each transitioning employee in accordance with Army Transition Guidance | **Army Commands/CHRA** | 4-Nov-11 | 24-Feb-12 | Pending | DCIPS IA2GG Tool |
| | **9** | **Notifications to Employees** | | | | | |
| | 9.1 | Prepare notifications for each affected employee in accordance with Army template | **Army Commands** | 6-Jan-12 | ~~1-Mar-12~~ 9-Mar-12 | Pending | DCIPS IA2GG Tool |
| Transition | 9.2. | Implement process for reconsideration of placement in accordance to AP-V 2007 | **IPMO** | 6-Jan-12 | 6-Jan-12 | Pending | AP-V 2007 |
| | **10** | **Preparation for Processing** | | | | | |
| | 10.1. | Test Army mass transition process | **AG-1/CHRA** | 1-Sep-11 | 1-Nov-11 | Pending | AG-1/CHRA |
| | 10.2. | Complete final review of records | **CHRA** | 1-Jan-12 | 24-Feb-12 | Pending | DCIPS IA2GG Tool |
| | 10.2.1 | Identify employees in special pay situations | **Army Commands/CHRA** | 4-Nov-11 | 24-Feb-12 | Pending | DCIPS IA2GG Tool |
| | 10.2.2 | Identify employee's salary exceed Ex Level 4 | **Army Commands/CHRA** | 4-Nov-11 | 24-Feb-12 | Pending | DCIPS IA2GG Tool |
| | 10.2.3 | Identify employee's salary exceed step 12 of the GG grade aligned to | **Army Commands/CHRA** | 4-Nov-11 | 24-Feb-12 | Pending | DCIPS IA2GG Tool |
| | 10.2.4 | Identify and address any employee affected by non-foreign OCONUS TLMS adjustment | **Army Commands/CHRA** | 4-Nov-11 | 24-Feb-12 | Pending | DCIPS IA2GG Tool |
| | 10.2.5 | Identify and address any employee affected by special rate or other TLMS situation | **Army Commands/CHRA** | 4-Nov-11 | 24-Feb-12 | Pending | DCIPS IA2GG Tool |

**Note: This Readiness Schedule is a "living document" and dates may shift.*

| Focus Area | Task No. | Task/Activities | Owner | Start Date | End Date | Status | Point of Reference |
|---|---|---|---|---|---|---|---|
| | 10.2.6 | Verify and establish the LEI date for each employee at transition and properly document each LEI date in appropriate systems (note: The automated process for Periodic Increases under DCIPS INTERIM in DCPDS was designed to update the DLEI. Periodic increases processed manually or in other systems may not have automatically updated the DLEI)? | **Army Commands/CHRA** | 4-Nov-11 | 24-Feb-12 | Pending | DCIPS IA2GG Tool |
| | 10.2.7 | Identify employees in special situations and determine the appropriate actions for transition | **Army Commands/CHRA** | 4-Nov-11 | 24-Feb-12 | Pending | DCIPS IA2GG Tool |
| | 10.2.8 | Identify and address employees on DCIPS career progression schedules | **Army Commands/CHRA** | 4-Nov-11 | 24-Feb-12 | Pending | DCIPS IA2GG Tool |
| | 10.2.9 | Identify and address employees with return rights from overseas locations/obligated positions | **Army Commands/CHRA** | 4-Nov-11 | 24-Feb-12 | Pending | DCIPS IA2GG Tool |
| | 10.2.10 | Identify employees on documented details | **Army Commands/CHRA** | 4-Nov-11 | 24-Feb-12 | Pending | DCIPS IA2GG Tool |
| | 10.2.11 | Identify and address employees on LWOP | **Army Commands/CHRA** | 4-Nov-11 | 24-Feb-12 | Pending | DCIPS IA2GG Tool |
| | 10.2.12 | Identify and address any Absent - Uniformed Service employees (changed from "Employees on LWOP-US" effective 3/28/10) | **Army Commands/CHRA** | 4-Nov-11 | 24-Feb-12 | Pending | DCIPS IA2GG Tool |
| | 10.2.13 | Identify and address employees on LWOP - Workers Compensation (OWCP) | **Army Commands/CHRA** | 4-Nov-11 | 24-Feb-12 | Pending | DCIPS IA2GG Tool |
| | 10.2.14 | Identify and address any employees on long-term training | **Army Commands/CHRA** | 4-Nov-11 | 24-Feb-12 | Pending | DCIPS IA2GG Tool |
| | 10.2.15 | Identify and address any employees on temporary or term appointments eligible for conversion to permanent | **Army Commands/CHRA** | 4-Nov-11 | 24-Feb-12 | Pending | DCIPS IA2GG Tool |
| | 10.2.16 | Identify and address any employees on temporary or term appointments not eligible for conversion to permanent | **Army Commands/CHRA** | 4-Nov-11 | 24-Feb-12 | Pending | DCIPS IA2GG Tool |
| | 10.2.17 | Identify and address any deployed civilians | **Army Commands/CHRA** | 4-Nov-11 | 24-Feb-12 | Pending | DCIPS IA2GG Tool |
| | 10.2.18 | Identify and address employees on temporary assignments such as Joint Duty Assignments or other temporary assignments | **Army Commands/CHRA** | 4-Nov-11 | 24-Feb-12 | Pending | DCIPS IA2GG Tool |
| | 10.3 | Identify augmentation resources for transition if required | **Army Commands/CHRA** | 4-Nov-11 | 24-Feb-12 | Pending | DCIPS IA2GG Tool |
| | 10.4 | Review Army moratorium for processing personnel actions in preparation for transition | **Army Commands/CHRA** | 4-Nov-11 | 24-Feb-12 | Pending | Total Army Comprehensive DCIPS Transition Plan - Appendix C |
| | **11** | **Formal Transition Readiness Presentation to DCIPS PEO Completed** | | | | | |
| | 11.1. | Prepare Army DCIPS transition readiness brief and schedule meeting with USD(I) PEO to present | **IPMO** | 20-Jun-11 | 30-Jul-11 | Complete | Army DCIPS Transition Readiness Brief |
| | 11.2. | Prepare and send Army readiness information to USD(I) (at least 5 business days prior to scheduled brief) | **IPMO** | 11-Jul-11 | 2-Aug-11 | Complete | Army DCIPS Transition Readiness Brief |
| | **12** | **USD(I) Readiness Approval** | | | | | |
| | 12.1 | USD(I) Readiness Approval Been Received | **IPMO** | 24-Feb-12 | 24-Feb-12 | Pending | Army DCIPS Transition Readiness Brief |

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