AOG IMPLEMENTATION REPORT
INTELLIGENCE SPECIALIST SERIES, GS-132
for
INTELLIGENCE COMBAT DEVELOPMENTS

DIRECTIONS:

MACOM and FOA civilian personnel offices are requested to provide the enclosed information to the Intelligence Personnel Management Office (IPMO) upon completion of implementation of the AOG for Intelligence Combat Developments, GS-132. Subordinate installations or activities should be instructed to use the enclosed pages to provide the information and data listed.

Summarization at the MACOM/FOA level in not necessary. Rather, the packages submitted from field organizations to MACOMs should be forwarded directly to the IPMO. If desired by MACOMs, field activities may be instructed to send the information straight to the IPMO.

MACOMs/FOAs and/or Activities should return reports to the IPMO point of contact; HQDA (DAMI-CP), Intelligence Personnel Management Office (Joyce Dunn), Washington, D.C. 20310-1006; commercial (703) 285-5201 or DSN 356-5201.

AOG IMPLEMENTATION REPORT

MACOM:_____ Completion
INSTALLATION:_____ Date:_____

BEFORE Number of positions where AOG applied:		**AFTER** Number of positions affected:		
GRADE	TOTAL NUMBER	UPGRADED	DOWNGRADED	NO CHANGE
GS-05				
GS-06				
GS-07				
GS-08				
GS-09				
GS-10				
GS-11				
GS-12				
GS-13				
GS-14				
GS-15				

ICD AOG IMPLEMENTATION

GENERAL QUESTIONS

Please circle most appropriate answer.

1. Who regularly exercises classification authority at your activity or installation?

a. Managers

If a, please state managerial level: _____

b. Personnel specialists

2. Did the application of the ICD AOG impact the grade level of a supervisor over the ICD work?

a. No impacted supervisory positions.

b. Yes,_____supervisory positions were upgraded due to ICD AOG implementation.

c. Yes,_____supervisory positions were downgraded due to ICD AOG implementation.

3. When ICD AOG was applied, were position management principles used to restructure any positions to keep them at current grade levels specifically due to currant budget restraints?

a. Yes. (if yes, please explain on separate sheet.)
b. No.

4. If grade went up upon implementation of the ICD AOG, what was the reason? Please answer for each JD# grade increase.

JD#_____ a. Solely due to application of AOG.
b. Accretion of duties (due to restructure)
c. Accretion of duties (due to new mission)

JD#_____ a. Solely due to application of AOG.
b. Accretion of duties (due to restructure)
c. Accretion of duties (due to new mission)

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b. Accretion of duties (due to restructure)
c. Accretion of duties (due to new mission)

(Reproduce para 4 if more space needed.)

ENCL 2

AOG IMPLEMENTATION CHANGES
UPGRADE

For each position description that was upgraded, list; the job description number, title, and grade of the position **BEFORE** and **AFTER** application of the AOG. Also, identify number of positions assigned to that job description.

BEFORE				**AFTER**			
JD #	TITLE	GRADE	#	JD #	TITLE	GRADE	#

AOG IMPLEMENTATION CHANGES
DOWNGRADES

For each position description that was downgraded, list; the job description number, title, and grade of the position **BEFORE** and **AFTER** application of the AOG. Also, identify number of positions assigned to that job description.

BEFORE				**AFTER**			
JD #	TITLE	GRADE	#	JD #	TITLE	GRADE	#

ARMY OCCUPATIONAL GUIDE FOR POSITIONS IN INTELLIGENCE SPECIALIST SERIES, GS-132

PART II - SECTION D

INTELLIGENCE COMBAT DEVELOPMENTS

CONTENTS

PART II
SECTION D

INTELLIGENCE SPECIALIST POSITIONS IN INTELLIGENCE COMBAT DEVELOPMENTS

INTRODUCTION

COVERAGE

This section is specific to positions performing Intelligence and Electronic Warfare (IEW) Intelligence Combat Developments (ICD) work within the Army. Personnel in positions covered by this AOG may perform duties from one or more of the functional areas described. Major functional areas of ICD are:

Design and Development

Materiel Acquisition

Staff Management

SUBSECTION ONE contains the following items:

a. Definitions of the ICD discipline and the three functional areas within which individual ICD positions may be placed (Design and Development, Materiel Acquisition, and Staff Management).

b. Position titling guidance.

c. Common DISCAS codes associated with ICD.

d. Grade band descriptions.

SUBSECTION TWO illustrates Factor Degree Descriptions which represent levels of work typically found in ICD that correspond to the CIPMS Primary Grading Standard. Points derived from this subsection are converted to grade levels by the Grade Conversion Table in Part I, App D. A copy of the table is included at the end of Subsection Two.

OCCUPATIONAL INFORMATION

Combat Developments is the analytical process by which military capabilities, strengths, and weaknesses (often termed efficiencies and deficiencies) are reviewed, and short-, medium-, or long-term future needs are identified, documented, prioritized and programmed for resolution. The combat developments process may be applied to any of the Army's Battlefield Functional Mission Areas (BFMAs). However, Intelligence Combat Developments must have subject matter experts (SMEs) who are intimately familiar with the IEW BFMA, its hardware, and its operational relationship to other non-IEW BFMAs on the battlefield.

Generally, the combat developments function for most BFMAs uses GS-132 personnel limited to the Threat function involved with Field Artillery or Communications, for example. While accurate Threat projections are essential to the BFMA process, the IEW BFMA must have IEW experts in several other

special functions, principally Design and Development and Materiel Acquisition, in all phases of the ICD process.

The Intelligence Combat Developer designs and develops IEW concepts, organizations, and materiel systems requirements and inputs to the design and development of IEW training and doctrine which determines the future direction of Army's military intelligence (MI). General knowledge of the collection and processing of intelligence is essential for an ICD position. But the most distinguishing characteristic of an ICD position, contrasted to other Intelligence Specialist GS-132 positions, is that broad and far-ranging intelligence program knowledge is applied to IEW processes entirely distinct from those used to collect and process intelligence information.

The IEW BFMA is complicated by its-multifaceted mission which involves collecting and providing full range IEW intelligence information to battlefield commanders at all echelons. The combat effectiveness of the IEW BFMA is strongly dependent on the product of Intelligence Combat Developers. They are ultimately responsible for developing the right equipment and the optimum organizational structure, determining and identifying military occupational Specialty (MOS) requirements, and providing sound input to the doctrine, training, and leadership development needed by the commander and soldier. Therefore, combat effectiveness, is directly related to how thoroughly the Intelligence Combat Developer has done the job.

Technological applications and materiel requirements of the IEW BFMA are unique. Most new or improved IEW systems are designed to incorporate the leading edge of technology or novel, untried interrelationships of technologies which weighs heavily on how MOSs are structured and trained. The intelligence Combat Developer must counter the best technologies of all potential adversaries and nullify or overcome their advantages in designing future systems. ICD positions provide for the IEW systems that are critical to the future of IEW in the DoD, to include Joint Services and allied multinational forces.

The ICD process is conducted in accordance with the Enhanced Concepts Based Requirements System (ECBRS). ECBRS is a systematic and flexible approach to determine future Army needs, resolve any deficiencies in current battlefield capabilities, and establish a structured process common to all combat developments, regardless of BFMA.

In the IEW BFMA, the ECBRS process includes performing regular projections and prioritizing future IEW requirements, This process is done by analyzing current and future efficiencies and deficiencies by using a variety of techniques (such as automated modeling and simulation). Without these analyses, there is no basis from which to direct or evaluate future IEW change and growth on the nonlinear battlefield of the future. ICD products are future oriented (10-20 years) and drive all aspects of IEW. The complexity of this overall process is compounded because of the impact on and from other Army proponents/BFMAs that must be addressed. The ICD process applies to all IEW systems, organizations and operational concepts and their interaction with other Reconnaissance, Intelligence, Surveillance and Target Acquisition (RISTA) actions. Extensive coordination is required with US Army Training and Doctrine Command (TRADOC) Centers and Schools, US Army Intelligence and Security Command (INSCOM), US Total Army Personnel Command (PERSCOM), and materiel developers, as well as joint programs offices, to meet the commander's RISTA requirements.

The Intelligence Combat Developer analyzes the approved warfighting concept to develop rational and precise requirements for IEW materiel systems and organizations. This requirements information also is provided for the development of doctrine, training and leadership capabilities. Once the IEW materiel system or organization requirements are approved, additional elements within DA or joint levels, such as the materiel developer, co-proponent, and tester become involved. The Intelligence Combat Developer, as the advocate and or representative for the IEW soldier and commander, continues to monitor all developmental processes.

Intelligence Combat Developers conduct in-depth IEW examination of the current umbrella concept, current and future missions, current and projected worldwide threat, historical experiences, and technological forecasts. The IEW branch proponent conducts analytical studies to determine capability deficiencies in the programmed force against the threat in defined scenarios. Solutions to these deficiencies will lead to changes, in some or all of the following: doctrine for the way the Army will fight and be supported; how training is accomplished; organization structure; initiation of the materiel acquisition process for production or improvement of IEW equipment. Solutions usually require a combination of these actions due to their interrelationships.

ICD DESIGN AND DEVELOPMENT includes the portions of the ECBRS by which current and future battlefield IEW deficiencies are identified and analyzed, and solutions are determined or prioritized and resolved. Resolving IEW deficiencies requires close interrelationships with other activities dealing with doctrine, organization, training, and leadership changes. ICD design and development also includes Force Design and Force Integration necessary to perform the IEW BFMA mission, and requires especially close relationships with the training developer and other proponent combat developers dealing with doctrine, training, leadership, organizational, and related IEW BFMA changes and impacts. IEW design and development are unique and complex processes requiring wide and varied skills in areas such as threat order of battle and systems capabilities, friendly operational missions, future friendly system projections associated communications, and knowledge of Army budget and requirements documentation processes.

ICD MATERIEL ACQUISITION documentation includes the materiel acquisition process which is a tailored sequence of specified phases of program activity depicted in the Life Cycle System Management Model (LCSMM). The LCSMM outlines the l1fe cycle of every Army system acquisition, from materiel concept investigation through fielding to ultimate phaseout and disposal. It includes development and coordination of materiel requirements packages and fielding of IEW systems (includes life cycle software support [LCSS]); standards, communications, and information interoperability requirements documentation; manpower and personnel integration (MANPRINT) data; and, developing and monitoring operational, technical and contractor testing programs. The cornerstone of the materiel acquisition process is the requirements documentation package which spells out precisely what the equipment is to do and how it is to do it. These documents change names and format periodically but remain critical to development and fielding of IEW equipment that meets the users' needs. The acquisition process is inseparable from the governmental planning, programming, and budgeting cycle, so the materiel acquisition specialist must be familiar with it.

The ICD material acquisition process also involves close contact with the training developer and with force development and integration personnel to

assure that proper, timely training on new IEW equipment is available and that force and or organizational structure modifications occur in time for total IEW system fielding.

As part of the research, development, test and evaluation (RDT&E) community involved in material acquisition, IEW test evaluation positions are heavily involved in development of IEW test scenarios and threat representations that correctly reflect both threat forces and MI concepts and doctrine. Incumbents direct execution of tests, perform test data analysis with respect to MI considerations, and prepare planning and report documentation for intelligence system and concept tests. They apply knowledge of the IEW architecture and organizations in researching appropriate test players and work to ensure understanding of critical MI concerns by elements in the materiel acquisition structure that may not be sensitive to them. IEW test and evaluation personnel work closely with other ICD personnel and materiel developers to ensure that IEW requirements are addressed and data are valid throughout the test and evaluation portion of materiel acquisition.

ICD STAFF MANAGEMENT includes the proponents for personnel functions, short- and long-range planning, programming, resource management, and broad-based advisory positions that require extensive IEW knowledge, including full understanding of the IEW BFMA. Force Development is the integration of allocated and projected Army resources into a time-phased program to develop a force that is properly organized, equipped, trained, and supported to carry out the Army's assigned missions and functions. The Intelligence Combat Developer is a key player in this action.

The Personnel proponent is charged with carrying out personnel life-cycle management functions for intelligence career fields. Personnel life-cycle management functions include: structure, acquisition, individual training and education, distribution, unit deve1opment, sustainment, professional development and separation. Many of these functions tie in to the ICD function, especially the ECBRS process. The Personnel Proponent is responsible for evaluating the feasibility of future authorizations based on projected IEW personnel requirements evolving due to modernization of existing equipment, changes in force structure, and fielding of new equipment in support of Army force modernization and technological advances. Because of the impact of new equipment fielding on authorizations, personnel working this area must be well versed in the various combat developments documents such as Operational Requirements Document (ORD), new equipment fielding plans, Qualitative and Quantitative Personnel Requirements Information (QQPRI), and Basis-of-Issue Plan (BOIP). Whether the new equipment is being fielded or current equipment modified, the proponent is responsible for identifying an MOS support structure and recommending new training criteria to meet equipment and force requirements.

BACKGROUND

Most ICD positions are located at the US Army Intelligence Center, with some additional positions at the Combined Arms Command, HQ TRADOC, INSCOM, and US Army Test and Experimentation Command (TEXCON). Other ICD positions also may exist.

To perform ICD functions effectively, ICD personnel must be well versed in the complexities and singular problems of modern IEW and the IEW BFMA. The best way to have acquired such knowledge and experience is to have worked in the MI arena as a member of the military or as a civilian intelligence

specialist in ICD or another specialty (production or collection). It is essential and appropriate that the IEW Intelligence Combat Developer be a member of the MI profession and share the language, ethics, problems, concerns and background of other intelligence specialists.

KNOWLEDGE REQUIREMENTS

The Intelligence Combat Developer must have:

a. Broad knowledge of the intelligence community and IEW BFMA.

b. Sound working knowledge of state-of-the-art science and technology as they apply to the IEW mission.

c. Ability to apply automation as a research tool and to fulfill IEW requirements.

d. Ability to speak and write fluently and forcefully.

e. Knowledge of varied research techniques.

f. Ability to use critical, logical, and rational thought.

g. Debate and negotiation skills to coordinate, convince, and persuade adoption of new ideas and ways to support the field commander in the nonlinear battlefield environment of the future.

Required knowledeges encompass an extensive body of policy and procedures applicable to numerous, varied disciplines and areas of endeavor. Intelligence Combat Developers must continually:

a. Expand and update their understanding of strategic and tactical intelligence requirements, operations, and procedures; impacts of various potential scenarios for worldwide conflict; current and future technology; sources, currency and availability of data; applicability and level of automation, and selection and application of automated tools to specific problems.

b. Maintain and expand knowledge of operational aspects of current and future IEW systems at all echelons; developmental phases of strategic and tactical intelligence system requirements to ensure that developing systems meet new requirements; other BFMA developments to apply these actions to projects concerning IEW and or RISTA requirements and capabilities.

c. Apply specialized knowledge in various IEW subject matter fields during review of nonproponent documents and recommend improvements to the originator.

Frequently, knowledge of a discipline within the IEW BFMA is required, such as Communications Intelligence (COMINT), Electronics Intelligence (ELINT), Human Intelligence (HUMINT), Imagery Intelligence (IMINT), and Measurement and Signature Intelligence (MASINT). The Intelligence Combat Developer also must be aware of governmental budgetary and material acquisition cycle and processes.

Some ICD positions may require practical knowledge approaching the Scientific and Technical professional's level, performing Contracting Officer's

Representative (COR) functions or other contract-related work, or other individual specialized knowledge.

INTELLIGENCE COMBAT DEVELOPER/MATERIEL DEVELOPER RELATIONSHIPS

By regulation, the Intelligence Combat Developer has the responsibility to formulate doctrine, concepts, organization, material requirements, and objectives; prioritize materiel needs; and represent the user in the materiel acquisition process. To accomplish this responsibility, the Intelligence Combat Developer must ensure the integration of all ICD efforts for proponent materiel systems. This integration effort requires continuous and detailed coordination with the materiel developer during the entire life cycle management of IEW material systems. Other MACOMs with regulatory ICD functions, such as INSCOM, also may require dedicated system managers; or project officers.

Regardless of which activity is responsible for managing and monitoring the program, the need exists for effective coordination with the Program Executive officer (PEO) or Program Manager (PM) and other activities representing the materiel developer on matters pertaining to the acquisition of materiel systems. The Intelligence Combat Developer and the materiel developer must be aware of each other's activities since most program management document and milestone decision reviews require input from both.

EVALUATION OF POSITIONS

Positions involving ICD work should be evaluated on a factor-by-factor basis by using the factor degree descriptions in this guide in conjunction with the CIPMS Primary Grading Standard (PGS), Part 2, for Nonsupervisory Work. If a selected factor in a position is not fully equivalent to the intent of the factor degree description, interpolated point values may be assigned. (Refer to the CIPMS Guide for Classifying GS Positions, dated June 1990, for more complete instructions on evaluation of positions, interpolation of point values, and the CIPMS PGS.)

Not all aspects of ICD assignments are discussed. Work examples are not all inclusive but are provided for assistance in comparing individual position assignments and responsibilities to the grade band and factor degree description in the AOG.

CONVERSION TO GRADE LEVEL

After completing this point rating process, apply the CIPMS Grade Conversion Table for Nonsupervisory Professional/Administrative Work to determine the General Schedule grade. The CIPMS Grade Conversion Table is found in the following: Part I of Section B of the Army Occupational Guide for Intelligence Specialist Positions, GS-132; the CIPMS PGS; and the CIPMS Guide for Classifying GS Positions. Copy of the table is in Subsection Two.

NOTES TO USERS

Position classification guidance identified herein relates to the nonsupervisory career path. When used in the AOG, the terms Team Leader or Project Leader refer to technical leadership responsibilities; they do not involve administrative supervision and are excluded from the CIPMS PGS for Supervisory and Managerial work. Terms such as manage, develop, plan, defend, direct, or assess, used throughout this AOG, describe individually

assigned nonsupervisory responsibilities for a system or project. These terms relate to duties assigned to nonsupervisory personnel in their performance as overseer, monitor, or responsible point of contact for a system, project or program, but not directly over subordinate personnel on a full-time and continuous basis. To some extent, these duties are inherent in most ICD positions above the entry level. Unless otherwise noted, the use of the term professional in this AOG does not imply the requirement for an academic credential.

GLOSSARY

Army Battlefield Interface Concept (ABIC). Program that establishes automation interoperability requirements among Wartime Automated Systems. Identifies Army's information exchange requirements among automated systems that support the Airland Battle Plan throughout the theater of operations and into CONUS.

Acquisition. Process consisting of planning, designing, production and distribution of a weapon system or equipment.

Activity. Generic term for a unit, organization, or installation performing an intelligence function or mission. In all cases, "activity" is below the MACOM level.

Agency. Organization engaged in collecting and/or processing information.

AIMP. - Army Intelligence Master Plan

Army, Department of (DA). Executive part of the Department of the Army and all field headquarters, forces, Reserve components, installations, activities, and functions under control or supervision of the Secretary of the Army. In this AOG, "Army" refers to the level at which responsibility is vested for the particular function or program, not solely to one or more offices (sole reference to Headquarters, Department of the Army). In many instances, intelligence programs are managed, operated, and or represented for all of Army at levels other than DA Headquarters.

Automated Unit Reference Sheet (AURS). Provides planning and programming information on proposed future Army organizations. Used to support force development studies, materiel development, and acquisition goals.

Basis-of-Issue Plan (BOIP). Prescribes number of items to be issued to individual unit, military organization, or for unit piece of equipment.

Battlefield Functional Area (BFA). Discrete area of responsibility readily identifiable by the function performed which contributes directly to battle management.

Battlefield Functional Mission Area (BFMA). One of eight areas for which integrating centers are responsible to identify warfighting needs and prioritize solution sets. Examples include Intelligence, Fire Support, and Close Combat (heavy) BFMAs.

Command, Control, and Communications Countermeasures (C3CM). Integrated use of operations security, military deception, jamming, and physical destruction, supported by intelligence, to deny information to, influence, degrade, or destroy adversary commend, control, and communications (C3) capabilities, and to protect friendly C3 against such actions.

Command, Control, Communications and Computers Requirements Definition Process (C4RDP). Systems that establishes an automated interrelationship between the ABIC, the Army's communication requirements, and the allocation of communications equipment. Dynamic system that documents battlefield C4 information flow demands and equipment assets required to satisfy those demands.

Communications Intelligence (COMINT). Technical and intelligence information derived from foreign communications by other than intended recipients.

Cost & Operational Effectiveness Analysis (COEA). Analysis of estimated costs and operational effectiveness of alternative materiel systems to meet a mission and the associated program for acquiring each alternative. Abbreviated Analysis (AA) is no longer prepared.

Doctrine. Fundamental principles by which military force or elements guide their actions to support national objectives. Authoritative but requires judgement in application.

Electronics Intelligence (ELINT). Technical and intelligence information derived from foreign noncommunicative electromagnetic radiations emanating from other than nuclear detonations or radioactive sources.

Enhanced Concepts Based Requirements System (ECBRS). System that TRADOC uses to identify and prioritize Army warfighting requirements for doctrine, training, leader development, organizations, and materiel.

Force Design. Process by which optimal organizational structure is developed and initially documented.

Force Development. Integration of allocated and projected Army resources into time-phased program to develop a force that is properly organized, equipped, trained, and supported to carry out Army missions and functions worldwide. Includes force planning, programming, analysis, structuring, combat and training developments.

Force Integration. Process by which equipment, organization, doctrine, and training are integrated into operational whole to perform BFMA mission.

Human Intelligence (HUMINT). Category of intelligence derived from information collected and provided by human sources.

Imagery Intelligence (IMINT). Intelligence information derived from exploitation of collection by visual photography, infrared sensors, lasers, electroplexies, and radar sensors, such as synthetic aperture radar, wherein images of objects are reproduced optically or electronically on film, electronic display devices, or other media.

Intelligence Combat Developer. Command or activity that formulates concepts, organization, materiel requirements, and objectives. Represents user community in materiel acquisition process for IEW or intelligence BFMA.

Life Cycle Software Support (LCSS). Subset of Life Cycle System Management Model. Part of overall system support necessary to plan, manage, develop, sustain, modify, and improve a system's computer software throughout the System's life cycle.

Life Cycle System Management Model (LCSMM). Outlines life cycle of every Army system acquisition, from materiel concept investigation through fielding to ultimate phaseout and disposal. Includes development and coordination of materiel requirements packages and fielding of IEW systems (includes LCSS).

Major Milestones. Points in time at which recommendation is made and approval sought from higher authority regarding initiation or continuation of a program.

Manpower and Personnel Integration (MANPRINT). Comprehensive technical effort to assure total system effectiveness by continuous integration into materiel development and acquisition of all relevant information concerning human factors engineering manpower, personnel, training system safety, and health hazards. MANPRINT process begins with identification of battlefield deficiencies through CSRS. Soldier performance issues associated with the new materiel system are reflected and updated in requirements, test, and solicitation documentation.

Material Acquisition. Process of acquiring supplies and equipment, facilities, and services for use within DA, including life cycle system management of hardware and software, formulation of requirements, research, development, testing, procurement, production, fielding, operation, support, and disposal of Army materiel.

Materiel Developer. Research, development, and acquisition command, agency, or office assigned responsibility for the system under development or being acquired.

Material Requirements Document. Concisely states minimum essential operational, technical, logistical, and cost information necessary to initiate development of procurement of a materiel system. Examples are Mission Need Statement (MNS) and Operational Requirements Documents (ORDs).

Materiel System. Item, system, or all systems or materiel; includes all required system support elements.

Measurement and Signature Intelligence (MASINT). Scientific and technical intelligence information obtained by quantitative and qualitative analysis of data (metric, angle, spatial, wavelength, time dependence, modulation, plasma, and hydrometrical) derived from special technical sensors for the purpose of identifying any distinctive features associated with source, emitter or sender, and to facilitate subsequent identification or measurement of the same.

MI. Military Intelligence

Mission Need Statement (MNS). Document that establishes a new operational capability or improves existing capability based on continuing assessments of current and projected capabilities in the context of changing military threats and national defense policy.

MOS Military Occupational Specialty

Operational Assessment (OA). Evaluation of operational effectiveness and operational suitability made by independent operational test activity. Focus of operational assessment is on significant trends noted in developmental efforts, programmatic voids, areas of risks, adequacy of requirements, and ability of program to support adequate operational testing.

Operational Requirements Document (ORD). Document that concisely states minimum essential operational, technical, logistics, and cost information necessary to initiate full scale development or procurement of materiel system.

Personnel Life-Cycle Management. Use of structure, acquisition, individual training and education, distribution unit deployment, sustainment, professional development and separation functions to manage branch personnel (military and civilian) and develop recommendations relating to personnel management matters for the Deputy Chief of Staff for Personnel.

Product. Any completed actions, ranging from very minor document to major subelement of a program. May be either short- or long-term and require the efforts of one or more individuals.

Program. Major system acquisition, major multifaceted, multi-tier, multi-echelon study, or another complete ICD endeavor of similar breadth and scope. A program is of significant duration, extended scope and major impact at departmental or higher level (several months to several years of combined effort by a number of specialists with expertise in a variety of areas).

Program Executive Officer (PEO). Individual responsible for administering a defined number of major or non-major acquisition programs who reports to and receives direction from the Army Acquisition Executive (AAE).

Program/Project Manager (PM). Individual chartered to conduct business on behalf of the Army who reports to the PEO or AAE and is assigned responsibility and delegated full line authority of the materiel developer for centralized management of specified materiel acquisition programs.

Project. In this AOG, "project" means specific task, product, or portion of a major program. In essence, discrete unit of work that can stand alone, but usually sub-element of larger whole, such as development of an equipment system or major broad-based study. Relatively short-term effort by one or a few people of closely related skills.

Proponent. Organization or staff assigned primary responsibility for materiel or subject matter in its area of interest.

QQPRI. Qualitative and Quantitative Personnel Requirements Information.

Reconnaissance (RECON). Mission undertaken to obtain, by visual observation or other detection methods, information about activities and resources of enemy or potential enemy.

RISTA. Reconnaissance, Intelligence, Surveillance and Target Acquisition

SERA. Special Electronic Mission Aircraft

Standing Operating Procedure (SOP). Set of instructions covering those features of operations that lend themselves to definite or standardized procedure without loss of effectiveness.

SME. Subject Matter Expert

Table of Organization and Equipment (TOE). Table setting out the authorized numbers of men and major equipment in a unit.

Threat. Broad term, ability of a potential enemy to limit or prevent mission accomplishment or neutralize or reduce effectiveness of current or projected organization or materiel system.

Trade-off Analyses (TOAs). Display implications of trading one set of controlled variables (such as schedule or performance) for another (such as cost).

TRADOC System Manager (TSM). Individuals appointed by CG, TRADOC for selected materiel acquisition programs. The TSM manages all facets of user input and user actions throughout the development, production and deployment of assigned systems.

Training Developer. Activity that develops training strategy and requirements for both instructional and unit training.

UAV. Unmanned Aerial Vehicle

Unit Reference Sheet (URS). Summary showing mission, organization chart, numbers, and types of personnel, major types of equipment, and functions of organizational elements of units.

User. Command, unit, or element that will be the recipient of production item for use in accomplishing designated mission.

User Representative. Intelligence combat developer is user representative for intelligence-related equipment and organization.

S U B S E C T I O N O N E

INTELLIGENCE COMBAT DEVELOPMENTS DISCIPLINE

DEFINITION OF ICD WORK

Professional work involving design, development, test and evaluation of IEW concepts, organizations, and materiel systems used in the collection, processing, reporting, analysis, evaluation, interpretation and dissemination of intelligence information to US and allied forces. ICD positions also input to: design and development of training and doctrine regarding organizations and systems; personnel proponent for the MI career organizations and systems; personnel proponent for the MI career fields, and certain support functions closely related to the ICD function; and development of policies and procedures, training, and oversight necessary to ensure adequate support. Major functional areas of ICD work are : Design and Development; Materiel Acquisition; and Staff Management. Positions covered by this AOG may perform duties from one or more of these functions.

TITLES

The primary functional title, Intelligence Specialist (Intelligence Combat Developments), is the only authorized official title for positions primarily concerned with performing work covered by the ICD discipline definition. This title may be abbreviated using the parenthetical designator of Intelligence Specialist (ICD). Secondary titles, which are not authorized as official titles but may be used as an inclusion to the job description, are Design and Development Specialist, Materiel Acquisition Specialist, or Staff Manager.

Functional Definitions

Design and Development: This function consists of positions responsible for developing and/or coordinating various IEW combat developments' design, including architectures (master plans, concepts, and laydowns), automated systems (new and applied software), organizational requirements, materiel requirements documentation, and research and quantitative analysis of these designs for concepts, architectures, materiel systems, software, TOE, and any elements with which they interact. Work may include: designing new concepts and architectures for IEW units with missions at various echelons, such as theater down to brigade level; designing automated software requirements to support all IEW system components; designing and documenting tactical intelligence organizations at all echelons; or performing research and quantitative analysis of system components or of major system combinations, capabilities, cost, concept of operations, and combat effectiveness.

Materiel Acquisition: This function involves work developing and/or coordinating various ICD IEW requirements packages; as system manager, monitors all aspects of the life cycle of IEW systems, including those under development, fielded, or having contemplated product improvements; preparing and reviewing program management documents and monitoring system development; developing initial system MANPRINT management plan which impacts on development of requirement documentation, BOIP, QQPRI, and ILS plan; and the operational evaluation of IEW systems. Work includes: developing and coordinating materiel system requirements packages and fielding IEW systems

(includes LCSS); analyzing standards, communication, and information interdependent operability requirements documents; or developing and monitoring operational, technical, and contractor testing programs for evaluation.

STAFF MANAGEMENT: This function covers positions responsible for intelligence personnel life-cycle management functions (structure acquisition, individual training and education, distribution, development, sustainment, professional development and separation) inherent in the personnel proponency mission or directing, developing, or performing work involving the planning, coordinating, interpreting, or evaluating actions and/or policy required to support a specific IEW combat developments process or program. These positions also may perform work as a staff service to management and are involved in all aspects of planning, programming, and budgeting as well as providing advice and assistance in specific areas or disciplines.

DISCAS CODES

Common codes associated with ICD include, but are not limited to, the following: (Reference: DoD 1430.10-M-3, Intelligence Career Development Program, July 1988)

Functional Codes:

Basic Intelligence Production
Collections
Current Intelligence and Indications
Estimates
Military Capabilities
Plans and Programs
Reconnaissance and Surveillance
Research and Development
Target Intelligence

Occupational Guides:

Acoustical Intelligence
Briefing
Budget Administration
Camouflage, Concealment and Deception
Communications Intelligence (COMINT)
Computer Systems Security
Electronics Intelligence (ELINT)
Electronic Warfare
Electro-Optics Intelligence
General Intelligence (Counternarcotics Analysis)
Human Intelligence (HUMINT) (Included in Multi-Discipline Threat Counterintelligence)
IDHS Plans and Development
Imagery Intelligence (IMINT)
Intelligence Management (Automatic Data Processing Interface)
Intelligence Management (Dissemination)
Intelligence Management (Plans, Programs, Resources)
Intelligence Management (Research, Development, Test and Evaluation)
Measurement and Signature Intelligence (MASINT)
Meteorology and Climatology
Military Manpower
Military Organizations
Multi-discipline Collection MD
Order of Battle (General)
Planning/Program/Management/Analysis
Signals Intelligence (SIGINT)
Space Systems - Tactical Exploitation of National Capabilities (TENCAP)
Space Systems Analysis (General)
Threat Analysis Assessment
Writing and Editing

GRADE BAND DESCRIPTIONS

The four grade bands for Intelligence Specialist are: (1) Entry/Developmental, (2) Full Performance, (3) Expert, and (4) Senior Expert. Evaluative characteristics are described for the grade bands. These characteristics are common among Design and Development, Materiel Acquisition, and Staff Management functions of Intelligence Combat Developments (ICD).

In addition to the evaluative characteristics, specific grade band duty illustrations are provided for each grade band. These descriptions do not attempt to describe knowledges, guidelines, scope of authority, work relationships, or supervision received found in a complete position description. Therefore, the grade band duty descriptions are not appropriate as the sole or major basis for determining a specific grade; nor is an individual example of assignment described under the Factor Degree Description appropriate to use as the sole or major basis for determining grade. These descriptions are provided only as possibilities that might be found within a set of more expanded duties of a position to provide an understanding of the level of work generally found within that grade band.

Positions evaluated by this AOG may include a mix of duties from among the grade bands and functions. Positions within each succeeding higher grade band are assumed to require knowledge and ability to perform the duties of lower-graded positions within that function.

ENTRY LEVEL: (Includes grades GS-5 through GS-9)

The entry level for the ICD discipline is applicable to all functions within this discipline. It is intended as an entry and developmental level and may either follow a generalized approach or concentrate on one function.

Employee performs progressively responsible developmental work assignments. Receives formal courses and on-the-job training in the principles, practices, and methods of the ICD function to which assigned. Assists higher graded specialists by performing routine portion of or assignments of limited complexity. Supervision is reduced correspondingly as trainee demonstrates progressive understanding and application of subject matter disciplines, relevant laws, regulations, unit SOPs, and methods of operations.

Duties typically found within this grade band:

- Develops, prepares, and submits simple portions, subelements, or components of IEW products such as requirements documentation (architectures, concepts, MNS, ORD, TOE, deficiency solution requirements, and studies); completes IEW automation requirements and IEW system requirements documentation packages as sub-elements of the IEW interoperability program.

- Reviews progress of relatively simple IEW systems or projects, advises supervisor of potential problems, and recommends solutions. Maintains status of project milestones, and informs higher-graded specialists of situations such as potential delays or schedule slippage.

- Performs research and analysis in support of higher-graded specialists by compiling and organizing data, as tasked. Prepares portions

of analytical study reports and briefings. During the developmental phase, may develop a lesser portion of IEW program or project such as Threat RECON/RISTA and friendly IEW systems or operational techniques; a relatively small or simple automation project; long-range plan program document; a resource utilization proposal; a Rationalization, Standardization and Interoperability (RSI) document; a research project or segment of a larger more complex one; an ICD data base; or issues and criteria for test and evaluation of intelligence organizations, concepts or material. Assists higher-graded specialists and other action officers in doctrinal, operational, and feasibility studies for potential solutions to battlefield deficiencies.

- Develops a working knowledge of the standards hierarchy (combined, Joint Service and IEW BRA) and interface change control procedures requirements at each level; applicable regulatory documents pertaining to the development of TOE and BOIP; or of automated data processing systems used by the activity and designed solely for the TOE/BOIP process.

FULL PERFORMANCE LEVEL: (Includes Grades GS-10 through GS-13)

Employee receives additional training and developmental assignments to increase technical knowledge, skills, and job competence in ICD. Work assignments are selected to add depth and breadth of technical competence through experience gained by application of combat developments processes in the planning and development of materiel system requirements, systems or communications architecture, and in the evaluation of studies. Performs analysis, coordinates support requirements, and conducts quality control of final products for assignments ranging from average to the difficult and complex. Conducts extensive coordination with user to ensure needs are represented during planning and requisitioning of IEW systems. Works independently, exercising initiative and resourcefulness in deviating from standard methods and in interpreting guidelines that are either not completely applicable or are stated in very general terms. Makes decisions affecting various organizational units that may involve the interpretation of policy or the setting of precedents. Finished work is reviewed for compliance with administrative requirements, technical competence, and effectiveness. At this level, increased emphasis is placed on developing administrative ability and experience. Training and development activities generally are concerned with increased emphasis on leadership skills as well as more complex technical matters.

Duties typically found within this grade band:

- As a project or team leader (see Introduction, Notes to Users), directs group efforts, delineates and prioritizes tasks for team members, and assesses progress of the team's efforts to ensure integration of total effort. Personally accomplishes assigned sub-elements and directs other employees in accomplishing related tasks, redirecting efforts as needed to produce desired results and meet milestones. Conducts analytical evaluations to identify and quantify IEW or RISTA concepts, doctrine, training, organizations, leadership, or materiel deficiencies and recommends potential solutions and courses of action. Solutions may include analytical tool development; improvement or application of IEW/RISTA broad systems, to include national, allied, or other Service capabilities; automated system hardware and software requirements to meet user's needs; Threat RECON/RISTA and friendly IEW systems, operational techniques; and complex multiphase scenario development.

- Develops, compiles, prepares, writes, publishes, and disseminates significant products such as operational requirement document, Trade Off Analysis, and COEA briefings, studies, and reports. Maintains status of project milestones and resolves most problems. Participates in management review actions regarding program management documents and requirements documentation (architecture, concepts MNS, ORD, TOE, deficiency solution requirements, or studies); software and systems interoperability requirements including User Interface Requirements (UIR) and UIR Change Proposals and IEW communications requirements; RSI requirements; new intelligence organizations to support both current and future requirements based on approved concepts and doctrine; and operational issues and criteria for IEW operational test plans and reports.

- Participates in and conducts working groups and committees. Represents assigned organization (directorate, school of MACOM) at DA, MACOM, Joint Service (Army - Air Force, Army - Navy) and combined-level (NATO) working groups and committees, as substantive authority in ICD concepts, automation study development and materiel areas. Represents assigned organization and Army interests to national agencies, as directed. Interfaces with action officers at all levels regarding development of BOIP and force structure changes; interfaces directly with PEO staff and PM's on all aspects of materiel information interoperability associated with communications; and coordinates ICD test support packages for operational test planning.

- Accomplishes moderate to complex planning, programming, automation support, or resource management projects such as performing an analytical study for a major element of a long-range plan, or administering or modifying an ICD data base or other automation project of significant size complexity.

- Participates in all developmental phases that may be applicable to Low Intensity Conflict or have Counternarcotic, Treaty Monitoring, or Counterterrorism application.

- Monitors development, fielding, and provides coordinated Army input for strategic systems developed by national agencies.

EXPERT LEVEL: (Includes Grades GS-14 and GS-15)

Employee has acquired mastery of ICD and related intelligence disciplines. Receives only administrative supervision. Plans, designs, and carries out projects independently. Functions in an advisory capacity to the commander and senior staff in areas of combat developments, staff development, and program evaluation. Develops, implements, and evaluates Combat Developments-related regulations and policies. Uses judgement and ingenuity to develop innovative interpretations of policies and general guide-lines and revise existing policies or approaches to address unique Combat Developments problems affecting the command's mission. Decisions and commitments often involve large expenditures of resources and have strong impact on important programs. Work relationships are for the purpose of gaining necessary cooperation and support and persuading to action. Training and development are provide to enable employee to keep abreast of technical changes and advanced leadership skills. Employees in this grade band will have the opportunity to gain experience and demonstrate potential for executive or senior expert positions.

Duties typically found within this grade band:

- Represents the IEW branch proponent, MACOM or department at committees and group meetings at MACOM, DA agency (NSA, DIA), Joint Service, or Allied Nation level to clarify and advance the activity, school, or MACOM position. Makes presentations to these groups. Advises and consults with higher level officials on complex IEW projects and programs; provides solutions and recommendations for action. Serves as the IEW branch proponent SME on major comprehensive areas of IEW endeavor, such as the recognized IEW automation, LCSMM, or organizational documentation authority for the command; serves as the recognized IEW/RISTA modeling and analytical study authority for the command; leads Army representation at major conference and meetings at national and international levels, and chairs Army or international forums involving IEW ICD issues.

- Serves as project or team leader (see Introduction, Notes to Users) for major ICD projects or programs, assigning and reviewing work, providing guidance and leadership, and redirecting efforts to assure a timely and high-quality product. Such projects generally have Armywide or greater impact and are the specific responsibility of the incumbent. May manager multiple projects and team efforts to ensure the integrity of methodologies and approaches. Monitors analytical efforts, evaluates the most complex intelligence analytical problems, and ensures completeness and accuracy. Provides technical guidance, assessment to higher-level leadership on substantively complex ICD projects or programs. Evaluates overall resource capability to satisfy existing and projected requirements, and identifies resource shortfalls. Oversees long-term analytical projects and their study methodologies to ensure they meet required ICD objectives and are integrated with other ICD projections, IEW documents, and architectures, to include improvements of associated tools such as data bases, models, and tactical decision aids.

- Consultants in or leads the development and implementation of MACOM or DA regulations and IEW program directives to improve program or project results. Develops and institutes new and improved analytical procedures and tools. Reviews and modifies study plans and procedures to improve effectiveness. Develops prioritizes, and defends long-range plans in support of existing and projected mission requirements. Directs and assesses the development and projection of long-range IEW architectures for strategic and tactical Army intelligence applications. Reviews, develops, and institutes new procedures or creates and proposes new approaches and innovative solutions to novel, complex, and large-scale programming, planning, automation, resource, and personnel proponent problems.

- Establishes long-range concept development plans and policies. Defines specific, critical intelligence issues and initiates action to resolve the issues, such as comprehensive or unique research or analytic efforts, new or revised organizations, improved manning levels, automation hardware and software, or other comprehensive action. Brief and defends resulting solutions at MACOM, Army, or Joint levels. Conducts analysis, evaluations, and studies of operational testing programs to provide impacts on Armywide intelligence effectiveness. Forecasts, develops, and initiates specific requirements for new, substantial IEW interoperability and standards programs/projects.

SENIOR EXPERT LEVEL: (Includes Grades GS-16 through GS-18)

Employee at this level is a recognized authority in ICD, has a mastery of other intelligence disciplines, and is concerned with technological developments, new national-level legislation, innovative management practices, research activities, and current policy and program initiatives. Development is oriented toward higher professional capabilities, top leadership skills, and advanced study of Government policy and operations. Employee provides technical oversight and leadership for the Army's Intelligence Combat Developers, staff development, and evaluation programs. Uses originality, creativity, and long-term experience to develop advanced, novel concepts and methodologies. Establishes, plans, and prioritizes the intelligence Research and Development programs needed to achieve national intelligence objectives. Sets priorities and applies resources to projects and programs to meet established national and mission objectives.

Duties typically found within this grade band:

-Serves as the ICD expert advisor at Joint Service or higher level, providing guidance and assistance based on an extensive knowledge of the Intelligence Community, the ICD process, and related aspects of technology. Directs or participates with senior Service policymakers to determine needs, policy, long-term goals, and objectives. Establishes and maintains an extensive network of authoritative contacts such as major executives within Government, industry, and pre-eminent academic authorities. Specific activities may include initiating major modifications to DA policies and regulations to integrate ICD programs or projects; leading or participating with other senior expert level policymakers in determining needs, policies, and setting technical Army goals and policy objectives pertinent to ICD; and identifying and evaluating organizational roles in overall Army and ICD community research and developmental efforts.

- Develops mechanisms to obtain funding from all possible sources such as cooperative research efforts with private industry or educational institutions, joint and combined service materiel system developmental efforts. From a board and comprehensive knowledge of Governmental budgetary processes, determines most effective times and methods to submit request for resources, and directs preparations of such requests. Personally meets with high-level key personnel to lobby for support of ICD programs or projects.

S U B S E C T I O N T W O

FACTOR DEGREE DESCRIPTIONS FOR INTELLIGENCE COMBAT DEVELOPMENTS

REMINDER: The examples of assignments described below are NOT appropriate as the sole or major basis for determining a specific grade. They are examples of what may be PART of an assignment within the GRADE BAND.

FACTOR A - ESSENTIAL KNOWLEDGES

Factor A measures the nature and extent of information or facts that employees must understand to do acceptable work (the steps, procedures, practices, rules, policies, theories, principles, and concepts) and the nature and extent of the skills needed to apply these knowledges. Each succeeding level requires maintenance of the knowledges of preceding degree levels.

DEGREE A-5 - 40 Points

All positions covered by this AOG require knowledge (acquired through a pertinent baccalaureate educational program or its equivalent in experience, training, or independent study) of the basic principles, concepts, and methodologies in one or more subject matter areas of intelligence (such as social, political, military science), fundamental knowledge of research techniques and skill in applying these knowledges to progressively more difficult assignments. Also, the ability to communicate factual information clearly (both orally and in writing), ability to use computer data bases and knowledge and skill to apply physical and document security procedures when working with classified material are required.

Example:

- Prepares and produces limited portions of ICD products such as: program management documents, concept designs, conceptual force designs, architectures, or documents (such as AIMP, system and operational concepts, automation UIR sheets, draft TOE, initial BOIP, TOEs, BOIPs, analyses, or study reports); threat signatures and future friendly system capability documentation or materiel program documentation for subcomponents of IEW systems; studies, reports, or other documentation relative to programming and planning, resource, personnel proponency, or automation support projects.

DEGREE A-6 - 60 Points

Thorough knowledge gained through relevant graduate or specialized study or specialized study or job experience of one or more of the following: Threat, MI organizations or IEW-RISTA Doctrine. Knowledge of one or more disciplines in ICD programs (ELINT, IMINT, COMINT, MASINT) and functional areas such as processors, C3CM, and RISTA. Skills in carrying out work assignments, operations, and procedures that are significantly more difficulty and complex than those of degree A-5, and skill in selecting courses of action or rendering decisions based on analytical review of facts, precedents, projections, and objectives.

Examples:

- Prepares moderately complex to advanced and extensive studies, reports, and projects. Completes significant portions of interoperability and communications requirements documents for IEW system such as interface requirements documents for single interfaces (forward sensor to a processor) or communications needs lines for a limited area or function (such as brigade area or voice communications only). Prepares and presents briefings relative to assigned projects and area of technical expertise.

-Researches, prepares and monitors ICD products using projected IEW doctrine and tactics, organizations, and equipment (such as IEW materiel program document applying current doctrine, tactics, and the life-cycle system management process). Provides technical advice, assistance, and recommendations relative to ICD subject matter expertise.

- Directly involved in designing, planning, and reviewing selected functional areas of tactical IEW operations and the application and interaction of automated IEW systems to ensure interoperability of tactical system on the battlefield; reviews and comments on selected portions of IEW program management and architecture documents such as the Army Command and Control Master Plan, ABIC system, and operational concepts.

DEGREE A-7 - 80 Points

Knowledge of a wide range of concepts, principles, and practices in the IEW field gained through extended graduate study and/or experience and skill in applying these knowledges to difficult and complex work assignments. Comprehensive, intensive practical knowledge of IEW concepts, doctrine, organizations, material, and/or operations research systems analysis and practices such as intelligence community and missions and functions of field MI activities, including current goals and objectives; changing ICD concepts, doctrine and force modernization (including connectivity with other systems, power generation, communications, and prime mover requirements; operational concepts and organizational design principles; or all intelligence functional area or intelligence organizations and their specific concepts of operation and doctrine) and skill in applying this knowledge to developing new methods, approaches, or procedures.

Examples:

- Identifies and develops new multidimensional aspects of projects or products (such as multi-discipline, multi-echelon, multi-tier, contingency, proponent) and develops new approaches for technology transfer.

- Identifies and develops new goals, objectives, or materiel-interoperability requirements, and develops new implementation plan. Develops new concepts to drive future technological requirements, or the need for new organizations and methods to meet changing Army-level combat concepts.

- Plans, executes, or directs large and complex programs in one of the intelligence fields described previously, and directs and resolves controversial, critical ICD resource, personnel issues.

DEGREE A-8 - 95 Points

Mastery of the principles, concepts, and methodologies of the IEW field and expert knowledge of one or more ICD area such as: intelligence concepts, MI organizations, scenario development and analysis, SEMA and UAV operations. Skill to resolve problems having widely differing aspects of personnel proponency life-cycle management functions and their relationships to missions and organizations of existing and planned MI units. Skill in applying experimental theories, new methodologies, and material development expertise to problems not susceptible to treatment by accepted methods or to solution by currently fielded systems.

Examples:

- Performs long-range planning, programming, resource management, personnel proponency or automation support pertaining to the IEW BFMA and makes recommendations for major changes at MACOM or higher echelons. As a recognized SME on resource management and long-range planning, prioritizes major IEW programs to be attempted in a 5-10-year time frame, based on projected available resources, and provides justification and rationale for projects retained, and canceled or delayed.

- Defines critical intelligence interoperability issues and extrapolates and assesses future information distribution requirements or draws together complex, widely varying work of different units or subordinate organizations into a cohesive and logical program product, with inconsistencies resolved and redundancies eliminated.

- As a recognized MI expert, regularly collaborates with DA and DoD staff members to develop new policies and experimental programs that will shape future force structure of the MI Corps, as well as impact major program or system acquisition strategy, or similar all-encompassing IEW issues.

DEGREE A-9 - 115 Points

Mastery of the principles, concepts, and methodology of the intelligence field, the ICD discipline, personnel proponency functions, and related public policy issues, and extensive knowledge of joint and international intelligence programs and issues in order to develop new hypotheses and theories that result in new policies and programs. Serves as a leading authority throughout the Defense establishment and the National Intelligence Community.

Examples:

- Serves as an expert on the principles, concepts, and methodology of the broad intelligence field, the ICD discipline, personnel proponency functions, as well as related public policy issues; and develops and defends Army's positions on critical materiel acquisition issues in national- or international-level forums.

- As the recognized authority for DA, meets frequently and regularly with General Officer or equivalent Agency (NSA, DIA, other DoD) or Joint Service representatives to formulate department or joint IEW and related materiel acquisition programs responsive to priority requirements.

- As the Army representative of the IEW community, develops new hypotheses and theories and evaluates the resultant new policies governing

the DoD, national and allied intelligence communities. Decisions significantly impact the DoD Intelligence Community.

FACTOR B - GUIDELINES

Factor B measures the nature of the guidelines used (regulations, procedures, precedents, methods, techniques, and other guidelines that govern the work) and the degree of interpretation required of these references, including the elements of judgement and originality.

DEGREE B-2 - 25 Points

Established procedures and a considerable number of specific detailed guidelines, including Army Regulations, manuals, SOPs, policy letters, and verbal guidance from higher-level personnel are provided to employee. Some judgement is required to locate, select and apply the most appropriate guidelines applicable to a specific assignment and make minor deviations. Adaptability and versatility are required in changing work situations.

Examples:

- Uses internal SOPs and regulations applicable to the CBRS, LCSMM, interoperability program, and test plans to draft a portion of a materiel requirements document, or a resource management document, for example. Uses some judgment to select applicable guides and apply them to the project at hand.

- Uses internal SOPs and explicit instructions from higher-graded specialist to research and write a limited portion of a study on a specific intelligence deficiency.

DEGREE B-3 - 50 Points

Guidelines (DoD/DA ICD directives, policies, and tasking documents) are available but have gaps in specificity concerning the work to be performed. Uses judgment in interpreting and adapting existing IEW policies to develop appropriate plan of action. Analyzes results and recommends changes to supervisor.

Examples:

- Develops portions of new CBRS documents such as concepts, studies, or organizational discussions based on initial guidance from current version of AIMP, approved doctrine, organizational concepts, applicable regulations, and basic understanding of IEW systems, merging current developments as required.

- Although guidelines are available as regulations, policies, SOPs, and precedents, employee must analyze and review the various guidelines in order to complete work assignments such as: developing new requirements documents, developing future force structure needs, or conducting portions of major analytical studies using new system capabilities, for example.

DEGREE B-4 - 70 Points

Guidelines (existing or proposed Army ICD policies, methods, and long-range ICD goals in addition to guidelines described at lower levels) are very general in nature, scarce, or of limited use. Employee uses initiative and resourcefulness in deviating from existing methods to develop new methods, criteria, or proposed policies.

Examples:

- Develops new requirements for emerging concepts in new environmental area, using limited older doctrine and emerging technological ideas to formulate new organizational structures or operational concepts; deviates from existing policies and procedures in order to develop new concepts and requirements for long-range ICD goals.

- Prepares study on impact of a Joint Service intelligence program on long-range planning, using CBRS general guidance SOPs, multiservice, and international standardization guidelines. Lack of specificity and applicability of available documentation requires exercise of judgment and interpretive skills in order to develop new methods or propose new policy.

DEGREE B-5 - 95 Points

Guidelines and policy are not specific and are stated in broad terms such as department policy statements and goals that require extensive interpretation. The employee must use judgment and originality in interpreting Intelligence Community guides that do exist to research and develop applications to specific ICD IEW issues and problem areas. Frequently, the employee is recognized as an authority in the development and interpretation of guidelines.

Examples:

- Using comprehensive knowledge of IEW BFMA, selects applicable aspects of futuristic concepts and technology in the development of notional potential solutions to deficiencies in terms of broad IEW concepts, organizations, and materiel requirements.

- Develops guidance on IEW materiel acquisition issues based on changing world situation, using ingenuity to adapt existing intelligence community, DA and DoD Regulations and policies to the political and operational contingencies of the current situation.

DEGREE B-6 - 115 Points

Guidelines are virtually nonexistent, usually limited to general assessments of the future direction of national defense policy. Due to the rapidly changing political, technological, and international climate, precedents are rare or obscure. Originality, creativity, and long-term experience are required to develop definitive plans and head pioneering efforts to solve problems that require an extension of theory.

Examples:

- As a recognized Army advisor and consultant for the development of new guidelines, recommends major goal change, policy shifts, and redirection from current IEW policies and programs in order to deal with experimental or pilot IEW, integration programs, and complex related issues.

- As a departmental expert in the Intelligence Community, establishes departmental goals and policies for implementing unprecedented, advance, and unusual joint, national and international initiatives in the broad ICD field.

FACTOR C - SCOPE OF AUTHORITY AND EFFECT OF DECISIONS

Factor C covers the relationship between 1) the nature of the work (purpose, breadth, and depth of the assignment); and 2) the effect of the work products or services both within and outside the organizational element. Effect also measures such things as whether the work output facilitates the work of others, provides timely services of personal nature, or impacts on the adequacy of research conclusions.

DEGREE C-1 - 15 Points

Employee takes or recommends actions on routine assignments or portions of special assignments where errors in decisions or commitments can be readily detected and corrected. The primary consequence of error is localized loss of time.

Example:

- Prepares a discrete portion of a larger project. Errors, which can readily be detected and corrected, would cause the work to be redone, causing potential delay in completion of the immediate unit's assignment.

DEGREE C-2 - 30 Points

Employee makes decisions on the application of established procedures and initiates actions affecting other organizational units. Errors, which may not be immediately apparent but are revealed in subsequent operations, may impact other organizations with lost time or wasted effort.

Examples:

- Following established procedures, prepares tasking and instructions to parallel with other units on input for a specific project. If work is inadequate, loss of time will result due to necessity to revise or redo work being done in other organizational units.

- Based on telephonic instructions from higher echelon initiates in-house workshop to develop a consolidated position paper. Failure to properly interpret instructions or perform the work could result in wasted effort by all team members and an inadequate product, which could affect future efforts on the subject.

DEGREE C-3 - 50 Points

Employee makes decisions based on data, interpretation of regulations and practices, and initiates actions that affect various organizational units. Commitments that do not involve interpretation of policy or the setting of precedents may have an adverse impact on the IEW activities. Errors could be costly in terms of delay and waste of time and resources within the element.

Examples:

- Prepares significant portions of a major project that involves various organizational units and forms the basis of recommendations for the activity's position on the assigned project. Errors could result in a waste of resources within the activity, failure to meet milestones, late approval, or delay of the major project, or potential loss of funding.

- Designs and implements a significant portion of a data base for ICD actions. If work is inadequate, correct and sufficient information may be unavailable and will result in incomplete studies and production of inadequate products on which critical decisions may be made.

DEGREE C-4 - 70 Points

Employee makes decisions and initiates actions involving interpretation of policy or setting of precedents. Makes authoritative determinations and advises on technical ICD problems. Decisions and commitments often involve large expenditures of resources and have a strong impact on important ICD programs.

Examples:

- Advises higher-level leadership regarding major changes in force design that affect MI units Armywide. Recommends major changes in MI unit TOE that impact doctrine, training, personnel, and materiel actions Changes in system documentation (BOIP) cause major impacts on force modernization, force design, force structure, and force integration.

- Attends departmental and national-level working meetings, presents and defends activity and MACOM position on materiel systems and makes recommendations on joint programs. Failure to accurately and timely present MACOM position could result in significant program slippage or cancellation.

- Reviews, analyzes, and interprets policies regarding assigning Army resources in order to provide advice on MI spaces in The Army Authorization Document System to include: documentation conflicts; adherence to Standards of Grade Authorization; and analysis of impact of documentation process and its supportability with current and projected authorizations. Ensures all documented spaces are in compliance with Army Total Army Authorization Document System policy. Incorrectly interpreted information or resultant prepared documents will result in improper distribution of MI resources throughout DA.

DEGREE C-5 - 90 Points

Employee makes recommendations and decisions that materially affect the scope and direction of large, complex programs and activities. Commitments may result in the initiation, cancellation, or redirection of major programs.

Examples:

- Reviews and approves study results impacting scope and direction of large, complex programs and activities; makes or approves recommendations that will result in the initiation or cancellation of a major Army system.

- As senior ICD expert, identifies the impact of broad emerging technologies to the future mission of the activity and makes recommendations

to Army decision-level authority regarding allocation of significant resources.

- Analyzes study results and makes decisions to solve current and projected MI Corps problems concerning force structure, training, and professional development to meet existing and future Army needs. Decisions made will have serious long-term effects on Army Intelligence force structure and its ability to meet future intelligence missions.

DEGREE C-6 - 110 Points

Employee makes recommendations and decisions directly affecting achievement of the Army's and Joint IEW mission and impacts the overall DoD intelligence mission. Employee has authority, limited only by governing policy and precedents, to commit the Army to a course of action that is directly related to its overall mission.

Examples:

- As the Department substantive expert and authority for IEW programs, exercises broad responsibility for planning and coordinating the IEW mission at the national level and evaluating impact of external programs and policies. Assessments lead policymakers and resource managers to modify development of major materiel system programs.

- Analyzes effectiveness of current policies and existing IEW programs as applied to the force structure and determine continuation or redirection based on needs of the Intelligence Community. Decisions make and policies developed have worldwide impact on the intelligence mission.

- Participates, as a voting member, in DA/DOD working groups to develop materiel requirements and serves as the BFMA spokesperson. Inappropriate decisions could result in inadequate requirements and systems, causing substantial modifications to be required at greatly increased cost.

FACTOR D - PERSONAL WORK RELATIONSHIPS

Factor D includes contacts with persons not in the supervisory chain and is based on what is required to make the initial contact, the difficulty of communicating with those contacted, and the degree to which the employee and those contacted recognize their relative roles and authorities. Purpose of contacts ranges from factual exchange of information to situations involving significant or controversial issues and differing viewpoints, goals, or objectives.

DEGREE D-2 - 15 Points

Personal contacts are a necessary part of the job and are to obtain or provide straightforward factual information that is easy to convey and simple to understand.

Examples:

- Obtain factual data through person-to-person contacts within or external to the immediate office. Obtains or provides current status of specific materiel systems through person-to-person contact with SMEs to provide input for a regular office status report

- Reviews technical documents and verifies analysis and finds with personnel from outside the immediate organization.

- Initiates and maintains personal contact with other intelligence agencies in the coordinated exchange of technical information pertinent to intelligence activities.

DEGREE D-3 - 35 Points

Person-to-person work relationships are for the purpose of giving, sharing, or obtaining information on routine problems, where some explanation or interpretation of facts is required in order to render service, implement regulations and policies, or maintain coordination.

Examples:

- Presents briefings that have been fully approved and contain no controversial finds, or assists other proponent functional areas in understanding intelligence organizations, concepts, doctrine, and equipment characteristics. Also explains Army policy to national-level personnel.

- Participates in TOE boarding process and explains TOE recommendations of the MI proponent or provides activity interpretation of instruction from higher echelons in regard to preparation of programming, resource, or force structure data.

- Conducts close coordination with the user to discuss technical aspects of materiel systems and thereby ensure the user's needs are adequately represented in ICD work.

DEGREE D-4 - 55 Points

Person-to-person work relationships are for the purpose giving or obtaining information on nonroutine problems requiring not only explanation or interpretation of facts but also discussion of implications and inferences in order to gain concurrence or cooperation to persuade to action.

Examples:

- Briefs material that may be considered controversial due to widely differing opinions and positions or is extremely complex and technical, requiring interpretation of technical vocabulary to layman's terms; or briefs, explains and defends controversial findings as the SME at major decision forums.

- Participates in workshops and conferences at Joint and Allied levels or explains Army policies to national-level personnel. Subject material is usually highly technical and frequently controversial in the other Services and nations may support widely varying positions and viewpoints at cross-purposes with those the employee must present and defend.

- Represents employing organization at meetings of interagency committees and working groups where widely varying views and concerns are expressed and joint decisions must be reached for presentation to decisionmakers. Employee is charged with ensuring that key activity interests are support and defended.

DEGREE D-5 - 75 Points

Person-to-person work relationships are for the purpose of discussing policy matters and major changes in program emphases in order to provide authoritative advice on their effect and feasibility, to gain necessary cooperation and support, or to persuade to action.

Examples:

- Negotiates and resolves ICD controversial program issues of considerable significance, or coordinates with other activities to develop a mutually satisfactory policy regarding a long-range plan or resource management problem. Defends activity's interests and enlists support for action desired from higher echelons.

- Represents activity at policymaking meetings and commits the activity to procedures, resource expenditures, and resulting courses of action that require frequent negotiation and compromise to gain cooperation with activity's position; or represents the Army's MI proponent at conferences and meetings to present and defend proponent's position and proposals when success is crucial to the Army IEW Program.

- Leads or participates in DA/DOD conferences, meetings, or working groups involving long-range intelligence materiel programs that require negotiation on IEW policy, program emphasis, and commitment of resources.

DEGREE D-6 - 95 Points

Contacts are made to secure acceptance and indispensable support of or to explain, defend, and persuade others to accept policies, plans, and programs critical to the national intelligence community. Contacts are with counterparts and managers at the national or international level, executives of major industrial firms, and policymaking persons and bodies of other departments and joint organizations of the Intelligence Community.

No example: self-explanatory.

FACTOR E - SUPERVISION RECEIVED

Factor E covers the nature and extent of direct or indirect controls exercised by the supervisor, the employee's responsibilities, and the review of completed work.

DEGREE E-1 - 5 Points

Employee receives detailed instructions with specific assignments. As employee's development progresses, repetitive assignment instructions become less explicit. Supervisor is contacted when work requires deviation from original instructions. Work is closely reviewed for accuracy and adherence to instructions and procedures.

Examples:

- Supervisor provides specific instructions on limited IEW project assignment. Work is thoroughly reviewed in all aspects and feedback is provided to enhance learning process.

DEGREE E-2 - 20 Points

Work is reviewed for accuracy, adequacy, and adherence to regulations and instructions which are well defined. Employee recommends modifications to new, difficult, or unusual ICD assignments. Unusual situations are referred to the supervisory.

Examples:

- Writes a draft concept, organizational position paper, or materiel requirements document according to provided outline. Assignment is returned to supervisor for review of accuracy and content.

- Prepares URS, AURS, TOE-BOIP work files of limited scope in support of ongoing project. Work is reviewed in progress and on completion.

- Receives short term IEW ICD assignments from supervisor, who provides clear delineation of employee's responsibility and reviews work for accuracy and adequacy.

DEGREE E-3 - 35 Points

Employee is provided assignments by the supervisor in terms of ICD project objectives and deadlines to satisfy ICD requirements. Employee independently plans and competes work assignments. Supervisor is consulted when controversial or unusual situations arise. Finished work is reviewed for accuracy, quality, and compliance with more complex instructions and guidelines.

Examples:

- Performs an ICD study, concept paper or organizational document, preparing the plan, conducting coordination meetings, gathering information, and writing the draft report or document. Supervisory interface is conducted in the form of review at major steps. Employee consults supervisor only when unprecedented matters are encountered.

- Performs a review of external requirements documentation, prepares tasking to other activity elements, coordinates responses, and prepares the final response. Supervisory interface is conducted in the form of review and approval of final product.

- Employee, given a continuing responsibility for a resource or personnel life-cycle management function or a programming and planning action, proceeds independently, clarifying unusual situations encountered with supervisor. Completed projects are reviewed for overall accuracy and quality.

DEGREE E-4 - 55 Points

Supervisor provides general direction on overall technical objectives and resources available for performance of the work. Employee and supervisor consult on development of deadlines and projects. Employee is responsible for technical aspects of the work keeping supervisor informed of progress and any controversial matters and interpreting policy in terms of established

objectives. Finished work and methods are reviewed for accuracy and effectiveness and for compliance with complex instructions and guidelines.

Example:

- Performs major ICD study or project requiring input from several different levels within the outside the activity. Plans, directs assistance, and reviews input, consolidates, coordinates and prepares final draft without direct and regular interface with supervisor. Keeps supervisor informed of progress and any controversial matters. Final product is reviewed for overall compliance, completeness and accuracy.

DEGREE E-5 - 75 Points

Supervisor makes assignments in terms of broadly defined IEW missions or functions, normally providing only administrative direction. Employee independently plans, designs and carries out programs, projects, studies or other work. The supervisor is kept informed of significant developments. Completed work is reviewed only from an overall standpoint in terms of feasibility, effectiveness and expected results and for its contribution to the entire IEW program.

Examples:

- Performs or supports a group of projects (co ncept documents, studies, organizational actions) without specific guidelines or suspenses. Develops information sources, plans numerous activities and coordinates with a wide range of SMEs including other Services and national agencies, considers multifaceted long-range impacts and evaluates alternatives. Supervisor provides administrative direction and reviews products in terms of applicability to ICD goals.

- Carries out the specific goals of personnel proponent studies and programs for which incumbent is responsible. Supervisor is kept informed of significant developments while the employee proceeds independently to manage the program. Technical adequacy is not questioned and work is evaluated chiefly on basis of results achieved.

DEGREE E-6 - 95 Points

Assignments are made in terms of overall IEW programs and policies. Employee independently selects objectives, plans and methods to meet ICD goals. Broad policy questions or major problems of coordination are resolved with Army's senior management personnel. Recommendations for new IEW projects and alteration of objectives are usually evaluated for such considerations as availability of resources, program goals, or national priorities. Results of completed work are considered as technically authoritative and are normally accepted without significant change.

Example:

- Develops and recommends new Army intelligence force structure, within resource and future strength constraints, to support future materiel systems. Supervisor evaluates and adopts recommendations without major revision.

DEGREE E-7 - 115 Points

Employee is the Army's most authoritative professional in the ICD discipline within the Department. The work is generally considered to be pioneering in ICD which impacts on the IEW field. Supervision is virtually nonexistent. Employee develops personnel proponent policy having worldwide impact on the intelligence community. The independence of action inherent at this level is hampered only be the constraints of availability of resources, department/agency or higher program goals or national priorities.

No example: self-explanatory.

CIPMS GRADE CONVERSION TABLE
FOR NONSUPERVISORY POSITIONS

This table is used to convert total point values assigned by application of the standards to all nonsupervisory positions from grades GS-1 through GS-18

TOTAL POINTS	GS GRADE LEVEL	BAND DESCRIPTION
0 - 19	1	Entry Level for Technician and Clerical Bands; and Pre-professional Level for the Professional/ Administrative Band
20 - 29	2	
30 - 44	3	
45 - 79	4	
80 - 104	5	Full Performance Level for Technician and Clerical Bands; and Entry Level for the Professional/Administrative Band
105 - 129	6	
130 - 159	7	
160 - 179	8	
180 - 204	9	
205 - 224	10	Expert Level for Technician Band; and, Full Performance Level for the Professional/Administrative Band
225 - 244	11	
245 - 294	12	
295 - 339	13	
340 - 379	14	Expert Level for the Professional/Administrative Band
380 - 424	15	
425 - 469	16	Senior Expert Level for Professional/Administrative Band
470 - 514	17	
515 - 600	18	