



# 712CD

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# Report Documentation Page

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# ***PDR Directorate / HCM Office***

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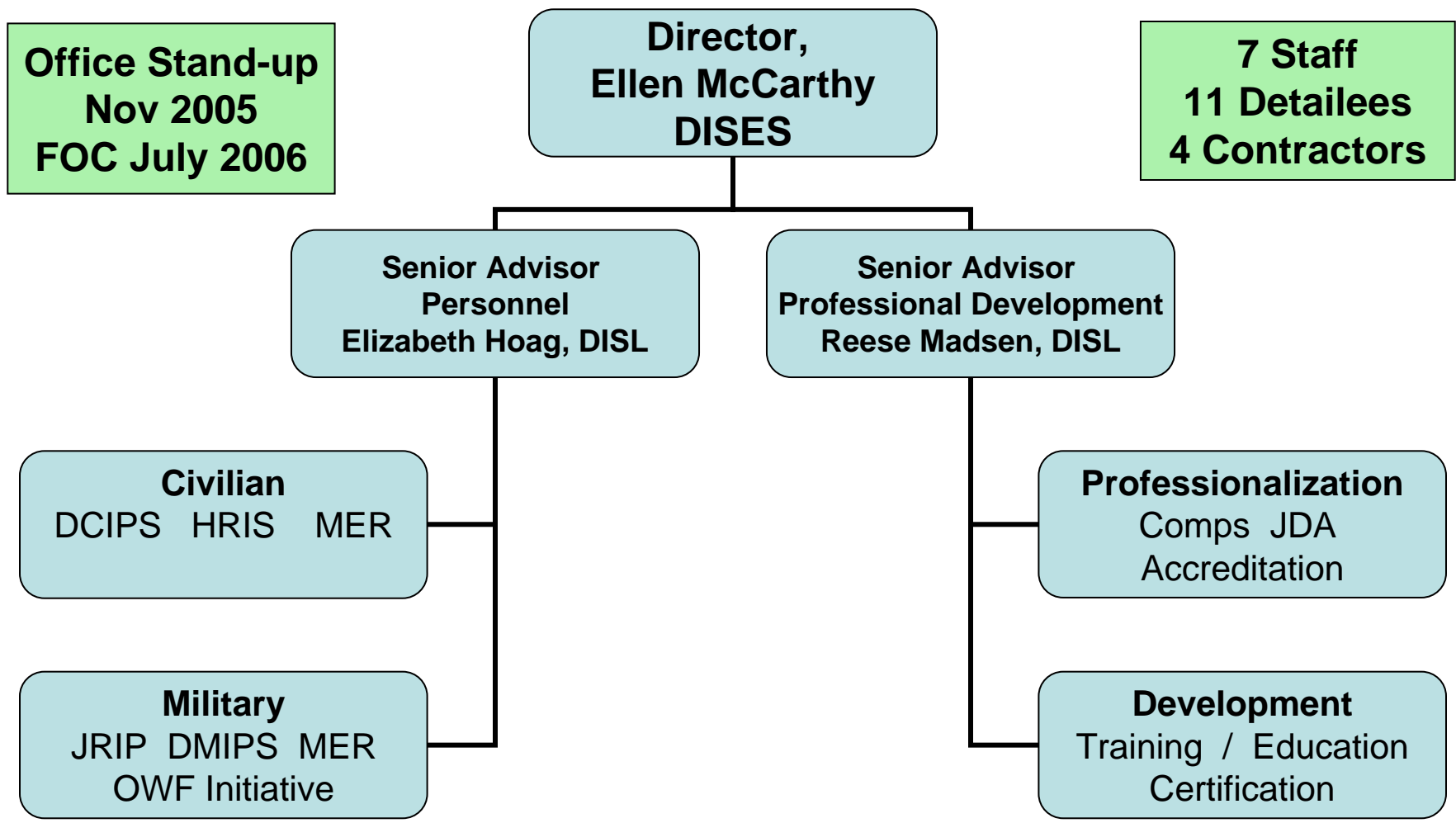
## **Human Capital Overview**

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**Ellen E. McCarthy**  
**Director**



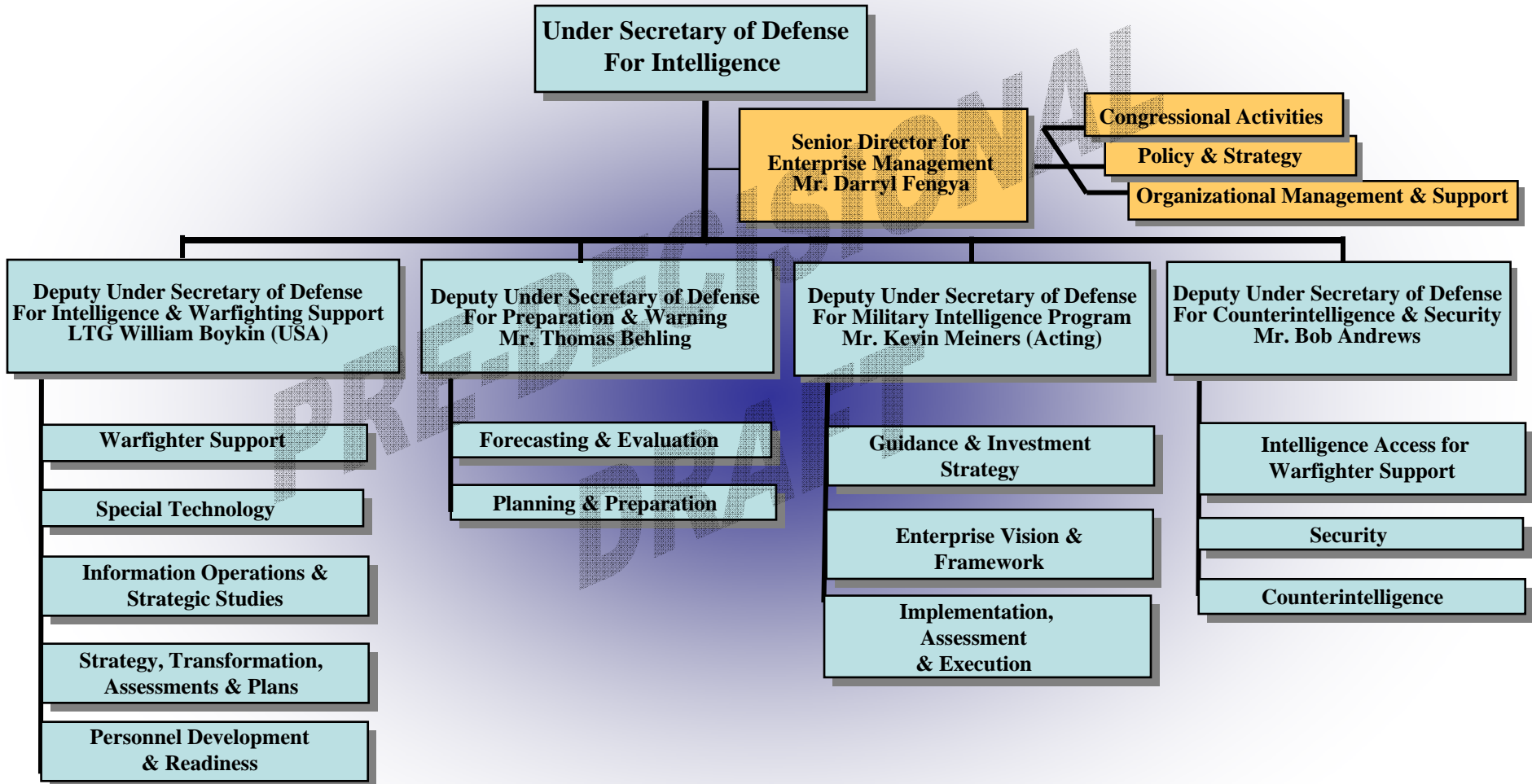
# PD&R / HCMO...Our Organization



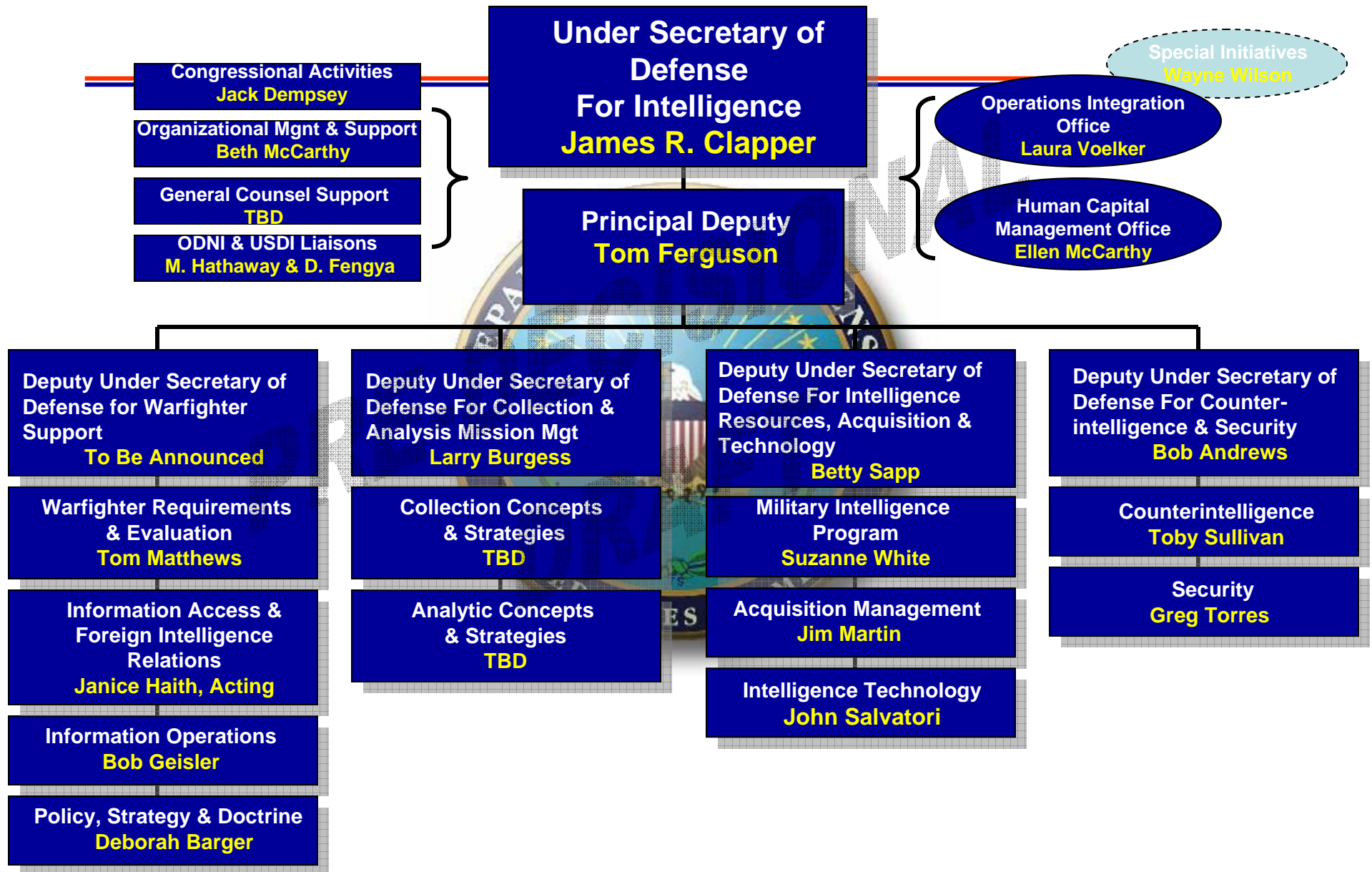


Intelligence

# Current USD(I) Organization



# USD(I) – Proposed Organization Structure





Intelligence



## DoD Intelligence Human Capital Keystone 2007

Capstone	DoD Directive 5143.01 - Under Secretary of Defense for Intelligence		
Vision & Mission <i>"Why"</i>	A unified and integrated corps of defense intelligence professionals to anticipate and fulfill the intelligence needs of the Director of National Intelligence, Department of Defense, and their stakeholders.		
	To provide an agile, adaptive, integrated, and innovative defense intelligence workforce through a deliberate process identifying, implementing, and directing human capital organizational, doctrinal, and developmental programs. Enable pioneering and enterprising thought, encourage transformational processes, and maximize component relationships. Socialize, synthesize, and strengthen all aspects of the defense intelligence profession.		
Stakeholders <i>"Who"</i>			
Family of Plans  <i>"What"</i> <i>"How"</i> <i>"How Well"</i>	<b>DoD Intel Human Capital Strategic Plan</b>  Goals - Defined Objectives - Defined  <i>"What"</i>	<b>DoD Intel Human Capital Operations Plan</b>  Reference Definitions Responsibilities  <i>"How"</i>	<b>DoD Intel Human Capital Performance Plan</b>  Goals - Measured Objectives - Measured  <i>"How Well"</i>
	<b>2007 Defense Intelligence Guidance (DIG)</b>  <i>"When"</i>	<b>Goals (Support QDR)</b>  Plan for a workforce aligned to mission objectives.  Acquire a high-quality, mission-aligned workforce.  Lead and develop the workforce to achieve peak performance against mission objectives.  Sustain and retain a peak-performing workforce committed to mission.  Measure and continually improve performance of the workforce against key Defense and National Intelligence mission objectives.	<b>Objectives (Support RDI)</b>  Create Component-level strategic human capital plans that align the workforce to mission.  Create acquisition plans for civilian, active and reserve military, and contractor workforce.  Create programs to train, educate and develop military and civilian leaders, and ensure appropriate skills across the workforce.  Create and continuously evaluate policies for the civilian and military workforce that enable mission success.



Intelligence

# ***PD&R/ HCMO...Our Vision, Our Mission***

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## **Vision:**

A unified and integrated corps of defense intelligence professionals to anticipate and fulfill the intelligence needs of the Director of National Intelligence, Department of Defense, and their stakeholders.

## **Mission:**

To provide an agile, adaptive, integrated, and innovative defense intelligence workforce through a deliberate process identifying, implementing, and directing human capital organizational, doctrinal, and developmental programs. Enable pioneering and enterprising thought, encourage transformational processes, and maximize component relationships. Socialize, synthesize, and strengthen all aspects of the defense intelligence profession.





# ***PD&R/ HCMO...How we support USD(I)***

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- ❑ True change agent bringing the IC together
  - Provide policy, oversight, and communication on Human Capital Initiatives
  - Support ODNI; implement for DoD IC
  - In lead for IC Human Capital transformation (DCIPS)
  - On-track for scheduled implementation beginning FY08 (DIA)
  
- ❑ Represent/Participate with USD(I) - meetings, boards, panels, teams
  - DIHRB – Defense Intelligence Human Resources Board
  - DHRB – Defense Human Resources Board
  - IC CHCO's – Intelligence Community Chief Human Capital Officer's
  - DCIPS Working Group – Defense Civilian Intelligence Personnel System
  - DITEB – DoD Intelligence Training & Education Board
  - T2 – Training Transformation (Department level program)
  - DIFLAG – DoD Intelligence Foreign Language Advisory Group
  
- ❑ Key is balance of DoD requirements, DNI oversight, and DoD IC needs



# ***Managing Human Capital in Defense Intelligence***

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## Intelligence

- ❑ Title 10, United States Code provides powerful authorities base for USD(I) (by SecDef delegation)
  - Authority, direction, and control
  - Establish positions, appoint people and fix compensation
  - DISES and DISL autonomy in establishing, appointing, and managing within statutory cap
  - Some regulations must be consistent with Title 5; others to the extent practicable
  
- ❑ DCIPS being developed in line with ODNI and DoD
  - Agreement with DoD to remain in line with NSPS, the Department's system
  - IRTPA provides that DNI will prescribe policies; USD(I) implements
  
- ❑ USD(I) leads coordination and consolidation of data calls and policy reviews of ODNI requirements for Defense Intelligence



Intelligence

# ***PD&R / HCMO...Continued Success***

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## **□ Staffing**

- Some growth needed; slated for 4 civilians and 1 military in 2008
- No Active Duty military / 1 Reservist assigned
- Continued support from DoD IC detailees is critical
  - *No permanent billet for Intelligence Foreign Language Program*
  - *3 key members of PD&R team slated for rotation back to home agencies this summer*
  - *Need increased support for period of DCIPS implementation; 3-4 years*

## **□ Funding**

- FY07 unfunded requirement - seed money to support kickoff of DCIPS training initiative to meet DIA implementation timeline

## **□ Space**

- Current issue, should be resolved through move in summer 2007



# ***DCIPS today***

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Intelligence

- ❑ DCIPS policy guidance is being developed now
  - Focus on performance management, occupational structure, and compensation to meet DIG implementation suspense by end of FY07
  - Other DCIPS policies to follow
  - Policies have slipped with delays at ODNI
  
- ❑ Continued coordination with ODNI CHCO, DUSD (P&R), and NSPS Program Evaluation Office on DCIPS design
  
- ❑ Developing a detailed overarching implementation plan to meet individual organizational conversion timelines
  
- ❑ Design of automation upgrades; Data warehouse and HRIS
  
- ❑ Awarded DCIPS Umbrella Training/Communications Contract through TMA vehicle at OPM – will add as \$\$ becomes available



# ***DCIPS Structure***

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Intelligence

**DCIPS touches on all Intelligence Human Capital Management Programs:**

- Performance Management
- Occupational Structure
- Compensation and Pay Banding
- Employment and Placement
- Awards & Recognition
- Benefits & Entitlements
- Employee Relations
- Training & Professional Development
- DISES/DISL
- Workforce Reshaping
- Program Evaluation

Each of the above will be a “subchapter” to the DCIPS Directive



Intelligence

# ***DCIPS Implementation Timelines***

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- ❑ Implementation timelines determined by Component based upon organizational readiness:
  - April 2008 – DIA and NGA
  - October 2008 – USD(I), Navy, Marine Corps, CIFA
  - April 2009 – Army, Air Force, and NRO
  - April 2010 – NSA
  
- ❑ MIP and NIP funding has been acquired for DCIPS infrastructure and employee conversion expenses in FY08-13 Program Builds
  
- ❑ HPSCI “fence” on DIA funds could negatively affect timeline for DIA
  - Fence presupposes ODNI establishing and implementing pay-for-performance system for entire IC
  - DCIPS is a DoD system under DoD authorities



# Data Warehouse and HRIS

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## Intelligence

- ❑ USD(I) - Requirement for reporting to DoD and ODNI for all of DoD IC
  - ODNI initiative only includes big agencies
  - Must participate in Department's Global Force Management initiative
  
- ❑ DoD Intelligence Component Data Warehouse
  - USD(I) solution; DIA to become the Executive Agent
  - \$500k to start evaluation of requirements
  - Finalizing MOA; expect contract kick-off in June
  
- ❑ ODNI Direction
  - DNI CHCO announced Data Warehouse first with transition to HRIS
  - Some concerns:
    - *Giving up enterprise systems for limited HRIS (Agency issue)*
    - *Cost estimates seem low; projected savings small considering cost*
    - *DIA, NGA and NSA sent joint letter of concern to ODNI*
    - *Dates pushed back many times for implementation*
    - *Message changes regarding who will pay*
    - *Congress has expressed concerns regarding no HRIS in place*
  - ODNI has identified initial set of data elements for IC Data Warehouse; not released
    - *ODNI CHCO to brief to CHCO council 20 June 2007*



# ***Defense Military Intelligence Personnel Strategy (DMIPS)***

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Intelligence

**DMIPS is the strategy for USD(I) to fulfill responsibilities as functional manager for military intelligence personnel**

## **Requirements Mandating a Strategy:**

- ❑ **LAW: Intelligence Reform & Terrorism Prevention Act of 2004**
  - Sec 1011 Establishes the ODNI
  - Sec 1101: Promotion Rates for Military Intelligence Officers
  - Sec 1101: Career development of personnel of the intelligence community
  
- ❑ **NATIONAL POLICY AND GUIDANCE: Vision of Collaboration**
  - Transformation Through Integration
  - Unity Without Uniformity
  
- ❑ **ENVIRONMENTAL FACTORS: Professional Development**
  - Support to the JIOCs
  - Increased reliance on the “total force” (All Services...All Components)
  - DoD and Service Transformation





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# ***DMIPS...some clarification***

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## ***DMIPS is:***

Strategic Guidance for the ***common professional and personnel development*** of Military Intelligence personnel as part of both a national enterprise and national capability. Required to ensure unity of effort, maximization of resources, and provide guidance for the planning and actions of the Combatant Commands, Military Departments, and Combat Support Agencies.

## ***DMIPS is not:***

DCIPS for the Military as it is not designed to serve as a separate integrating mechanism or architecture. Defense Military Intelligence Personnel are not a “stand alone” portion of their respective service workforces, and as such, should not be culled out with a separate personnel system.



# ***DMIPS...Enduring Priorities***

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## Intelligence

- ❑ **Education/Leader Development:**
  - Clearly defined competencies by discipline and grade
  - Mentoring and collaboration
- ❑ **Training:**
  - Train as we operate in both mission and speed of operations/agility
  - Unique challenges of global multi-component workforce. (e.g., Guard and Reserve)
- ❑ **Assessment and Evaluation:**
  - Tangible and relevant metrics and assessment; funding made available
- ❑ **Recruitment:**
  - Effective strategic communications with respect to military intelligence career fields
  - Seek to avoid/mitigate internal DoD competition for the same workforce
  - Make language and foreign area expertise a priority.
- ❑ **Retention:**
  - Proper utilization to maximize critical resources and positively impact job satisfaction
  - Quality of Life and OPTEMPO considerations
- ❑ **Career Development:**
  - **On-going partnership efforts with the OUSD (P&R) and the Services**
  - Assignment contribute to career progression
  - Appealing and clearly defined career paths



Intelligence

# Highlighting the Reservist Issues

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- ❑ Inclusion of reserve components in the Defense Military Intelligence Personnel Strategy and the National IC Strategic Human Capital Plan.
  - Reserve Military Intelligence Integration (Proposed: RMI 2020)
  
- ❑ Maintaining “mobility” vs. “deployment” readiness.
  
- ❑ Training to the same standards as active components.
  
- ❑ Utilization of Joint Reserve Intelligence Centers and compensated travel.



Intelligence

# *Operation Warfighter Initiative*

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- ❑ Program provides wounded warriors with an opportunity to gain experience and remain engaged during rehabilitation at local military hospitals
  - Schedules must be flexible; medical appointments remain number one priority
- ❑ Participate through formal program office
  - Organizations register, provide information on experiences, assignments, and tasks for participants
  - Organizations and wounded warriors participate in process to determine matches
- ❑ PD&R has identified tasks and assignments – DMIPS, Foreign Language initiatives, DITEB, DCIPS
- ❑ Supplemental help is welcomed; we are hopeful cleared personnel participate
- ❑ Win-Win for all and the right thing to do



Intelligence

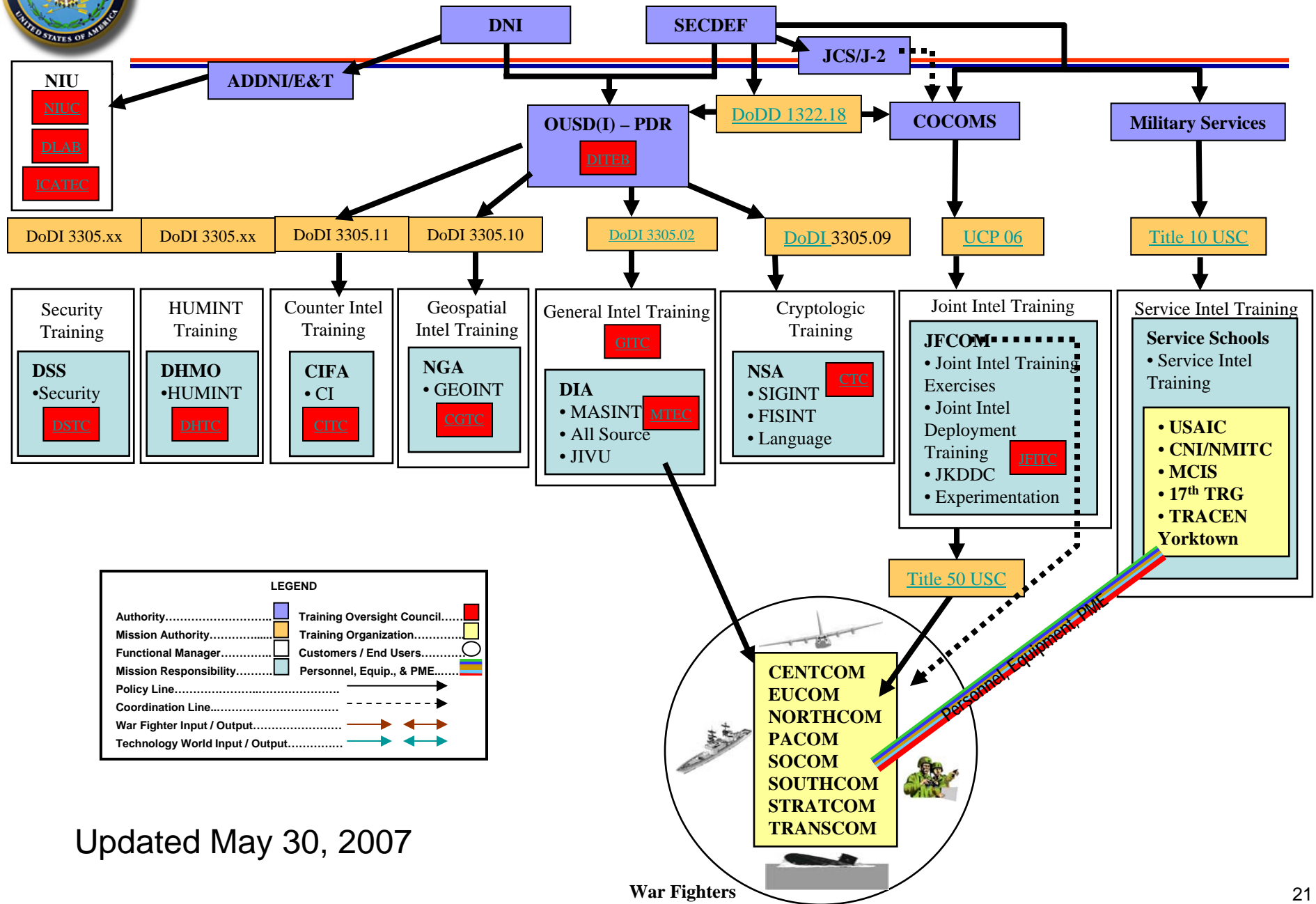
# PDR / HCMO Professional Development Update

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- ❑ Reviewed the Training Landscape
- ❑ Senior level visits to Schoolhouses
- ❑ Established the Defense Intelligence Training and Education Board (DITEB)
- ❑ Updated / Created Training Policies
- ❑ Developing Accreditation / Certification Program
- ❑ Competency Directory Development and Mapping



# Intelligence Training Landscape



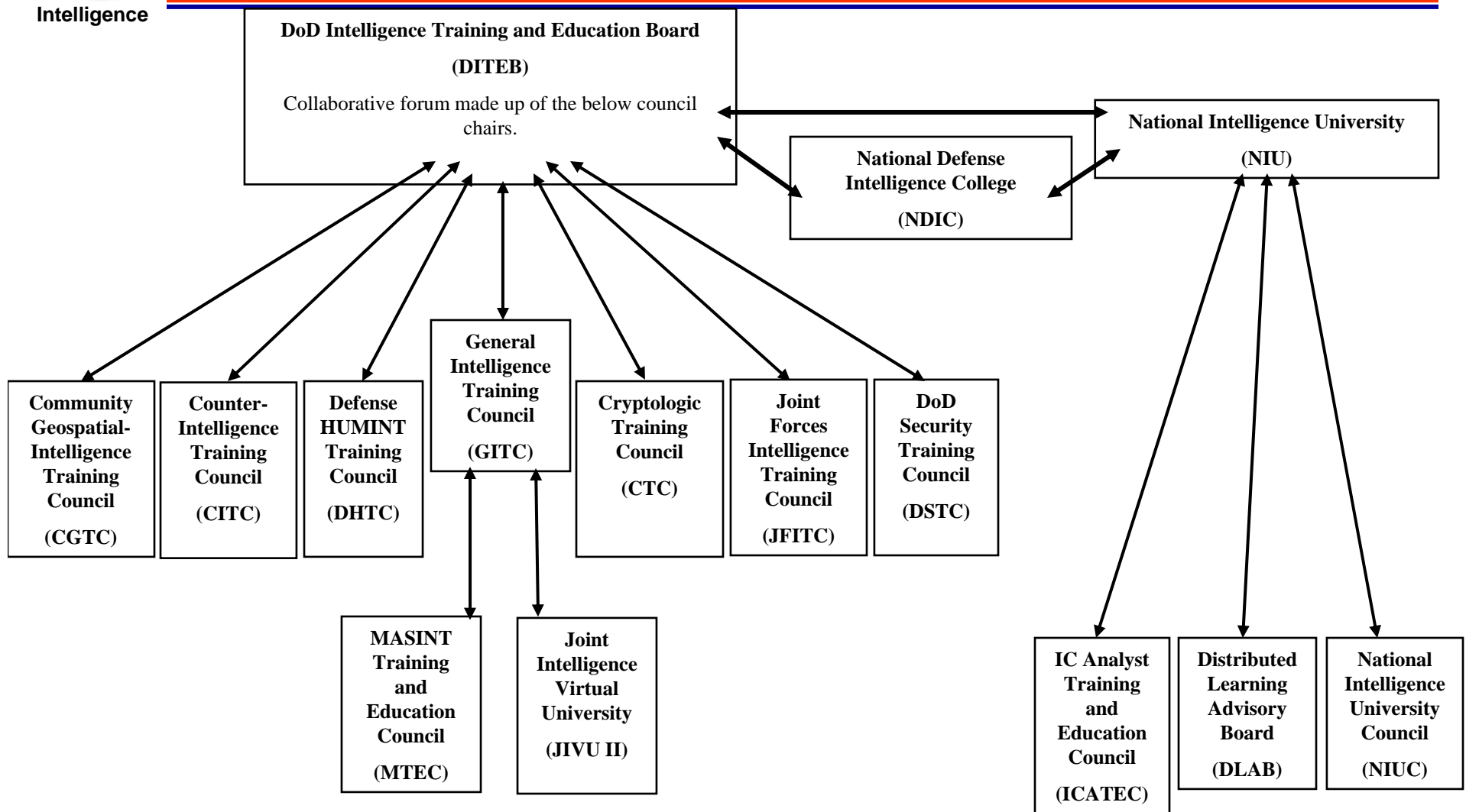
Updated May 30, 2007

War Fighters



# IC Training Councils and Boards

Intelligence



Updated May 30, 2007





Intelligence

# Training and Education Policies

	Status	Done
• DoD General Intel Training	●	★
• DoD MASINT Training (pre-coord)	●	
• DoD Security Training (SD-106 ready)	●	
• DoD CI Training	●	★
• DoD Cryptologic Training	●	★
• DoD Geospatial Intel Training	●	★
• DoD Human Intel Training (close)	●	
• National Defense Intel College	●	★
• Global Intel Learning Environment	▲	
• Joint Intel Training	●	





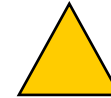
# ICO now JDA Scorecard

## PAST

- *Independent agency and service specific requirements (training, ICAP, & accreditation programs to qualify for ICO designation*
- *DoD Directive 1400.36 (IC Officer Programs - 2002) including ICAP and ICOT & DoD Directive 5010.10 (Intel Career Development Program - 1972)*
- *Co-worked with CMS – same relationship with ODNI desired.*

## PRESENT

*Current Level*



*Current Trend*



## FUTURE

- *ICD 601: JDA*
- *ICD xxx: Competencies*
- *DoD Instruction 1400.36 – implementing ICD 601.*
- *DoD Instruction 5010.10 – implementing ICD xxx.*



# Developing Accreditation and Certification

## Intelligence

- ❑ Accreditation of all DoD Intelligence Community “Schoolhouses” by U.S. Department of Education-recognized accrediting organizations external to DoD.
  - ❑ Development of a four-level training certification process for specific intelligence/ intelligence related career fields
- ❑ Guarantee of quality
  - Guarantor is US Dept of Education
- ❑ Standardized process for accreditation / certification within each DoD Intel functional area of training ( Joint Intel Training, General Intel Training, CI/ Security Training, HUMINT, SIGINT etc.) in development.
- ❑ Work commencing on first of 8 DoD Intel accreditation and certification manuals, one for each DoD intelligence functional training area (MASINT, SIGINT, HUMINT, GEOINT, CI, Security, General, Joint)
  - A DITEB Working Group will be identified to develop the DoD Intelligence Accreditation and Certification Manual Template.
    - This template, once approved by the DITEB, will be forwarded to each Training Council for their functional area inputs.



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# Professional Development & Readiness

## Personnel

DCIPS  
DMIPS  
RMI 2020

## Development

Train  
Educate  
JDA  
Certification  
Accreditation

## Readiness

HRIS  
Metrics  
Manpower  
Language /  
Culture





Intelligence

# Competency Directory Development & Mapping

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- ❑ The Director of National Intelligence is creating Competency Directories for Analysis, Collection, Leadership, S&T, and Acquisition.
- ❑ PD&R has been involved with the DNI offices through development and validation of these directories to ensure DoD interests are included and alignment is achieved.
  - Contracted effort: Map readily available DoD Intel Training and Education courses to the DNI's Competency Directories for Analysis, Collection, and Leadership.
  - Ensure DoD is able to respond to the training requirements generated from these competency directories, identify gaps, and better align resources to respond to National and DoD-wide requirements for training.
- ❑ Competency Mapping report delivered to USD(I) and ODNI



Intelligence

# Competency Directory Mapping Results

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- ❑ Conducted a zero-base review of current, readily available and commonly offered DoD intelligence training and development opportunities:
  - Mapped training to each mission area (Analysis, Leadership, Collection)
  - Mapped training to individual competencies within each mission area
  - Mapped training to proficiency level within each required competency
- ❑ Identified, evaluated and made recommendations on training and developmental opportunities for DoD intelligence workforce.
- ❑ Identified competencies that are “non-trainable”.



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# Competency Directory Mapping Results

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- ❑ Collected and mapped 1,417 unclassified Analysis, Collection, and Leadership courses currently offered within the DoD Intelligence Community
  - Analysis – 884 courses;
  - Collection – 276 courses;
  - Leadership – 257 courses
- ❑ NSA accounted for 46% of the total courses and 50% of all analysis and collection courses offered throughout the Intelligence Community



Intelligence

## Relationship with USD (P&R) and ODNI

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- Maintain close coordination with ODNI and USDI(P&R)
  - Ensure policy alignment and implementation oversight
  - PD&R actively participates in the NIU Council / CHCO / FLEXCOM / EXCOM (New DDI concept)
  - PD&R actively participates in every level of P&R ongoing initiatives
    - *Training Transformation (T2) Working group level, Executive Steering Group, and Senior Advisory Group*
    - *DHRB & DLSC Working group and Executive Level involvement*



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## Relationship with USD (P&R) and ODNI

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- ❑ Updating resource definitions to have better visibility in use and target investment areas
- ❑ Strategic, Operations, and Performance plans underway
- ❑ Utilizing the Defense Intelligence Guidance as the vehicle for strategic changes in program
  - New requirement for an Annual DoD Intelligence Training and Education Status Report delivered to the USD(I)





Intelligence

# DoD Intel Training and Education - Future

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- Fully aligned and standardized policies
  - National and Defense-wide standardization
    - *ODNI, USDI offices, Defense Agencies, Service Components, COCOMS*
- ODNI driven competency based training
- Resources aligned with NIP/MIP
  - New categories (and better defined) to identify training in the MIP
- Accreditation / Certification program
- DoD Intelligence profession aligned with the National Intelligence Service
- Development programs interdependent and adaptable at the speed of operations responsive to the Human Capital requirements