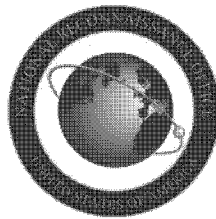


**National Reconnaissance Office**

Business Function 70, National Reconnaissance Office  
(NRO) Department of Defense (DoD) Cadre

**Directive 70-1, NRO DoD Civilian Workforce**

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15 JULY 2015

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ND 70-1, NRO DoD Civilian Workforce  
FY 2015

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TABLE OF CONTENTS

ND 70-1 CHANGE LOG ..... 3

SECTION I - INTRODUCTION..... 4

SECTION II - APPLICATION..... 4

SECTION III - REFERENCES/AUTHORITIES..... 4

SECTION IV - POLICY..... 5

    A. Defense Civilian Intelligence Personnel System (DCIPS) ..... 5

    B. Special Categories of Personnel..... 6

    C. Program Evaluation..... 7

SECTION V - ROLES AND RESPONSIBILITIES..... 12

SECTION VI - DIRECTIVE POINT OF CONTACT..... 14

SECTION VII - IMPLEMENTING INSTRUCTIONS..... 14

APPROVING SIGNATURE..... 15

APPENDIX - GLOSSARY and ACRONYM LIST..... 16

UNCLASSIFIED

ND 70-1, NRO DoD Civilian Workforce  
FY 2015

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## ND 70-1 CHANGE LOG

Revision	Date	Revised By	Pages Affected	Remarks
0	15 Jul 15	NRO Department of Defense Human Resources	All	Initial release as an "interim" directive
1	9 Sep 16	NRO Department of Defense Human Resources	All	Admin change to remove "interim" status

UNCLASSIFIED

ND 70-1, NRO DoD Civilian Workforce  
FY 2015

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## **SECTION I - INTRODUCTION**

In accordance with the National Reconnaissance Office (NRO) Governance Plan this NRO Directive (ND) defines the scope, authorities, and responsibilities specific to NRO Business Function (NBF) 70. The ND is coordinated with appropriate stakeholders, and is approved by the NBF owner, with administrative approval of the Director, Office of Policy and Strategy (OP&S). Official record copies are archived by OP&S.

## **SECTION II - APPLICATION**

All NRO Department of Defense (DoD) civilian employees who perform tasks or have duties specific to the NRO DoD Civilian Workforce will comply with this ND and its corresponding instructions. When the work to be performed under an NRO contract must comply with this directive and corresponding instructions, the program office will list these documents as reference documents in the contract statement of work.

Unless specifically addressed in this ND, this policy applies to NRO DoD civilian employees covered by the Federal Wage System.

Unless specifically addressed in this ND, this policy does not apply to members of the Defense Intelligence Senior Executive Service (DISES) and Defense Intelligence Senior Level (DISL) employees.

## **SECTION III - REFERENCES/AUTHORITIES**

The information contained in this ND complements and integrates the following policies, regulations, or their successors:

- a. NBF 70, NRO DoD Cadre, 6 September 2016.
- b. DoD Directive (DoDD) 1400.35, Defense Civilian Intelligence Personnel System (DCIPS), September 24, 2007, as amended.
- c. DoD Instruction (DoDI) 1400.25, Vol. 2001, DoD Civilian Personnel Management System (CPMS): DCIPS Introduction, 17 March 2014.
- d. 5 United States Code (U.S.C.), Section 2301.
- e. 10 U.S.C., Section 1612 and subchapter I of chapter 83.
- f. Presidential Policy Directive 19, Protecting Whistleblowers with Access to Classified Information, 10 October 2012.
- g. Directive-type Memorandum 13-008, Protecting Whistleblowers with Access to Classified Information.
- h. ND 70-7, Employee Relations, 15 July 2015.

ND 70-1, NRO DoD Civilian Workforce  
FY 2015

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- i. DoDI 1400.25, Vol. 2015, DoD CPMS: DCIPS Special Categories of Personnel, 17 November 2011.
- j. DoDI 1400.25, Vol. 2013, DoD CPMS: DCIPS Program Evaluation, 17 April 2012.
- k. NI 70-1-1, NRO Cadre Internal Controls Program, *proposed*.
- l. DoDI 1100.13, Surveys of DoD Personnel, 21 November 1996.
- m. DoDI 1400.25, Vol. 2012, DoD CPMS: DCIPS Performance-Based Compensation, 28 April 2012.
- n. DoDI 1400.25, Vol. 2011, DoD CPMS: DCIPS Performance Management, 14 August 2009.
- o. DoDD 5145.04, Defense Legal Services Agency, 16 April 2012.
- p. ND 80-6, Protecting Whistleblowers with Access to Classified Information, 20 June 2013.

#### **SECTION IV - POLICY**

##### **A. Defense Civilian Intelligence Personnel System (DCIPS)**

###### 1. Fundamentals of Human Resource Policies for the NRO Department of Defense (DoD) Civilian Workforce

a. In accordance with References (a), (b), and (c), DCIPS is the human resources system for NRO DoD civilian employees.

b. At the NRO, the DoD civilian human resources system will:

1) Support military and civilian supervisors in the accomplishment of NRO's intelligence mission.

2) Create a system of human resource policies and management practices that will make the NRO an attractive place to work and establish it as an "employer of choice" for top talent.

3) Provide for planned training, education, and diverse assignments that support retention and career development of NRO DoD civilian employees.

4) Be implemented in a manner that is understandable, clearly establishes employee and supervisor roles and responsibilities, and provides for continuous evaluation and improvement.

ND 70-1, NRO DoD Civilian Workforce  
FY 2015

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5) Be developed in alignment with References (b), (c), and other applicable DCIPS volumes of DoDI 1400.25.

6) Be developed and implemented in a manner that supports the rank-in-position personnel management construct of the NRO DoD civilian workforce.

7) Be designed and implemented to incorporate the merit systems principles in References (d) and (e).

## 2. Whistleblower Protections

a. In accordance with references (c), (f), (g), and (p) reprisals against NRO DoD civilian employees for protected disclosures is prohibited.

1) Any employee of the total NRO workforce with authority to take, direct, recommend, or approve any personnel action is prohibited from (1) taking, (2) failing to take, or (3) threatening to take or fail to take a personnel action against any NRO DoD civilian employee, including DISES and DISL members, as a reprisal for a protected disclosure. See glossary for definition of personnel action.

2) Any employee of the total NRO workforce with authority to take, direct others to take, recommend, or approve any action affecting an employee's eligibility for access to classified information is prohibited from (1) taking, (2) failing to take, or (3) threatening to take or fail to take such action against any NRO DoD civilian employee, including DISES and DISL members, as a reprisal for a protected disclosure.

b. Review of Personnel Actions. See Reference (h) for NRO internal procedures for receiving and reporting allegations of reprisal.

## B. Special Categories of Personnel

1. U.S. Federal Wage System (FWS) Employees. To ensure parity and inclusiveness among all NRO DoD civilian employees, those employees covered by the Federal Wage System are considered special categories of personnel and are incorporated in NRO policies covering NRO DoD civilian employees unless specifically disclaimed or otherwise prohibited by law.

2. Additional Examples of Special Categories of Personnel. In accordance with Reference (i), the following may be special categories of personnel under DCIPS policy:

- a. Foreign Nationals.
- b. Students, Experts and Consultants.

ND 70-1, NRO DoD Civilian Workforce  
FY 2015

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c. Other special category specific policy issues not addressed in established DCIPS policy.

### 3. Exceptions to Policy

a. If the Executive Director of the DoD Workforce (EDD) in concert with the Director, DoD Office of Human Resources (D/DoDHR) identifies special categories of personnel and determines the need to request an exception to policy regarding their administration, they must notify the Human Capital Management Office (HCMO), Office of the Under Secretary of Defense for Intelligence (OUSD(I)). Any exception or change to policies, procedures, regulations or other guidance related to DCIPS must be provided to HCMO, OUSD(I), not less than 30 days prior to its effective date.

b. If granting an exception would violate a DCIPS policy or procedure, the EDD in concert with the D/DoDHR must obtain HCMO, OUSD(I) written approval of the proposed exception.

c. The EDD in concert with the D/DoDHR will respond to requests for exceptions to policy from Ds and Os and will provide guidance as appropriate.

## **C. Program Evaluation**

1. The NRO, through DoDHR and in concert with USD(I), will evaluate its human resources system for its DoD civilian employees (i.e., DCIPS) on a regular basis in accordance with Reference (j). Evaluations will address progress in achieving human resources goals and examine human resources trends. In addition, evaluations will be designed to determine the effectiveness of DCIPS in contributing to the NRO human resources strategies. Evaluations will address the specific application and results of policies, procedures, and programs in addition to the more general dynamics and responsiveness of DCIPS to the mission and strategic goals of the NRO DoD civilian workforce.

### 2. Evaluation Program Objectives. Evaluations of DCIPS will:

a. Determine the degree to which DCIPS policy, programs, and responsibilities are known, understood, and carried out equitably and effectively by supervisors and employees.

b. Confirm that all applicable laws, Executive Orders, rules, and regulations are being followed.

c. Support collective efforts by the NRO to set and prioritize human resources goals, determine progress in achieving goals, and examine the contribution made by human resources programs to the NRO's mission.

ND 70-1, NRO DoD Civilian Workforce  
FY 2015

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d. Gather information to aid the NRO in the development of strategic human resources planning initiatives and identify opportunities for the development of new policy, procedures, or designs to improve mission results. Provide data to USD(I) as needed to support enterprise-wide equity and operational efficiency.

e. Identify DCIPS best practices management to foster their application within the NRO. Provide information as needed to the USD(I) to foster their application across the Defense Intelligence Enterprise.

### 3. Planning for Evaluations

a. NRO Internal Controls. DoDHR plans for periodic internal evaluations to achieve the objectives listed in paragraph C.2. above.

b. The EDD in concert with the D/DoDHR will provide input as needed to support USD(I)-initiated evaluations to include the following:

1) Annual Evaluations. The annual DCIPS evaluation plan for the Defense Intelligence Enterprise in accordance with Reference (j).

2) Special Purpose Evaluations. Ad hoc or special-purpose evaluations in response to issues identified in human resources management across the Defense Intelligence Enterprise.

a) DoDHR will provide input to USD(I) through the Defense Intelligence Human Resources Board (DIHRB) on issues warranting evaluation.

b) DoDHR will coordinate with HCMO as necessary to support special purpose evaluations.

### 4. Conducting Evaluations

a. When supporting a USD(I)-led evaluation or conducting an NRO DCIPS evaluation in accordance with Reference (k), the EDD in concert with the D/DoDHR will:

1) Follow a published project management plan that identifies key research questions, assessment criteria, critical milestones, responsible parties, primary and secondary information and data sources, coordination, reporting and dissemination requirements, and delivery schedule.

2) Assess employee and supervisor satisfaction with the efficiency and effectiveness of DCIPS policies, processes, and outcomes. Such assessments will be integral parts of annual



ND 70-1, NRO DoD Civilian Workforce  
FY 2015

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evaluations (see paragraph C.3. above) and will be based on gathering and sampling qualitative and quantitative data.

3) Utilize core metrics identified in this ND (see paragraph C.5. below).

b. Data Sources. DoDHR will provide information for DCIPS evaluations from:

1) Existing reporting data readily available within the NRO's human resource information systems.

2) Other sources if determined to be required by NRO or USD(I).

c. Methodologies in DCIPS Evaluations. The NRO's approach to internal and external evaluations may include one or more of the following: gathering and sampling workforce data; applying human resources metrics; utilizing surveys, focus groups, and interviews; and gathering and analyzing other specialized program performance data. Surveys will be conducted in compliance with Reference (l).

d. Required Features in all DCIPS Evaluation Reports. All DCIPS evaluation reports will provide a summary of key findings and recommendations; a narrative that examines and interprets DCIPS data against benchmarks or metrics; an assessment of the implications on mission success of the findings and trends; and recommendations for remedial actions.

1) Internal reports will be developed for the EDD.

2) Reports may be developed and delivered to the USD(I) and the DIHRB as principal customers.

e. Coordination with ODNI. The EDD, D/DoDHR, and DoDHR will refer to the USD(I) all requests from the ODNI for DCIPS-related data and analysis in accordance with Reference (j).

5. Metrics.

a. DoDHR will comply with metrics requirements specified in Reference (j) and incorporate them into their regular DCIPS management.

b. Reference (k) provides instructions on how the NRO conducts internal evaluations.

c. DoDHR metrics for Internal Controls. The NRO will proactively collect and analyze the following metrics as part of the NRO Internal Controls Program.

ND 70-1, NRO DoD Civilian Workforce  
FY 2015

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1) Time-to-Fill. DoDHR will measure the average time it takes to fill a position as determined by the Office of Personnel Management, ODNI, and DoD methodology.

2) Vacancy Rate. DoDHR will track vacancy rates in key mission categories, work categories, and work levels, as appropriate.

3) Quality Metrics. DoDHR will use surveys and other appropriate means as determined by the USD(I) to measure supervisor satisfaction with the hiring process and the quality of selectees.

4) Separation Rate. DoDHR will measure the separation rate for the quarter and fiscal year using a common formula provided by the USD(I). This calculation will be made for key workforce elements including tenure group, mission category, occupation, work category, work level, and overall performance rating. In addition, the NRO may capture and utilize qualitative data through methods such as exit interviews.

5) Diversity. DoDHR will continuously monitor its workforce distribution according to demographic elements as promulgated by the DoD.

6) Differential Performance-based Payouts. DoDHR will periodically examine the differences in performance-based payouts received by employees and may include one or more of the following criteria: different ratings of record, positions in pay range, work categories, work levels, gender, ethnicity, age, and other factors. These analyses will examine performance-based bonuses or other forms of recognition that result in permanent increases to pay, such as the quality step increase provided pursuant to Reference (m).

7) Awards. DoDHR will maintain and report data on the amount of monetary awards and the cost of non-monetary awards, including comparative data on spot award amounts, award amounts compared to pay pool payouts, distribution of awards by mission category, work category, work level, gender, ethnicity, age, and other factors.

8) Rating Distribution. DoDHR will maintain and report data on performance rating distribution by percentage of population in each rating level by organizational unit, mission category, work category, work level, position in pay range, demographics, and other factors as determined by the USD(I).

9) Promotion Rates. DoDHR will calculate and report a per capita annual promotion rate by mission category, work category, work level, position in pay range, rating level, demographics, and other factors as determined by the USD(I).

ND 70-1, NRO DoD Civilian Workforce  
FY 2015

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10) Reassignment Rates. DoDHR will calculate and report a per capita annual reassignment rate for each mission category, work category, work level, long-term training rate, and performance rating level.

11) Impact of Unacceptable Ratings. DoDHR will track and report disposition of cases where employees have received an overall rating of 1, "Unacceptable."

12) Impact of Outstanding Ratings. DoDHR will calculate and report the annual rate of promotion, reassignment, and assignment to long-term training made for employees with overall ratings of 5, "Outstanding." This calculation will provide data by mission category, occupation, work category, and work level.

13) Adverse Actions. DoDHR will track and report the rate of adverse actions (separating performance-based from conduct-based).

14) Grievances. DoDHR will track and report the rate of grievances.

15) Reconsiderations of Evaluation of Record. DoDHR will track and report the number of requests for administrative reconsiderations of evaluations of record initiated in accordance with Reference (n).

16) DoDHR will maintain data for biennial reporting on the numbers of employees possessing certifications from approved programs, by certification and mission category.

17) DoDHR will track and report long-term training rates.

d. Other Human Resources Measurements

1) DoDHR may utilize additional metrics, as necessary.

2) DoDHR will collaborate with USD(I) in the development and utilization of other calculations deemed appropriate for the examination at hand.

6. Incorporating Findings into Policy

a. The EDD in concert with the D/DoDHR will utilize program evaluation findings to make changes or additions to NRO policies, procedures, processes, and training as required.

b. The EDD in concert with the D/DoDHR will provide recommendations for DCIPS policy changes to HCMO based on the results of internal NRO evaluations.

ND 70-1, NRO DoD Civilian Workforce  
FY 2015

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c. The EDD in concert with the D/DoDHR will coordinate with applicable NRO training personnel to incorporate DCIPS data in future training.

#### SECTION V - ROLES AND RESPONSIBILITIES

##### EDD will:

a. Implement and comply with DCIPS policies and programs in References (b), (c), and other DCIPS Volumes.

1) Develop NRO internal policy and procedures consistent with References (b), (c), and other DCIPS Volumes.

2) Submit NRO internal policy and procedures implementing DCIPS policy to the USD(I) for oversight and program evaluation within 30 days of issuance.

3) Obtain the approval of the General Counsel of the DoD / Director, Defense Legal Services Agency (DLSA) concerning personnel policies and actions taken with regard to or affecting DLSA members in conjunction with the NRO Office of the General Counsel and in accordance with Reference (o).

b. Designate positions or organizations within NRO for DCIPS coverage, with the concurrence of the USD(I), when such positions or organizations are engaged in performing an intelligence function as defined in References (b) and (c).

1) Designate, as applicable, any NRO DoD civilian positions that are of a confidential, policy-determining, policy-making, or policy-advocating character and are not to be included in the definition of personnel action of References (f) and (g).

2) Seek approval from USD(I) to establish an NRO DoD civilian position under DCIPS if the position:

a) Will perform functions that have been determined by the USD(I) to be intelligence functions;

b) Will be in an occupational category designated by the USD(I), with the concurrence of the USD(P&R), as having responsibilities in the intelligence field; or

c) Is determined by the USD(I) to be an intelligence position necessary to carry out the intelligence functions of the DoD.

c. Identify special categories of personnel that are not addressed in DCIPS policy resulting from requirements of national security operations.

ND 70-1, NRO DoD Civilian Workforce  
FY 2015

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1) Notify the USD(I), through the OUSD(I) HCMO, of internal policy to address special categories of personnel resulting from requirements of national security operations.

2) In cases where exceptions to DCIPS policy or procedures are warranted, requests will be submitted to the OUSD(I) HCMO for written approval of the proposed exceptions.

d. Adhere to the NRO Management Control Program to support the NRO mission and ensure compliance with applicable policies and laws.

e. Maintain a program that provides required reporting in support of enterprise-wide evaluations initiated by the USD(I).

1) Conduct internal evaluations of the effectiveness of DCIPS in coordination with the USD(I).

2) Take appropriate actions in response to the results of internal and enterprise-wide evaluations.

3) Consult with the USD(I) and USD(P&R) when establishing and implementing human resources metrics and relevant analytical methodologies.

**D/DoDHR will:**

a. Publish and maintain policy guidance for human resources and training functions for NRO DoD civilian Employees.

b. Provide oversight of the policy for the human resources and training needs of NRO DoD civilian Employees.

**Supervisors will:**

a. Keep abreast of and communicate human resources and training policies to NRO DoD civilian Employees.

b. Comply with all NRO human resources and training policies.

**NRO DoD Civilian Employees will:**

a. Comply with all NRO human resources and training policies.

b. Understand their responsibilities and any consequences associated with a failure to comply with human resources and training policies.

ND 70-1, NRO DoD Civilian Workforce  
FY 2015

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**SECTION VI - DIRECTIVE POINT OF CONTACT**

D/DoDHR,

(b)(3)

**SECTION VII - IMPLEMENTING INSTRUCTIONS**

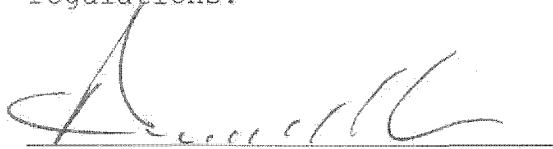
The D/DoDHR will approve and sign any implementing Instructions developed under this ND.

ND 70-1, NRO DoD Civilian Workforce  
FY 2015

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**APPROVING SIGNATURE**

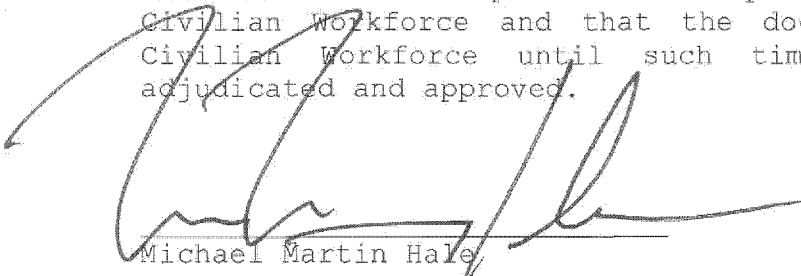
As the NRO Director, DoD Office of Human Resources, I confirm that this document conforms with applicable DoD and federal regulations.



Andrew J. Doane  
Director, DoD Office of  
Human Resources

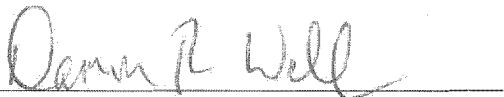
15 Jul 2015  
Date

As the Executive Director of the DoD Workforce (EDD) I confirm that this document provides a complete representation of the NRO DoD Civilian Workforce and that the document will govern the NRO DoD Civilian Workforce until such time as a permanent ND can be adjudicated and approved.



Michael Martin Hale  
Executive Director of the  
DoD Civilian Workforce

15 JUL 2015  
Date



Damon R. Wells  
Director, Office of Policy  
and Strategy

15 July 2015  
Date

ND 70-1, NRO DoD Civilian Workforce  
FY 2015

APPENDIX - GLOSSARY and ACRONYM LIST

Term and Acronym	Definition
DCIPS	Defense Civilian Intelligence Personnel System
DoD Components with DCIPS Positions	The Defense Intelligence Components and the DoD Components with positions, employees, and organizations with duties and functions considered to have an intelligence function and that have been so designated by the Head of the Component, with the concurrence of the USD(I).
DIHRB	Defense Intelligence Human Resources Board.
National Security Operations	Activities that are mobilized to respond to a national security requirement for an indeterminate period of time.
NRO DoD Civilian Employee	A DoD civilian employee assigned directly to the NRO without an external parent element.
Personnel Action	An appointment, promotion, detail, transfer, reassignment, demotion, suspension, termination, reinstatement, restoration, reemployment, or performance evaluation; a decision concerning pay, benefits, or awards; a decision concerning education or training if the education or training may reasonably be expected to lead to an appointment, reassignment, promotion, or performance evaluation; a decision to order psychiatric testing or examination; and any other significant change in duties, responsibilities, or working conditions. See Reference (f) for exclusions.
Rank in Position	Personnel management construct in which the organization's position structure establishes workforce requirements at both the occupational and work levels and provides the basis for establishing the title and pay band level of an employee assigned to a position in the organization.
Special Categories of Personnel	An individual or a group of individuals not covered elsewhere in the DCIPS Volumes 2001 to 2014 of DoDI 1400.25 mobilized to perform national security operations for an indeterminate period of time.