

**BY ORDER OF THE COMMANDER
NATIONAL AIR AND SPACE
INTELLIGENCE CENTER**

NASIC INSTRUCTION 36-114

8 JUNE 2016



Personnel

**NASIC POSITION MANAGEMENT AND
HIRING PRACTICES**

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

ACCESSIBILITY: Publications and forms are available on the e-Publishing website at www.e-Publishing.af.mil for downloading or ordering

RELEASABILITY: There are no releasability restrictions on this publication.

OPR: NASIC/DPC

Certified by: NASIC/DP
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Supersedes: NASICI 36-114, 13 Jul 13.

Pages: 23

This instruction implements AFD 36-1, *General Civilian Personnel Provisions and Authorities* and outlines procedures, policies and responsibilities of each Group/Directorate/Office within the National Air and Space Intelligence Center (NASIC) in the management of their civilian positions. A position management plan is vital to mission accomplishment. This publication applies to all NASIC civilian personnel and all NASIC supervisors, civilian or military. This publication does not apply to the Air Force Active Duty, AF Reserve Command (AFRC) or Air National Guard (ANG) military personnel, outside of their capacity as supervisors of NASIC civilian personnel. This NASIC publication may be supplemented at any level, but all supplements must be routed to the Office of Primary Responsibility (OPR) listed above for coordination prior to certification and approval. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the AF Form 847, *Recommendation for Change of Publication*; route AF Form 847s from the field to the NASIC Publications Office (NASIC/SCOK), 4180 Watson Way, Wright-Patterson AFB, OH 45433-5648 ATTN: Publications/Forms Managers. Maintain records created as a result of the prescribed processes identified in this directory in accordance with (IAW) AFMAN 33-363, *Management of Records*, and dispose of them IAW the AF Records Disposition Schedule (RDS) found on the Air Force Portal link at <https://www.my.af.mil/afrims/afrims/afrims/rims.cfm>. Contact supporting records managers as required.

SUMMARY OF CHANGES

This instruction has been completely revised and must be reviewed entirely. This instruction incorporates the first 3 chapters of NASICI 36-114 and adds a 4th Chapter.

Chapter 1

POSITION MANAGEMENT

1.1. Overview.

1.1.1. A Position Structure Plan (PSP) is a personnel position plan that defines the level of an organizations civilian grade structure. The NASIC PSP aids in defining career advancement opportunities for all civilian employees within the legal and policy constraints imposed by the Defense Civilian Personnel System (DCIPS), Air Force (AF), Office of Personnel Management (OPM) and the servicing Civilian Personnel Flight (CPF) and financial constraints imposed by NASIC funding resources. A PSP is required to ensure NASIC's payroll commitments are maintained at a sustainable level so that current and future generations of analysts will have an opportunity for advancement; control loss of expertise; promote professional development; address shortages or excesses in mission areas; ensure the proper knowledge, skills and abilities (KSAs) and grade structure for the mission; and establish consistent standards and clearly defined processes for civilian promotion across the Center. Outlining and defining all structured positions within the Center provides a greater awareness of career broadening and promotion potential. The structuring of GG-13 positions will provide greater opportunity with fair and open competition to all eligible candidates.

1.1.2. All levels of management must follow and maintain an approved Position Structure Plan within NASIC. Every supervisor and manager must assure positions under their control are properly and efficiently structured. Deviations which are not approved by the Vice Commander (CV), Vice Director (DV) and/or their designated representative are prohibited.

1.1.3. Each Group/Directorate/Office in NASIC is required to develop a PSP. Each PSP will be reviewed and approved by CV, DV, and/or their designated representative, annually or as necessary. Reviews identify mission and position updates and changes that require corrective action be taken. CV, DV and/or their designated representative, have final approval on any proposed changes to the PSP outside of scheduled reviews. The NASIC Civilian Personnel Division (DPC) and each Group/Directorate/Office will maintain copies of the final approved plans. Any approved updates will be input to the database by DPC and updated slides/excel sheets with this information will be sent out in the owning Group/Directorate/Office.

1.1.4. Each Group/Directorate/Office in NASIC is required to maintain a PSP that meets the Affordability Rating goal as defined by the PSP Affordability Tool and guidelines in this publication.

1.2. Definitions.

1.2.1. The following position management definitions will be used by all Groups/Directorates/Offices. Deviations and changes may occur, up or down on proposed grades depending on organizational support provided by the position, the scope of responsibility, and size of the organizations, as a few samples. In most cases, deviations will be addressed during the annual review cycle. The final outcome on those exceptions will be determined by position alignment as outlined in, DoDI 1400.25 V2007, DoD Civilian

Personnel Management System: Defense Civilian Intelligence Personnel System (DCIPS) Occupational Structure, as well as any and all regulations governing civilian positions.

1.2.1.1. Required (R) is the target grade/full performance level as defined by the career progression standard outlined for each series. Positions at this level have successfully completed required entry-level training and/or developmental activities and have a full understanding of the technical or specialty field. Actions and duties at this level may have impact beyond the work unit and, as a result, employees at this level typically collaborate with their peers internally and externally.

1.2.1.2. Minimum (M) is any level below full performance. This level of position will require training and mentoring in order to progress to the full performance level. In order to progress all performance expectations as well as any training requirements must be met, to be able to reach the full performance grade. Minimum grade for hiring are typically GG-05, GG-07 or GG-09. Those billets in the AF DCIPS developmental program that have a minimum grade of GG-07 may flex up to the GG-09 grade in the line of progression for entry level (GG-7/9), dependent on the qualifications of the selectee (i.e., superior academic achievement, Master's Degree, experience, approved ODNI standards). The final qualification determination is made by the servicing CPF staffing section. If a determination is made to hire at a lower level a deviation is not required.

1.2.2. The majority of the Center's positions are aligned to the Professional Work Category as outlined in, DoDI 1400.25 V2007. These types of positions are considered as entry/developmental positions (GG-07 through GG-12) and will generally be hired at the minimum grade. Progress in these positions will be in a single position graduating to full performance after meeting performance expectations, completing required training and developmental activities as defined by the supervisor and outlined in the AF DCIPS Developmental Program Guide, for each level. Advancing to the next level is not automatic.

1.2.3. Positions aligned to the Technician/Administration Work Category are at the single grade level. These positions will be set at the highest grade necessary to satisfy the mission. This may occur when the duties and KSAs for a position will not grow within a mission area. For example, a GG-07 clearly satisfies the necessary expertise and no advancement beyond that level is advantageous to the mission.

1.2.3.1. As part of an incumbent's development and career progression, they should be advised of where and what the Minimum and Required is on the position they are assigned to and ensure they understand any further advancement may require a change in positions and/or offices.

1.2.4. The PSP Affordability Tool will be used at all levels of the organization. NASIC management will use the results of this tool to ensure affordability across the Center. Each organization will calculate their Affordability Rating based upon their most current PSP. The goal for each organization is to maintain a Affordability Rating of 1.0 or less unless an alternate rating has been assigned to an organization by CV and/or DV.

1.3. Guidelines.

1.3.1. The following position grade levels are based on supportability of the grade by DoDI 1400.25 V2007, DoD Civilian Personnel Management System: Defense Civilian Intelligence

Personnel System (DCIPS) Occupational Structure as well as any applicable OPM classification guidelines and regulations.

1.3.1.1. Directorate Director: Will generally be R/M at GG-15. Smaller Directorates and/or Staff offices will generally be R/M at GG-14.

1.3.1.2. Group/Directorate Deputy: Will generally be R/M at GG-15. Smaller Directorates and/or Staff offices will generally be R/M at GG-14.

1.3.1.3. Squadron/Division Director: Will generally be R/M at GG-15. Smaller Divisions and/or Staff offices will generally be R/M at GG-14.

1.3.1.4. Squadron/Division Senior Intelligence Analyst (SIA): These positions are normally non-supervisory. Will generally be R/M at GG-15. Smaller Divisions and/or Staff offices will generally be R/M at GG-14.

1.3.1.5. Flight/Branch Chief: Will generally be R/M at GG-14. Smaller Branch and/or Staff offices will generally be R/M at GG-13.

1.3.1.6. Section Chief (Supervision code 4): Will only be used when a flight's span of control causes difficulty for effective supervision. Normally a flight must have 35-50 authorized billets, not counting CMEs, to warrant creating section chiefs. The section chief position would be responsible for approximately 15-20 personnel. The position will be responsible for all personnel actions to include rating, hiring, directing, assigning, adjustment to grievances, recommendations for promotion, reward, transfer, furlough, layoff, removal, recall, suspension, or discipline for all assigned employees. All personnel actions must have final approval from the Flight Commander/Chief. These positions will generally be R/M at GG-14.

1.3.1.7. Principal Intelligence Analyst (PIA)/Principal Technical Analyst/Advisor (PTA): These positions are non-supervisory. Analysts in these positions serve as the analytic team leader within the flight; serve as the primary subject matter expert for assigned mission/analytic assessments; reviews all team/flight analytic products for quality and security compliance; teaches, coaches and mentors other analysts; manages production of assigned analysts; assists Flight Chief in ensuring timely completion of the flight's assigned intelligence production requirements; advises Flight Chief, DO and SIA on intelligence tradecraft implementation, production requirements, analyst performance and project status within the flight or team; performs analysis and production; assures cross-functional collaboration; guides flight execution of analytic and production processes; assists squadron's SIA in assessing analytic health of squadron; champions discovery and analysis investment; and accepts leadership roles in Center and IC for analysis, analytic tradecraft, training, development and similar topics. (The majority of PTAs will be found in support function offices.) These will generally be R/M at GG-14. Smaller Branch and/or Staff offices will generally be R/M at GG-13.

1.3.1.8. Senior Analyst/Engineer/Expert: These positions are non-supervisory. Analysts in these positions should possess a mastery of a given professional field including the ability to develop innovative solutions to unusual or complex problems; make sound recommendations and decisions under urgency and pressure; effectively use extensive contacts throughout the community; operate independently with little need for direction or guidance; mentor and lead others in their area of expertise; and be able to

represent NASIC assessments to external agencies as the single point-of-contact for NASIC positions on the subject matter. These types of positions are highly dependent on mission needs. These will generally be R/M at GG-13.

1.3.1.9. Program Manager: These positions have duties to manage or direct, or to assist in a line capacity in managing or directing, one or more programs, including appropriate supporting service organizations, when the paramount qualification requirements of the positions are management and executive knowledge and ability and when the positions do not require competence in a specialized subject-matter or functional area. These will generally be R/M at GG-13.

1.3.1.10. Analysts, usually Scientists, Engineers (all STEM) and Intelligence: Will generally be Required at the GG-12 and Minimum at the GG-07.

1.3.1.11. Group/Directorate/Squadron Resource Advisors: Generally, primary Group/Directorate Resource Advisors will be R/M at GG-13. Squadron Resource Advisors will vary, based on scope of responsibilities, budget complexity and as approved by the CV and/or DV in the PSP. Decisions on these type of positions will be discussed with the Center FAM, currently the FM Director.

1.3.1.12. Secretary and Administrative Support Positions: The NASIC Commander and Vice Commander's Executive Assistant/Secretary will generally be a R/M at GG-09. The Chief Scientist and Vice Director's Executive Assistant generally be R/M at GG-12. Group/Directorate Secretary/Admin Assistant will generally be R/M at GG-07. Squadron/Division Secretary/Admin Assistant will generally be R/M at GG-06. Flight/Branch Secretary/Admin Assistant will generally be R/M at GG-05.

1.3.1.13. All other career field grade levels will be based on the DCIPS Occupational Structure and any applicable AF classification guidelines and regulations. Most support organizations will fall into this area.

1.3.2. When new billets are added to a Unit Manning Document and were not addressed on an approved PSP, they will be added by the two-letter DPC representative in coordination with the Group/Directorate, and will generally be Required at GG-12 and Minimum GG-07 (analyst only), unless a change was submitted as outlined in 1.3.6.1. below, requesting CV and/or DV approval and satisfies the organizations Affordability Rating criteria.

1.3.3. Each organization is required to evaluate and validate their PSP with the PSP Affordability Tool. It will be the responsibility of each Group/Directorate/Office to ensure that their overall Affordability Rating is 1.0 or lower (or a rating assigned to an organization). It will be at the discretion of the Group/Directorate/Office Commander/Director to allow some parts of an organization to exceed the Affordability Rating of 1.0 while holding other parts of an organization below the Affordability Rating of 1.0 in order to have an overall Affordability Rating of 1.0 or lower (or as assigned).

1.3.3.1. The PSP Affordability Tool will calculate an organization's Affordability Rating based on the current PSP structure using all billets within allocated funding rates. Billets coded as unfunded (and thus vacant), will not be used in the Affordability Rating calculation.

1.3.3.2. It will be incumbent upon the next higher level of supervision to approve Affordability Ratings above 1.0 with the responsibility to balance across their organization with Affordability Ratings below 1.0 (or as assigned).

1.3.3.3. Part time employees, will be normalized against the number of hours worked and the grade of the position. A single part time employee encumbering a single billet will be below the Affordability Rating of 1.0 because the employee will only be collecting part time pay. Likewise, two part time employees encumbering a single billet will be normalized based on their total number of hours (greater than or equal to 40) compared to a single full time employee (40 hours) and thus have an Affordability Rating greater than 1.0.

1.3.3.4. Additionally, the PSP Affordability Tool will indicate if an organization is outside of specified organizational bounds (or “Red Flags) which are defined as:

1.3.3.4.1. Number of GG-14’s is >25% or <10% of unit civilian manning

1.3.3.4.2. Number of GG-13’s is >50% or <25% of unit civilian manning

1.3.3.4.3. Number of GG-12’s (step 6 or above) is >40% of unit civilian manning

Note: These organizational bounds are in place to indicate a need for further evaluation of the organization prior to approval of the personnel action. If a proposed personnel action falls outside one of these organizational bounds, the Group/Directorate will meet with NASIC/DV to discuss further action.

1.3.3.5. There are instances where Group owned billets will be accounted for from an affordability perspective at the Center level. These are billets that may be serving Center wide functions or are functions that are encouraged from a Center perspective but cause unreasonable impact to a Group’s affordability. Some examples of billets that are accounted for at the Center level are Squadron Director’s, 50% of a Group’s Flight Chiefs, Issue Managers, Client Advocates and LNO’s. Groups may seek approval from CV and DV to have other billets accounted for at the Center level on a case by case basis.

1.3.4. All vacated positions will be filled at the minimum grade based upon an organizations respective position management plans unless the result of the PSP Affordability Tool allows room for a higher grade hire (up to GG-12). Any exceptions would need to be approved by the CV, DV or his/her designated representative. See outline in 1.3.6.1. below, or a DPC representative for guidance (samples and checklists).

1.3.4.1. Hiring GG-13 and GG-14’s will be in line with approved PSP structured billets and in accordance with 1.3.10.

1.3.4.2. Decisions to hire above entry grade (GG-7) up to GG-12 will be approved at the Group/Directorate level pending an overall Affordability Rating of ≤ 1.0 for an overall organization. Decisions to hire above step 1, up to step 2, will be approved at the Group/Directorate level. Requests for approval to hire above Step 2 need to be vetted through the Center’s Pay Setting Board (see Section 4.2.1.1).

1.3.5. When submitting a request for exceptions or deviations to an approved PSP prepare a SSS package using the routing indicated below. Be sure to include all required information and any necessary attachments.

Table 1.1. SSS Routing for PSP exceptions/deviations.

Group/Directorate	Approve
DPC	Coordinate
DP	Coordinate
FM	Coordinate
DV	Approve
CV	Approve
DPC	Process

1.3.5.1. The subject should be: Request for change or update of Position Structure Plan. The body must include the following position information: Office Symbol, MPCN (Manpower Control Number(s)), AFSC, FAC, PEC, Series, Job Title, and Grade.

1.3.5.1.1. The request must include the justification for deviation and mission impact if not approved. Attachments should include the current approved PSP as well as the proposed PSP.

1.3.6. Not all manpower changes affecting a PSP need to be reviewed and approved by CV, DV or his/her designated representative. For example, if management is swapping a military and civilian flight CC/chief within a squadron there is no need to seek approval. Additionally, if it is a change to a series and not the grade, there is no need to seek approval. There may be other changes that do not need approval, so please check with a DPC representative. Ensure to work these moves or changes with DPC (Civilian Personnel) and DPM (Manpower).

1.3.7. Internal NASIC reassignments are acceptable as long as the incumbent qualifies, and the Required/Target grade is the same on the losing and the gaining billet. For example if management is moving a GG-12 employee from a billet that is a minimum GG-07 required 12 on the PSP then no request is necessary, and DPC may process the reassignment. If a GG-12 is mismatched on the PSP and sitting on a GG-13 required 13 and management wishes to move them to a billet that is a minimum 07/ required 12 there is no need for a deviation package. However, if management wants to move a GG-12 employee onto a billet that in the PSP shows a higher required grade and create a mismatch then a deviation package is required. See a DPC representative for assistance. Reassignments for bringing candidates into NASIC from an outside organization will be addressed on a case-by-case basis and may require a change/deviation package.

1.3.8. NASIC/CC and AF/A2 approval is required before any new position at the GG-15 level can be established.

1.3.9. Vacant GG-13, GG-14 or GG-15 positions will be filled by competitive procedures as outlined in 1.4, or an approved management reassignment (GG-13 and GG-14 management reassignments approved by Group and DPC with GG-14 notifications to CV and DV). Vacant GG-13, GG-14 or GG-15 positions will be at a minimum, advertised AF wide and it is encouraged to be advertised even more broadly. GG-15 reassignments require approval from the NASIC CC, CV, or CA. Before filling a vacant GG-14 or GG-15 position, the selecting supervisor must schedule a meeting with CV and/or DV, not to receive approval to hire, but to discuss hiring strategies, to include management reassignments and how they

align with the mission area. The Group/Directorate has final approval for GG-13 and GG-14 selections except for NASIC Liaison Officers (LNOs) as covered in NASICI 36-115.

1.3.10. All GG-15 and NASIC LNO selections (regardless of grade), require NASIC/CC or his/her designated representatives approval. All LNO returnees to NASIC will normally be addressed by the Rotational Assignment Leadership Council (RALC) as outlined NASICI 36-115.

1.4. Selection Panels.

1.4.1. Interview and resume selection panels are required for the GG-13, GG-14, and GG-15 grade levels. At least one member of any panel will be the same series as the position being filled. GG-14 and GG-15 panels will include the selecting supervisor and two additional individuals. The second member from within the hiring Group/Directorate will be approved by the Group Commander/Director, and will be equivalent to or higher than the grade of the position that is being filled. GG-14 and GG-15 panels must consist of at least one civilian and one military member and the third member (equivalent or higher to the grade being selected) will be from outside the hiring Group/Directorate.

1.4.1.1. GG-13 selection panels will consist of the selecting supervisor and two additional individuals. The second member from within the hiring Squadron will be approved by the Squadron Commander/Director and will be equivalent to or higher than the grade of the position that is being filled. The third member needs to be from outside the Squadron vs outside of the Group/Directorate.

1.4.1.2. In keeping with SECAF guidance the panels will be diverse and will include civilians with no prior military service. This does not mean that the hiring supervisor not have prior military service, the hiring supervisor is always on the panel.

1.4.1.3. Selecting supervisors will refer to the 'NASIC Career matrix' as shown in Attachment 2 below, determining required, highly desired, desired and optional attributes. Required and highly desired attributes should be part of the threshold criteria. Required, highly desired, and desired attributes should be reflected in scoring of the applicant. All criteria and questions are to be reviewed by a DPC representative.

1.4.1.4. For all hiring actions that are not direct hires (it is encouraged even then), supervisors will construct a set of objective selection criteria, and pre-determined questions as well as associated point values and anchors, prior to receiving applications. For those doing only resume reviews (GG-12 and below) only selection criteria with associated point values and anchors is needed. Send questions and criteria to a DPC representative for review prior to using them. These criteria are very important in making selections while considering all veteran preference rules.

1.4.1.5. Veterans are not given extra points (i.e. 10 pt preference or 30 pt preference) for being a veteran however, as defined below in section 1.4.1.6. through 1.4.1.8., they are afforded the extra bump when closely aligned with like candidates. It is imperative that all panel members document a valid reason for discounting any employee from the process. Documentation is critical in the event that any non-selected candidate files any form of disagreement.

1.4.1.6. Throughout the hiring process all supervisors must adhere to veteran's preference rules and regulations as defined on the NASIC Civilian Personnel SharePoint site at <https://org.eis.afmc.af.mil/sites/NASIC/dp/civpers/default.aspx>. Under the internal links see the section titled Veterans Preference.

1.4.1.7. The veterans preference regulations are defined in DoDI 1400.25 V2005. "Preference" is basically an "extra" that is considered like a point or positive factor that is in favor of the veteran. Apply throughout the process as determination is made regarding who will proceed to the next level. If preference eligible is roughly equal, similar or substantially the same as other candidates he or she must continue to the next step.

1.4.1.8. Hiring managers must document throughout the entire process why any candidate does not make the cut to the final set of candidates or why they were not selected. When there is a veteran that is within a couple points of the next higher candidate at the clean break point, that veteran should be moved up, again make sure to review all veteran preference rules and work with a DPC representative.

1.4.1.9. For GG-13, GG-14, and GG-15 positions, resumes will be required and made available to all panel members. Panel members will rank candidates, based on the approved selection criteria being mindful of veterans preference requirements and considering such factors as education, training, experience, appraisals, job-related awards, and any other job related criteria pertinent to the position. Top candidates will be selected for interviews based on their overall total that places them above what is termed a clean break point. A clean break point is the difference in scores between candidates that clearly shows a gap in the overall scores after ranking the resumes. There is no set difference in points that defines a clean break, however, a five point or more difference between one set of candidates and another may be considered a clean break. All interviewed applicants will be asked the same set of questions whether the interview is conducted telephonically, by Video Teleconference (VTC), or in person. Selecting supervisors have the option of providing interview questions to candidates 30 minutes in advance of their interview however, if one receives the questions all need to receive the questions. Thus, if providing the questions prior to the interview, it is recommended inform the interviewee to arrive approximately 30 minutes early. Final ranking will be a composite score composed of both the records review and the interview. The methodology for combining the records review and interview scores must be determined prior to the execution of the hiring process. In the event of a tie, selection panel members will vote. In person interviews should be used, when no costs are incurred or Temporary Duty (TDY) expenses are approved. At a minimum, telephone interviews must be conducted. Ultimately the supervisor is the final authority for the selection process ensuring a best fit for their organization.

1.4.2. The DPC SharePoint site contains links to a DoD Interview Guide and a Wright-Patterson AFB, Supervisors Guide to Selection Interviews. This link, <https://org.eis.afmc.af.mil/sites/NASIC/dp/civpers/Supervisor%20Interview%20Guidance/Forms/AllItems.aspx> will lead to all of the guides necessary to complete a successful interview process.

1.4.2.1. Selecting officials must maintain all substantive documentation related to the consideration of competing candidates. This may include, but is not limited to, interview

questions, notes on interview responses, record of contacts with previous supervisors of candidates, non-selection memos, notes on review of employee briefs or candidate résumés, and any ratings or informal rankings made on referred applicants or employees. Maintain this documentation for five years or until audit completion by OPM, whichever is sooner from the date of notification of selection or non-selection.

Chapter 2

CIVILIAN OVER HIRE AUTHORITY

2.1. Overview.

2.1.1. A civilian over hire is used in circumstances where an organization does not have a firm authorization to aid in the accomplishment of their mission. An over hire is normally used to meet short-term surges in mission requirements, address a workload peak or to meet a staffing need that is anticipated not to exceed a 1-year time frame. This chapter contains guidance in using/requesting over hires at NASIC. Approval authority is defined in 2.2 below. Over hires are to be used in rare circumstances and as a last option to filling a mission need.

2.1.2. The originator of a request for an over hire will not only ensure there is a valid requirement for the over hire but they must explore other alternatives to satisfy the workload prior to submitting the request.

2.1.3. Some over hires for NASIC are only approved at the direction of the NASIC Commander or his/her designated representative, to benefit the Center. These positions are not subject to the 1 year or 6 month time limitations for the rest of the over hire requests. These will be reviewed every two years or as needed on these types of positions.

2.1.3.1. In advance of a new authorization, an over hire may be requested in limited circumstances up to 6 months prior to the effective date of the authorization when funding is available and concurrence is received from DP and FM. These are normally called civilian over hire pending authorization (COPA). Each request for an over hire authorization will be decided on a case-by-case basis. Justification must be supported with a detailed rationale as to why the organization cannot maintain its current level of operation without an over hire authorization being approved.

2.1.3.2. In anticipation of a retirement, an over hire may be requested if the position is critical to the mission of the unit and the retirement eligible employee has notified management of an impending retirement date, then the over hire will be considered for a period of up to 6 months.

2.1.3.3. Duration of an over hire approval is for 6 months from the date the position is filled. If the requesting organization does not identify a vacancy within the specified period of time, DP will identify a position within that Group/Directorate or office that can be used to cover the over hire, or work with management for a reassignment action to an available vacancy within the Center.

2.1.3.4. On an as-needed basis, DP will provide FM with a report showing the current status of all approved civilian over hires at NASIC.

2.2. Processing an over hire request.

2.2.1. The NASIC/CV and/or DV is the approval authority for all civilian over hires. This authority has been delegated to the Director, Personnel (DP). In the event that the DP and/or Financial Management (FM) non-concur with an over hire request, it will then be acted on by CV and/or DV.

2.2.2. The requesting organization must properly justify how the over hire will be covered, identify position number(s) to be used and how it will become vacant or identify the specific program where the out year authorization plus-up will occur and provide a detailed explanation. This information is required to identify the organization’s long-range plan for converting the over hire to a permanent authorization on the Unit Manning Document. The package must fully justify the requirement for the over hire. DPC will not process any personnel actions until the package is approved and returned to DPC.

Table 2.1. SSS routing for Over Hires.

Group/Directorate	Approve
DPC	Coordinate
DPM	Coordinate
FM	Approve
DP	Approve
DV (if necessary)	Approve
CV (if necessary)	Approve
DPC	Process

2.2.2.1. The documentation required, is the memorandum, the UMD showing the pending position if there is one and an AF Form 1378 (or CoreDoc), Civilian Personnel Position Description, and a copy of the approved PSP org chart showing where the position will reside.

2.2.2.1.1. In the package include the time period necessary for the over hire, summarize the total number of positions in the Unit and indicate all vacant military and civilian authorizations and why they are vacant to include estimated timeline for filling either temporarily or permanently. Include a summary of the assigned over hires in the unit, if any, and make sure to provide the AFSC and expiration date of each.

2.2.2.2. Justification/Impact: Include directive, HHQ taskings, overtime, backlogged work not performed, special reason and /or situation which supports the requirement for an over hire and the impact to the mission if the request is not approved.

2.2.2.3. All over hire requests must follow the procedures and contain the requested information as outlined. Failure to properly prepare and staff the request will result in the request being returned without action.

Chapter 3

RECRUITING

3.1. Overview.

3.1.1. NASIC's recruiting program provides potential candidates who possess desired education and or skills to meet NASIC's mission needs. NASIC Recruiting provides hiring supervisors a means of quickly filling a "skill-set" specific position by attending college job fairs, or through the use of "other source" resumes attained through NASIC.JOBS@US.AF.MIL and utilizing the DCIPS direct hire authority.

3.2. Recruiting Authorization Matching System (RAMS).

3.2.1. Recruiting Authorization Matching System (RAMS) database is where all developmental candidate resumes gained through recruiting and other sources are posted for all hiring supervisors to see and select from. The resumes represent a set of high quality candidates to meet their needs. This database also contains up to date vacancy sheets submitted by the Groups/Directorates identifying the KSA's and skill set they desire for their vacancy. These vacancy sheets are used by the recruiting teams to identify top quality candidates for the supervisors to choose from.

3.2.2. Before posting to RAMS resumes are screened by a panel of recruiters using a pre-determined rubric appropriate for their degrees. DPC maintains candidate resumes on RAMS for one calendar year. DPC will only post resumes not vetted by a panel into RAMS if recommended/requested by a Group Commander/Director or Tech Director.

3.2.2.1. DPC manages RAMS to ensure an adequate selection of candidate resumes are available, and provides a recruiting update briefing to the CPAB twice a year. DPC provides assistance to the groups/directorates ensuring their vacancy sheets are up to date and adequately reflect the types of knowledge, skills and abilities they need to meet their mission requirements.

3.2.2.2. DPC will maintain in a separate section on RAMS for full performance resumes of employees/candidates that are interested in possible career moves or broadening their experiences and expertise. Work these types of actions with a DPC representative.

3.3. Recruiting.

3.3.1. Recruiting events throughout the year require that DPC tasks the Groups/Directorates once a year to provide vetted volunteers to form recruiting teams. These teams normally consist of 5 employees and in keeping with the SecDef guidance there should be, at a minimum, one diverse member. These teams are used for recruiting events and to review and score all potential candidates before they are placed on RAMS.

3.3.2. Throughout the year there will be times when senior leaders attend recruiting events. A DISL, O-6, or GG-15 on a recruiting trip may make a tentative offer on the spot. It is important to inform the candidate that it is a tentative offer pending completion of pre-employment requirements that will be sent to the candidate. DPC will then contact the candidate and keep them informed of paperwork status and what to expect.

3.4. Hiring Checklist.

3.4.1. Hiring requires that when a supervisor has a vacancy their first step is to work with their DPC representative and complete the hiring checklist. The supervisor reviews the Recruiting Authorization Matching System (RAMS) database <https://org.eis.afmc.af.mil/sites/NASIC/dp/recruiting/default.aspx> to determine the availability of qualified candidates.

3.4.2. If an eligible candidate is not found through RAMS or a recruiting event, the hiring supervisor prepares a memo to the Group/Directorate Commander stating that they have exhausted the RAMS site and are opting for an alternate means to fill the position, such as USAjobs. The final approval authority on these requests is the DP. The template for the memo can be found at the following link <https://org.eis.afmc.af.mil/sites/NASIC/dp/recruiting/default.aspx>

Chapter 4

HIRING INCENTIVES

4.1. Overview.

4.1.1. The hiring incentive is to attract individuals whose special skills are clearly superior to other candidates or who meet a clearly defined special need of the Center, to keep the Center competitive by attracting and retaining a high-quality workforce that is dedicated to the intelligence mission and consistent with ODN(I) practices. Incentives also provide the flexibility to match existing rates of pay for potential employees. Incentives must be approved before they are offered. Regulations prohibit supervisors from offering a recruitment bonus or higher step to a candidate until the incentive is fully coordinated and approved. Approval authority and steps for each incentive type are detailed below.

4.2. Types of Incentives.

4.2.1. Setting salary at a higher step: This incentive is intended for full performance positions not developmental. If a perspective employee requests a higher salary than what is offered at the step 1 and management would like to offer a higher salary, there is a pay setting package that can be submitted to the Centers' Pay Setting Board for consideration and approval. Board membership consists of DP, FM and Vice Director. DPC will convene the board to review the pay setting packages and agree with the recommended salary or reach consensus on an adjusted salary offer. Group Commanders and Directors may appeal a board approval/disapproval to the Vice Commander. See a DPC representative for assistance, as well as the DCIPS SharePoint.

4.2.1.1. A pay setting package is submitted to request setting a candidates pay higher than a step 1, to match another employment offer, or assist with possible expenses incurred by a move etc. These are considered on a case by case basis and are limited due to budgetary constraints. Requests for approval to hire above Step 2 should be rare occurrences in order to attract individuals into positions requiring specific, hard to attract skill sets. These requests need to be vetted through the Center's Pay Setting Board.

4.2.1.2. A completed pay setting worksheet along with resumes of the top three candidates, classified position description, and a current pay statement if available must be included in the package.

4.3. Monetary Recruitment Incentive. In the event a supervisor wants to offer a one-time lump sum recruiting bonus it will be funded out of their Group/Directorate funding lines.

4.3.1. Monetary recruitment bonuses can be no less than \$500 and no more than \$10,000 in a one-time payment. When requesting a recruitment bonus, supervisors must clearly demonstrate that "in the absence of such a bonus the agency will encounter difficulty in filling the position." Supervisors must document the need using factual evidence that withstands regulatory scrutiny. Examples of documentation are an official current salary statement, a competing offer on company letterhead, or an official offer letter from another government agency.

4.3.1.1. The selectee must be superior to other candidates. When requesting a recruitment bonus must justify/explain specifically why the selectee’s special individual skills are clearly superior to a number two and/or three graded candidate.

4.3.1.2. Documentation required for requesting a bonus are the resumes of the top three candidates, a classified position description, and a current pay statement or competing offer. Supervisors must provide a rationale for the bonus amount that they wish to offer. On the SSS for a bonus must include the funding line that is intended for paying the bonus.

Table 4.1. SSS routing for hiring incentives.

Group/Directorate	Approve
DPC	Coordinate
DP	Coordinate
FM	Approve
DV	Coordinate
CV	Approve
DPC	Process

4.4. Credit for Prior Non-Federal Work Experience and Certain Military Service for Determining Leave Accrual Rate.

4.4.1. To attract highly qualified candidates into hard-to-fill or mission critical positions, 5 CFR 630.205 allows NASIC, under certain circumstances, to offer credit for those candidates’ non-Federal work service or active duty uniformed service for the purpose of determining annual leave accrual rate. Use of this authority is discretionary and employees have no entitlement to credit for non-Federal or active duty uniformed service under the policy. IAW 5 CFR 630.205(d), authorized management officials must approve annual leave service credit in advance of the effective date of initial appointment or reappointment. Once an employee enters on duty, management does not have the authority to approve credit retroactively. Service credit granted under this authority is not creditable for retirement or reduction-in-force purposes. NASIC/CV is the approval authority. All of the information and guidelines for requesting this type of incentive can be found on the DPC webpage under Leave and Pay. For assistance and questions contact a DPC representative.

LEAH G. LAUDERBACK, Colonel, USAF
Commander

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

AFPD 36-1, *General Civilian Personnel Provisions and Authorities*, 7 March 1995

AFMAN 36-203, *Staffing Civilian Positions*, 12 December 2002

AFMAN 33-363, *Management of Records*, 13 October 2011

DoDI 1400.25, V-2005, *Defense Civilian Intelligence Personnel System (DCIPS) Employment and Placement*, 3 Mar 2012

DoDI 1400.25, V-2007, *Defense Civilian Intelligence Personnel System (DCIPS) Occupational Structure*, 17 April 2012

Adopted Forms

AF Form 847, *Recommendation for Change of Publication*

AF Form 1378, *Civilian Personnel Position Description*

Abbreviations and Acronyms

IAW—In Accordance With

KSA—Knowledge, Skills, and Abilities

LNO—NASIC Liaison Officer

NASIC—National Air & Space Intelligence Center

OPM—Office of Personnel Management

OPR—Office of Primary Responsibility

OUSDI—Office of the Undersecretary of Defense for Intelligence

PA—Privacy Act

PIA—Principle Intelligence Analyst

PIP—Performance Improvement Plan

POC—Point of Contact

PSP—Position Structure Plan

PTA—Principle Technical Analyst/Advisor

RAMS—Recruiting Authorization Matching System

RAP—Rotational Assignment Program

RDS—Records Disposition Schedule

SIA—Senior Intelligence Analyst

SSS—Staff Summary Sheet

TDY—Temporary Duty

