



DCMA Instruction 4201

Civilian Personnel

Office of Primary Responsibility

Human Capital Directorate in concert with Talent Management Capability

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Incorporates:

DCMA-INST 129, "Warrants and Other Official Appointments," August 5, 2013

DCMA-INST 318, "QA Development," February 11, 2014, as amended

DCMA-INST 551, "Firearms and Use of Force," August 19, 2013

DCMA-INST 553, "Foreign Liaison Security Program," August 1, 2004, as amended

DCMA-INST 555, "Personnel Security," October 22, 2012

DCMA-INST 560, "Pre-appointment Investigation Waivers," August 1, 2010

DCMA-INST 562, "Personnel Accountability," January 26, 2016

DCMA-INST 602, "Stability of Civilian Employment-DoD Priority Placement Program," October 23, 2013

DCMA-INST 603, "Permanent Change of Station (PCS)," July 22, 2016

DCMA-INST 604, "Hours of Duty, Work Schedules and Compensation," September 1, 2004

DCMA-INST 605, "Absence and Leave," September 1, 2004

DCMA-INST 607, "Reduction in Force," October 2, 2014
DCMA-INST 608, "Maintaining Discipline," January 17, 2014
DCMA-INST 609, "Civilian Mobility – CONUS,"
September 28, 2015
DCMA-INST 610, "Pay Administration," September 1, 2004
DCMA-INST 611, "Safety and Occupational Health,"
September 30, 2004, as amended
DCMA-INST 613, "Awards and Recognition," February 2, 2015
DCMA-INST 614, "Performance Management," March 6, 2014
DCMA-INST 615, "Academic Tuition Assistance," June 26, 2014
DCMA-INST 617, "Merit Promotion and Staffing Plan,"
March 1, 2016, as amended
DCMA-INST 618, "Work/Life Programs," August 15, 2013
DCMA-INST 619, "Telework," November 18, 2014
DCMA-INST 621, "Keystone Program," November 18, 2014
DCMA-INST 623, "Compensatory Time Off for Travel,"
July 16, 2014
DCMA-INST 624, "Reemployed Annuitant Hire and Extension,"
December 2, 2014
DCMA-INST 625, "Position Classification Administration,"
July 29, 2014
DCMA-INST 626, "Return Rights," May 15, 2014
DCMA-INST 628, "Recruitment, Relocation and Retention
Incentives, Superior Qualification Appointments and Student
Loan Repayments," November 14, 2016
DCMA-INST 629, "DAWIA Training Management,"
March 7, 2012, as amended
DCMA-INST, 630, "Military Spouse and Family Member
Preference Program," June 16, 2014
DCMA-INST 632, "Onboarding Process," December 19, 2013
DCMA-INST 633, "Pay Setting," March 13, 2014
DCMA-INST 634, "Civilian Sponsorship Program,"
May 15, 2014
DCMA-INST 692, "Sexual Assault Prevention and Response
(SAPR) Program," May 23, 2017
DCMA-INST 1001, "CCAS Force Deployment Instruction,"
November 1, 2010
DCMA-INST 1206, "First Level Supervisor Review,"
July 24, 2014, as amended

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Purpose: This issuance complies with DoD Directive 5105.64, “Defense Contract Management Agency (DCMA)” and establishes policy, assigns responsibility, and prescribes general principles associated with civilian personnel management. This instruction is the overarching authority for all published civilian personnel manuals.

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SECTION 1: GENERAL ISSUANCE INFORMATION

1.1. APPLICABILITY. This issuance applies to all DCMA organizational elements.

1.2. POLICY. It is DCMA policy to:

a. Establish uniform DCMA-wide procedures and guidelines, delegate authorities, and assign responsibilities regarding civilian personnel management.

b. Adhere to laws, regulations, and issuances (Title 5 and Title 10 United State Code; Title 5 Code of Federal Regulations; Office of Personnel Management (OPM); DoD Directives, Instructions, Manuals, Directive Type-Memorandums, and Administrative Instructions) applicable to the DCMA's civilian personnel management functions.

c. Align Human Resource (HR) policy, instructions, manuals with the Agency's strategic mission, performance, and goals.

d. Conduct strategic, workforce and succession planning to manage current and future workforce needs.

e. Develop and implement strategies, techniques and practices to attract, hire, develop, and retain a skilled workforce.

f. Develop and train through certification programs and continuous learning to maintain a highly skilled workforce. Ensure competency gaps are defined and closed.

g. Establish and manage a performance culture that fosters engagement and collaboration.

h. Evaluate and assess civilian personnel programs to ensure compliance with regulatory guidance.

i. Identify continuous improvement opportunities and implement improved HR processes across the Agency.

j. Assure safe and healthy working conditions for all personnel by establishing and maintaining an effective and comprehensive safety and occupational health program.

k. Ensure qualified, well-trained and experienced civilian and military personnel receive acquisition warrant appointments through the Warrant Assessment Program.

l. Execute this instruction in a safe, efficient, effective, and ethical manner.

SECTION 2: RESPONSIBILITIES

2.1. DIRECTOR, DCMA. The DCMA Director will:

- a. Provide overall guidance and strategic vision for the administration of civilian personnel programs and accountability.
- b. Appoint, as needed, charter leads for the various initiatives developed by OPM, DoD, and DCMA.
- c. Delegate in writing civilian personnel authorities to the lowest level practical and in accordance with DoD guidance, when authorized and applicable.

2.2. HUMAN CAPITAL (HC) EXECUTIVE DIRECTOR. The HC Executive Director will:

- a. Serve as Chairperson of the Talent Management (TM) Capability Board which encompasses talent management of civilian personnel.
- b. Develop, revise, coordinate, and maintain the TM Capability doctrines (i.e., DCMA Manuals (DCMA-MAN)) to document the processes and procedures for consistent, standard, and repeatable TM work across the enterprise.
- c. Ensure employment decisions are based on merit through the use of merit promotion and merit system principles.
- d. Identify and develop measures, metrics, and tools to monitor TM compliance and performance to attract, hire, develop, and retain talent.
- e. Ensure continuous improvement and identify training needs to ensure uniform product and processes.
- f. Support and coordinate delivery of all TM Business Capability Framework capabilities.
- g. Ensure any legal obligations to labor unions representing employees affected by changes to DCMA civilian personnel policies, procedures, and programs are satisfied. Changes that conflict with existing negotiated agreements will not be implemented prior to appropriate bargaining arrangements and negotiations being completed.

2.3. COMPONENT HEADS. The Component Heads will:

- a. Abide by and implement established DoD and DCMA civilian personnel programs and initiatives.
- b. Implement HC strategies, techniques, or practices to attract, hire, develop, and retain talent.

c. Seek and support continuous process improvements that enhance the Agency's mission and goals through HC and TM Capability strategies.

d. Provide leadership and oversight to subordinate organizations on civilian personnel requirements and activities.

e. Ensure leaders, managers, and supervisors adhere to the civilian personnel programs in accordance with applicable laws and regulations.

f. Support evaluation and accountability of civilian personnel programs.

g. Ensure equal employment opportunity (EEO) to include providing a workplace that is free from all forms of discrimination, including harassment and retaliation; provide disability and religious accommodations when such accommodations do not cause an undue hardship; and support the EEO program in identifying and removing barriers to equal opportunity.

h. Create and maintain a culture that values and leverages diversity and inclusion.

2.4. OFFICE OF GENERAL COUNSEL. The General Counsel will provide legal advice, counsel, and representation services for the Agency, its Director, and staff on all matters involving or affecting the Agency's civilian personnel.

2.5. SUPERVISORS/EMPLOYEES. The supervisors and employees will review and comply with DCMA civilian personnel authorities, instructions, and manuals.

SECTION 3: GENERAL PRINCIPLES

3.1. TM CAPABILITY. TM is a set of integrated organizational HR processes designed to attract, hire, develop, and retain productive and engaged employees. The goal of TM is to create a high-performance, sustainable Agency that meets its strategic and operational goals and objectives while preserving and protecting employee health and safety. The four civilian personnel life-cycle activities are Attract, Hire, Develop, and Retain the workforce.

a. Attract. This activity is associated with strategic planning, workforce planning, compensation, position classification, proactive recruitment strategies, and the development of models for focused/targeted talent pipelines and highly qualified applicant pools. Attracting the workforce of the future is critical for mission success and accomplishment.

b. Hire. This activity is the process which uses hiring reform concepts, an end-to-end roadmap, standardized position descriptions, refined strategic recruitment discussions on hiring options (i.e., direct hire authorities, ranking procedures), use of merit promotion and merit system principles, quality staffing products, compensation, benefits, incentives, employment security, personnel accountability, in-processing, and onboarding.

c. Develop. This activity consists of training development, performance management, leadership, mentoring, on-the-job training, career broadening assignments, acquisition warrant assessment program, skills and competency assessments; and achievement of Defense Acquisition Workforce Improvement Act (DAWIA) and functional certifications.

d. Retain. This activity concentrates on an increased return on employment investment; places emphasis on strong retention strategies by developing a culture of high performance, accountability through discipline, designing career development plans, effective mentoring/coaching programs and promulgating best practices.

3.2. KEY PRINCIPLES.

a. Ensure employment decisions are based on merit through the use of merit promotion and merit system principles.

b. Ensure equal employment opportunity to include providing a workplace that is free from all forms of discrimination, including harassment and retaliation; provide disability and religious accommodations when such accommodations do not cause an undue hardship; and support the EEO program in identifying and removing barriers to equal opportunity.

c. Create and maintain a culture that values and leverages diversity and inclusion.

3.3. ACTIVITIES, PROCESSES, AND PRODUCTS. Metrics to measure the success of HC and TM capability will be published through the TM Capability sharepoint site.

GLOSSARY

G.1. DEFINITIONS.

Component. A Component is an organization within DCMA. A list of components is located on the DCMA-MAN 501-01 resource page.

Component Heads. The leader of the DCMA component who reports directly to the Office of the Director, DCMA.

Human Capital. Directorate within DCMA tasked to manage and oversee civilian personnel functions and programs.

Office of General Counsel. Responsible for all legal advice, counsel, and representation services for the Agency, its Director, and staff on all matters involving or affecting the Agency.

TM Capability. The DCMA enabling capability that provides the oversight and guidance for recruiting, employing, training, and supporting employees until retirement or departure. Some activities include employee data, training programs, EEO and Diversity, union interactions, health and wellness programs, personnel safety, performance, and awards.

G.2. ACRONYMS.

DCMA-INST	DCMA Instruction
DCMA-MAN	DCMA Manual
EEO	equal employment opportunity
HC	Human Capital
HR	Human Resources
OPM	Office of Personnel Management
TM	Talent Management

REFERENCES

Code of Federal Regulations, Title 5
Code of Federal Regulations, Title 29
Code of Federal Regulations, Title 32
Collective Bargaining Agreement Between Defense Contract Management Agency and the
American Federation of Government Employees (AFGE) Council 170
DCMA Manual 501-01, Policy Issuances Procedures, April 13, 2017
DoD Directive 1440.1, “DoD Civilian Equal Employment Opportunity (EEO) Program,”
April 17, 1992
DoD Directive 4715.1E, “Environment, Safety, and Occupational Health (ESOH),”
March 19, 2005
DoD Directive 5105.64, “Defense Contract Management Agency (DCMA),” January 10, 2013
DoD Instruction 1400.25, “Civilian Personnel Management,” current edition
DoD Instruction 1400.25, Volume 250, “Civilian Strategic Human Capital Planning (SHCP),”
June 7, 2016
Joint Travel Regulation, current edition
Office of Personnel Management (OPM) Guide to Processing Personnel Actions, current edition
Office of Personnel Management Operating Manual, “Qualification Standards for General
Schedule Positions”
Title 10 United States Code, Chapter 87, Defense Acquisition Workforce
United States Code, Title 5
United States Code, Title 10