



# Department of Defense MANUAL

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Incorporating Change 3, Effective November 2, 2020

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USD(I&S)

**SUBJECT:** DoD Collection Management (CM) Accreditation and Certification

**References:** See Enclosure 1

1. PURPOSE. This Manual:

a. Provides accreditation guidance and procedures for DoD education and training institutions (hereafter referred to as institutional accreditation) that support the DoD Components carrying out CM activities in accordance with the authority in DoD Directive 5143.01 (Reference (a)) and the policy in DoD Instruction (DoDI) 3115.11 (Reference (b)) and DoDI 3305.02 (Reference (c)).

b. Provides guidance and procedures for developing and implementing certification programs in accordance with Reference (b).

c. Implements the policy in Reference (c) and establishes roles and assigns responsibilities for the development, implementation, and maintenance of the DoD CM Certification Program in accordance with Reference (b).

2. APPLICABILITY. This Manual applies to OSD, the Military Departments, (including the Coast Guard at all times, including when it is a Service in the Department of Homeland Security by agreement with that Department), the Office of the Chairman of the Joint Chiefs of Staff (CJCS) and the Joint Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities within the DoD (hereinafter referred to collectively as the “DoD Components”).

3. DEFINITIONS. See Glossary.

4. RESPONSIBILITIES. See Enclosure 2.

5. PROCEDURES

a. Enclosure 3 identifies the accreditation requirements used to support DoD intelligence training and education, including the CM Certification Program.

b. Enclosure 4 identifies the procedures for developing the DoD accreditation-ready CM Certification Program. This includes guidelines for:

(1) Establishing formal and documented processes for assessing and evaluating whether personnel within the DoD CM workforce have acquired the knowledge and skills required to perform CM functional tasks.

(2) Categorizing DoD CM positions in terms of the CM functional tasks and identifying certifications applicable to personnel performing those tasks.

c. Enclosure 5 provides templates for preparation of accreditation documentation.

6. INFORMATION COLLECTION REQUIREMENTS. The Annual Report on Accreditation and Certification referred to in paragraph 7.c. of Enclosure 2 of this Manual has been assigned Report Control Symbol DD-INT(A,SA)2252 and is prescribed in DoD Manual 3115.11 (Reference (d)). The expiration date of this information collection is listed in the DoD Information Collections System at <https://eitsdext.osd.mil/sites/dodiic/Pages/default.aspx>.

7. RELEASABILITY. **Cleared for public release.** This Manual is available on the Directives Division Website at <https://www.esd.whs.mil/DD/>.

8. SUMMARY OF CHANGE 3. This administrative change:

a. Updates the title of the Under Secretary of Defense for Intelligence to the Under Secretary of Defense for Intelligence and Security in accordance with Public Law 116-92 (Reference (e)).

b. Updates references.

9. EFFECTIVE DATE. This Manual is effective November 21, 2012.



Michael G. Vickers  
Under Secretary of Defense for Intelligence

Enclosures

1. References
2. Responsibilities
3. Accreditation Requirements
4. CM Certification Program Procedures
5. Templates for Consistent Documentation

Glossary

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ENCLOSURE 1

REFERENCES

- (a) DoD Directive 5143.01, “Under Secretary of Defense for Intelligence and Security (USD(I&S)),” October 24, 2014, as amended
- (b) DoD Instruction 3115.11, “DoD Intelligence Human Capital Management Operations,” January 22, 2009, as amended
- (c) DoD Instruction 3305.02, “DoD General Intelligence Training and Certification,” August 12, 2015, as amended
- (d) DoD Manual 3115.11 “DoD Intelligence and Security Training Standards” March 24, 2015, as amended
- (e) Public Law 116-92, “National Defense Authorization Act for Fiscal Year 2020,” December 20, 2019
- (f) DoD Directive 5105.21, “Defense Intelligence Agency (DIA),” March 18, 2008
- (g) Executive Order 12333, “United States Intelligence Activities,” December 4, 1981, as amended
- (h) Chairman of the Joint Chiefs of Staff Manual 3500.04F, “Universal Joint Task Manual,” June 1, 2011
- (i) Intelligence Community Directive Number 610, “Competency Directories for the Intelligence Community Workforce,” October 4, 2010
- (j) DoD Instruction 1400.25, Volume 250, “DoD Civilian Personnel Management System: Civilian Strategic Human Capital Planning (SHCP),” June 7, 2016
- (k) DoD Instruction 5000.02, “Operation of the Adaptive Acquisition Framework,” January 23, 2020
- (l) Office of Federal Procurement Policy Policy Letter 11-01, “Performance of Inherently Governmental and Critical Functions,” page 56227 of Volume 76, Number 176, Federal Register, September 12, 2011
- (m) Institute for Credentialing Excellence, “National Commission for Certifying Agencies: Standards for the Accreditation of Certification Programs,” 2004
- (n) Institute for Credentialing Excellence, “ICE 1100 – ACAP Standard for Assessment-Based Certificate Programs,” 2010<sup>1</sup>
- (o) Society for Industrial and Organizational Psychology, Inc., “Principles for the Validation and Use of Personnel Selection Procedures,” 4th Edition (2003)
- (p) American Educational Research Association, American Psychological Association, and National Council on Measurement in Education, “Standards for Educational and Psychological Testing,” 2014<sup>2</sup>
- (q) Part 300.103(c) of title 5, Code of Federal Regulations
- (r) Chapter 126 of title 42, United States Code (also known as “The Americans with Disabilities Act of 1990”)

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<sup>1</sup> Available for purchase at <http://www.credentialingexcellence.org/p/cm/ld/fid=329>

<sup>2</sup> Available for purchase at <http://www.aera.net/Publications/Books/Standards-for-Educational-Psychological-Testing-2014-Edition>

- (s) Intelligence Community Directive Number 652, "Occupational Structure for the Intelligence Community Civilian Workforce," April 28, 2008
- (t) Office of the Chairman of the Joint Chiefs of Staff, "DoD Dictionary of Military and Associated Terms," current edition

ENCLOSURE 2

RESPONSIBILITIES

1. UNDER SECRETARY OF DEFENSE FOR INTELLIGENCE AND SECURITY (USD(I&S)). The USD(I&S) shall:

- a. Exercise the approval authority for the DoD CM Certification Program based on the accreditation and certification requirements described in Enclosure 3 of this Manual.
- b. Ensure that sustainment requirements of the CM Certification Program and institutional accreditation, as required to satisfy the DoD Components' Implementation Plans and in accordance with Reference (b), are identified and included in planning, programming, and budgeting (PP&B) actions.
- c. Review CM Certification Program resource requests upon budget submission and provide additional guidance as needed.
- d. Ensure DoD CM education and training institutions are compliant with the requirements described in Enclosure 3 of this Manual.
- e. Accept and approve certification conferral recommendations.
- f. Coordinate competency and certification programs with the Under Secretary of Defense for Personnel and Readiness (USD(P&R)).
- g. Ensure the Heads of the DoD Components determine certification requirements for military and civilian manpower and contract support for CM-related mission support and force structure.

2. DIRECTOR, DEFENSE INTELLIGENCE AGENCY (DIA). The Director, DIA, as the Defense Collection Manager as stated in DoD Directive 5105.21 (Reference (f)), under the authority, direction, and control of the USD(I&S) and in accordance with Reference (c) and Executive Order 12333 (Reference (g)), in addition to the responsibilities in section 7 of this enclosure, shall:

- a. Identify and document the knowledge and skills associated with competencies necessary to successfully carry out functional tasks defined by the DoD Components carrying out CM activities, inform the Office of the USD(P&R) of competency requirements, and ensure that:

- (1) The functional tasks defined by the DoD Components carrying out CM activities are aligned with the Universal Joint Task List (UJTL) in CJCS Manual 3500.04F (Reference (h)) and in accordance with Reference (c).



(2) The CM knowledge and skills are aligned with the Office of the Director of National Intelligence (ODNI)-approved Competency Directory defined in Intelligence Community Directive (ICD) Number 610 (Reference (i)).

(3) The CM Certification Program information verifies, validates, and is updated to reflect mission, policy, doctrine, tactics, techniques, and procedure changes, as appropriate.

- b. Submit the CM Certification Program for USD(I&S) approval.
- c. Identify CM Certification Program resource requirements and submit and advocate for inclusion in the Defense and Intelligence budgets.
- d. Establish a Certification Administrative Program Office that supports the implementation and maintenance of the CM Certification Program.
- e. Oversee CM education and training standards that define proficiency in knowledge and skills identified by the CM Certification Program.
- f. Apply for external accreditation as described in Enclosure 3.
- g. Identify and recommend specific implementation and sustainment requirements of the CM Certification Program, as specified in this Manual.
- h. Oversee the CM Certification Program Governance Council that creates and implements the policies and procedures for the CM Certification Program.
- i. In coordination with the Heads of the DoD Components, review the candidate lists to be submitted by the Certification Administrative Program Office before submission to the USD(I&S) for conferral of certifications.
- j. Establish a process for developing, reviewing, and endorsing each DoD Component's Annual Report on Accreditation and Certification.
- k. Collect metrics for each DoD Component's CM Certification Program status for inclusion in the General Intelligence Training Council (GITC) Annual Report to the USD(I&S).
- l. Establish and implement a process for disseminating information about the CM Certification Program.
- m. Design, develop, and implement a plan for evaluating the efficiency and effectiveness of the CM Certification Program.
- n. Ensure Counterintelligence, Human Intelligence, Measurement and Signature Intelligence, and Open Source Intelligence CM training and education standards are in compliance with the CM essential body of knowledge described in Enclosure 4 of this Manual.

3. DIRECTOR, NATIONAL SECURITY AGENCY (NSA)/CHIEF, CENTRAL SECURITY SERVICE (CSS) (DIRNSA/CHCSS). The DIRNSA/CHCSS, under the authority, direction, and control of the USD(I&S) and in addition to the responsibilities in section 7 of this enclosure, shall ensure signals intelligence and cryptologic CM training and education standards are in compliance with the CM essential body of knowledge described in Enclosure 4 of this Manual.

4. DIRECTOR, NATIONAL GEOSPATIAL-INTELLIGENCE AGENCY (NGA). The Director, NGA, under the authority, direction, and control of the USD(I&S) and in addition to the responsibilities in section 7 of this enclosure, shall ensure that geospatial-intelligence CM training and education standards are in compliance with the CM essential body of knowledge described in Enclosure 4 of this Manual.

5. USD(P&R). The USD(P&R) shall:

- a. Incorporate CM certification designations into USD(P&R) management of CM professionals.
- b. Capture and incorporate requirements for certification in personnel and manpower databases under USD(P&R) authority.
- c. Incorporate CM Certification Program and progress in meeting CM goals into the Strategic Human Capital Planning (SHCP) and congressional reports in accordance with Volume 250 of DoDI 1400.25 (Reference (j)).

6. UNDER SECRETARY OF DEFENSE FOR ACQUISITION AND SUSTAINMENT. The Under Secretary of Defense for Acquisition and Sustainment shall implement the requirements of this Manual, as appropriate, for the acquisition of services in support of CM in accordance with Enclosure 9 of DoDI 5000.02 (Reference (k)) and Office of Federal Procurement Policy Policy Letter 11-01 (Reference (l)).

7. HEADS OF THE DoD COMPONENTS AND COMMANDANT OF THE U.S. COAST GUARD (USCG). The Heads of the DoD Components and the Commandant, USCG, shall:

- a. Implement policies, procedures, programs, and requirements as specified in this Manual.
- b. Identify applicable certifications for their respective DoD Component's military, civilian, and contractor DoD CM positions in terms of CM functional tasks.
- c. Each develop its respective DoD Component's Annual Report on Accreditation and Certification and submit to the Defense Collection Manager, for reporting to the USD(I&S) and to SHCP Program Office for incorporation into the DoD SHCP.

d. Support the continuous improvement of the CM Certification Program by submitting recommendations to the Defense Collection Manager regarding DoD Component-specific needs or issues that affect the implementation of the CM Certification Program including, but not limited to, additions, deletions, or changes to the CM essential body of knowledge, certification framework, certification blueprints, or certification scheme.

e. Identify CM Certification Program education, training, and renewal requirements, including associated costs for time required for professional development, and include in PP&B actions.

f. Review the candidate lists to be submitted to the Certification Administrative Program Office for recommendations for conferral of certifications.

g. Provide subject matter experts to CM-initiated certification projects, committees, and initiatives.

h. Ensure DoD Component-level CM education and training institutions are accredited and sustained in accordance with Enclosure 3 of this Manual.

i. Ensure CM training and education standards are in compliance with the CM essential body of knowledge described in Enclosure 4 of this Manual.

8. CJCS. The CJCS, in addition to the responsibilities in section 7 of this enclosure, shall:

a. Monitor how well the CM Certification Program supports joint military requirements.

b. Advise the USD(I&S) and the Defense Collection Manager on resources for the CM Certification Program to support the Combatant Commands.

c. Validate requirements for the CM Certification Program through appropriate DoD and Joint Staff processes.

d. Develop and maintain joint doctrine for core, supporting, and related CM capabilities in joint operations, as appropriate.

e. Coordinate with the USD(I&S) and the Defense Collection Manager when new programs, initiatives, or requirements for the CM Certification Program are proposed.

9. COMMANDERS OF THE COMBATANT COMMANDS. The Commanders of the Combatant Commands, through the CJCS, in addition to the responsibilities in section 7 of this enclosure, shall:

a. Incorporate the CM certification into the coding criteria for billets.

- b. Submit to the CJCS requirements for the military CM Certification Program.
- c. In accordance with DoD CM Certification Program policies and procedures, establish specific guidance and criteria for the administration and management of Combatant Command collection managers, CM training, and CM certification.
- d. In accordance with DoD Instructor Certification Standard described in Enclosure 3 of this Manual, develop and manage certification for instructors, including adjuncts.

ENCLOSURE 3

ACCREDITATION REQUIREMENTS

1. INTRODUCTION. The two fundamental purposes of accreditation are to assure the quality of the institution or certification program and to assist in the improvement of the institution or certification program. Accreditation applies to education and training institutions and the CM Certification Program identified in this Manual.

2. ACCREDITATION FOR INSTITUTIONS

a. Bodies that conduct institutional accreditation are national or regional in scope and consider the characteristics of whole institutions. An institutional accrediting body gives attention not only to the offerings of the institutions it accredits, but to other institutional characteristics such as student personnel services, financial status, administrative structure, facilities, and equipment.

b. Institutions must meet the published standards and the associated criteria of a U.S. Secretary of Education-recognized accrediting agency, such as the Council on Occupational Education, to become accredited.

c. Institutions must employ additional initiatives to meet the standards and associated criteria outlined by the relevant DoD Functional Manager.

d. For institutions within the DoD that have classified portions of their respective curricula, accreditation visitation team members must have appropriate security clearances. The institution is responsible for informing the accrediting organization of the security clearance requirements during the establishment of its candidacy.

3. ACCREDITATION FOR A CERTIFICATION PROGRAM

a. Certifications developed in accordance with this Manual must be accredited and maintain accreditation to ensure quality as described in the Standards for the Accreditation of Certification Programs and the Quality Standard for Assessment-Based Certificate Programs (References (m) and (n), respectively).

b. Certification programs must meet the published standards of the nationally recognized certification accreditation body, the National Commission for Certifying Agencies (NCCA) to become accredited. The application process and establishment of candidacy for NCCA accreditation is described in References (m) and (n).

#### 4. DoD INSTRUCTOR CERTIFICATION STANDARD

a. Purpose. The DoD Instructor Certification Standard establishes standards for Basic Instructor Certification to ensure that all DoD education and training is conducted by fully competent learning facilitators. The Standard provides a basic framework for the development and certification of instructors within the DoD Training and Education Enterprise to complement existing instructor development and certification programs. This Standard applies to all instructors and faculty within the DoD Training and Education Components subject to the provisions of Reference (b). This Instructor Certification Standard establishes general guidelines for basic instructor development, evaluation, and certification. The Standard supplements policy that may already be in place within the respective DoD education and training institutions.

b. Requirements. Each school must have policies addressing:

(1) Organizational requirements for instructor development, evaluation, and certification. These requirements shall at a minimum include the criteria for the basic DoD instructor certification as well as address the professional conduct of instructors.

(2) Instructor qualification criteria leading to certification. Those criteria shall include traditional and distributed learning formats as applicable.

(3) Required subject matter certifications where applicable (e.g., language, weapons qualifications).

(4) Recertification procedures.

(5) Advanced instructor certification procedures.

(6) Instructor mentoring.

(7) Standards and methods for observing and evaluating instructor classroom performance and performance review frequency.

(8) Waiver procedures.

(9) Continuing education requirements for instructors.

c. Criteria for Basic DoD Instructor Certification. All instructors teaching courses or portions of courses (e.g., units, blocks, modules) in DoD education and training institutions are to be certified or in the process of obtaining certification at the Basic DoD Instructor level or above. The criteria to achieve basic DoD instructor certification are:

(1) Subject Matter Expertise. Instructors must possess expertise in the field they are teaching sufficient to address the material being taught.

(2) Instructor Qualifications. An instructor must achieve, at a minimum, the basic instructor competencies outlined in Figure 1. Instructor competencies can be accomplished either by completing a basic instructor course within the first 12 months of teaching or meeting institutional waiver requirements if an individual has successfully completed previous instructor courses that meet the listed competencies. Instructors must attend a basic instructor course prior to teaching any course (or portion thereof) without supervision, unless a waiver is granted by a school official who has designated waiver authority as detailed in the school's administrative and management policy.

Figure 1. Basic Level Instructor Competencies

<p>The Basic Level Instructor Competencies:</p> <ul style="list-style-type: none"><li>• Knowledge of adult learning principles</li><li>• Knowledge of the instructional systems design process</li><li>• Knowledge of distance learning and delivery mechanisms*</li><li>• Knowledge of basic course/curriculum evaluation</li><li>• Face-to-face presentation skills to include integration with appropriate teaching methods**</li><li>• Basic classroom management skills</li><li>• Basic assessment of student learning skills and skills in the delivery of adequate feedback</li><li>• Basic facilitation skills</li><li>• Awareness of learning transfer</li></ul> <p>*This competency is required because some DoD schools start their instructors teaching in a distance learning environment immediately.</p> <p>**Face-to-face can mean any opportunity for learning where the learner and instructor are co-located.</p>
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(3) Knowledge of Course Content and Delivery. Prior to teaching, instructors must demonstrate content proficiency, either by completing the current version of the course or portion thereof as a student (including online and classroom portions of a hybrid course) or completing an earlier version of the course or portion thereof that is substantially similar to the current course. Instructors may be exempt from taking a course as a student if they have gained sufficient knowledge of course content through activities such as substantial participation in a course's design and development.

(4) Supervised Instruction. It is imperative that instructors continually strive to improve their ability to instruct. To that end, all instructors must successfully teach a course (or applicable portion thereof) under the supervision of a fully qualified instructor unless a waiver is granted by a school official having designated waiver authority as detailed in the school's

administrative and management policy. Figure 2 provides a checklist for observing instructors assessing an instructor in the classroom or in the particular environment called for as a course or class requirement.

Figure 2. Instructor Observation and Evaluation Checklist

<p style="text-align: center;"><b><u>Instructor Observation and Evaluation Checklist</u></b></p> <p>The following provides a <u>sample</u> list of items to look for when observing instructors.</p> <p><b>Instructional Materials</b></p> <ul style="list-style-type: none"><li>• Classroom preparation (e.g., rosters, sign-in sheets, notebooks, handouts)</li><li>• Familiarity with classroom, building layout, emergency procedures, etc.</li><li>• Familiarity with and adherence to institutional security procedures</li><li>• Familiarity with equipment/technology/platform props</li><li>• Audio visual material – high quality, clear, easy to read</li><li>• Case studies and readings – appropriate to class</li></ul> <p><b>Delivery Skills</b></p> <ul style="list-style-type: none"><li>• Presents and communicates clearly</li><li>• Clearly communicates lesson objectives</li><li>• Explains relevance of learning objectives to students</li><li>• Enthusiastic about subject matter</li><li>• Engages audience</li><li>• Asks and answers questions</li><li>• Ensures student learning</li><li>• Manages classroom</li><li>• Delivery skills (eye contact, movement, gestures, facial expressions, voice)</li><li>• Time management</li><li>• Follows the lesson plan and deviates from lesson when appropriate or necessary</li><li>• Demonstrates effective use of applicable instructional delivery</li><li>• Informal and formal assessment of learning (e.g., questions, cases, exercises)</li></ul> <p><b>Subject Matter Expertise</b></p> <ul style="list-style-type: none"><li>• Demonstrates command of material</li></ul>
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(5) Certification Assessment. Having met all the criteria listed in Figure 2, all instructors are to be formally assessed using their home component’s instructor assessment and certification process. The component-specific instructor assessment criteria must include, at a minimum, the



applicable criteria outlined in Figure 2. This assessment serves as the capstone for certification at the basic DoD instructor level. It should be followed by a combination of recurring formative and summative assessments systematically administered throughout the instructor's tenure.

d. Implementing Guidance. If a school's criteria for attaining first-level certification meet the basic DoD instructor standards, they shall concurrently receive the basic DoD instructor certification upon meeting the school's certification requirements. It is expected that the adoption by the DoD Components carrying out CM activities of this common instructor certification standard will allow mutual recognition of an individual's previous teaching certification among all intelligence community (IC) elements. Such mutual recognition does not imply that an individual who transfers between DoD education and training institutions has license to commence teaching immediately at a new school. An individual's certification is to be acknowledged as a starting point in preparing to operate in the new institution's specific environment and in accordance with its policies and directives.

(1) Current instructors and school administrators identified as meeting their school's first-level instructor certification will be granted basic DoD instructor certification.

(2) Former instructors must meet an individual school's recertification requirements prior to being granted basic DoD instructor certification.

(3) Once certified, instructors will be required to meet each individual school's recertification regimen, which will include meeting its evaluation standards on a periodic basis and adhering to an annual continuous learning requirement. Continuous learning events may include but are not limited to attending instructional conferences, building and conducting seminars on selected topics, or completing education and training courses. The recurrence of recertification will factor in the school's instructor demographics and the requirements of its faculty and staff development strategy. At a minimum, it is recommended that full-time faculty be recertified annually.

(4) Successful completion of the requirements for basic DoD instructor certification will be recognized by a certificate signed by the DoD Intelligence Chief Learning Officer.

e. Oversight of the Standards. To assure alignment of the DoD education and training institutions to these standards and to encourage best practices among all DoD learning institutions, the USD(I&S) will conduct biennial staff assistance visits (SAVs) with each institution. The results of these SAVs will be shared with all DoD education and training institutions to track the progress of each school in meeting these standards and leverage the best practices being employed to meet these standards for the mutual benefit of all institutions. The following recommendations are best practices:

(1) All instructors attend their prospective assigned course(s) as a student prior to teaching the material on their own. It is also recommended that all instructors teach the course thereafter with a fully qualified mentor.

(2) Peer assessments are included in the required recurring formative and summative assessments.

(3) All instructors, full-time and adjunct, continue to develop their knowledge and competency in the areas listed in Figure 1 of this enclosure.

ENCLOSURE 4

CM CERTIFICATION PROGRAM PROCEDURES

1. CM CERTIFICATION PROGRAM OBJECTIVES. The CM Certification Program will:
  - a. Promote a shared understanding of both CM functional tasks and the knowledge and skills associated with the competencies required to perform those functional tasks (herein referred to as the CM essential body of knowledge).
  - b. Promote an interoperable DoD CM workforce by establishing uniform processes for assessing knowledge and skills and determining whether a member of the CM workforce has demonstrated mastery of relevant segments of the CM essential body of knowledge.
  - c. Certify that CM personnel (military, civilian, and contractor) possess the knowledge and skills associated with the competencies necessary to successfully carry out DoD-defined CM functional tasks.
  - d. Facilitate sound professional development, education, and training by ensuring, through a formal evaluation process, that such professional development, education, and training programs provide individuals the opportunity to acquire the documented CM essential body of knowledge.
  - e. Develop a workforce of certified CM professionals who provide the best possible guidance and support to maximizing the efficiency and effectiveness of intelligence collection activities in fulfilling DoD missions, goals, and objectives.
  - f. Be submitted for NCCA accreditation.

2. ESTABLISHING THE CM CERTIFICATION PROGRAM. A certification program formally recognizes, through conferral of a certification credential, CM personnel mastery of relevant segments of the CM essential body of knowledge. The credentials will be used for mission staffing and career planning. Supporting documentation of this process required for accreditation will be included in the CM Certification Program Design Document (PDD). The PDD codifies a certification program's policies and procedures. It provides stakeholders visibility into the strategic, operational, and technical elements of a certification program. Documentation required for accreditation of the certification program will be included. The standards and elements for the certification program are:

- a. Standards for Establishing Formal Processes for Credentialing CM Personnel. The success of a certification program depends on the psychometric integrity of the assessment and evaluation processes the program uses to certify that CM personnel have mastered relevant segments of the CM essential body of knowledge. Reference (m) provides accreditation standards that the CM Certification Program must meet to ensure these processes result in information the USD(I&S) can use to make valid certification conferral decisions.

(1) The CM Certification Program shall be based on a CM essential body of knowledge derived from a systematic and thorough job analysis that properly leverages, informs, and aligns with the UJTL and the appropriate ODNI-approved Competency Directory in accordance with References (h) and (i). The job analysis method employed to catalog the CM essential body of knowledge must comply with applicable legal, professional, and technical guidelines in accordance with Reference (j) and the Principles for the Validation and Use of Personnel Selection Procedures (Reference (o)), Standards for Educational and Psychological Testing (Reference (p)), and Part 300.103(c) of title 5, Code of Federal Regulations (Reference (q)).

(a) The CM essential body of knowledge shall be derived, in accordance with References (h) and (i), from the UJTL and competencies that are included and described using established labels and definitions provided in the ODNI-approved Competency Directories.

1. The CM competencies shall be further decomposed into the essential body of knowledge and skills defined by DoD Components as required to carry out CM activities.

2. The codified knowledge and skills shall be further defined at a level of detail for use in required instructional and assessment development (e.g., learning objectives).

(b) The CM essential body of knowledge shall be identified, documented, and validated through a formal analysis of CM functional tasks in compliance with applicable legal, professional, and technical guidelines in accordance with References (o), (p), and (q).

1. CM functional tasks shall be documented in terms of critical work functions and associated key activities the CM workforce (regardless of job titles, job series, or positions), as a whole, must be able to do to fulfill departmental CM missions, goals, and objectives.

2. Job analysis methods will be employed to identify, document, and validate CM functional tasks. Use of these methods shall result in information regarding the relevance, importance, and criticality of those CM functional tasks in the fulfillment of departmental CM missions, goals, and objectives.

(2) Only assessment strategies included and described in this Manual shall be used to certify CM personnel. Use of these strategies for assessing and evaluating CM personnel's mastery of the CM essential body of knowledge must be supported by documented validity evidence in accordance with References (o), (p), and (q).

(3) To ensure the USD(I&S) can make valid certification conferral decisions based on information resulting from chosen assessment strategies, implementation of these strategies must comply with applicable legal, professional, and technical guidelines in accordance with References (o), (p), and (q).

b. Elements of the Certification Program for Credentialing CM Personnel. The formal processes used during the formation of the CM Certification elements are captured in the certification framework, certification blueprint, and certification scheme.

(1) Certification Framework. The CM Certification Program will define a certification framework that meets the needs of the DoD IC and is in accordance with the CM essential body of knowledge. The framework will be used to prepare notional career pathways.

(a) The certification framework will reflect the logical progression with which the CM workforce will need to demonstrate acquisition of the CM essential body of knowledge.

(b) The certification framework shall be modular to account for the variability with which DoD Components configure positions and billets to carry out CM functional tasks.

(c) The initial certification will address segments of the essential body of knowledge that are critical to CM functional tasks. The certification's intended audience shall be the CM workforce.

(d) Subsequent certifications in the framework will address segments of the CM essential body of knowledge critical to the successful performance of defined categories of CM functional tasks.

(2) Certification Blueprint. The CM Certification Program shall create a blueprint for each certification specified in the framework. The blueprint will identify specific segments of the CM essential body of knowledge that each certification will cover.

(a) The blueprint shall be reviewed, validated, and endorsed by the Defense Collection Manager or the Defense Collection Manager's designated representative.

(b) The blueprint shall drive the selection of assessment processes.

1. Assessment processes shall be developed, validated, implemented, and maintained in accordance with applicable legal, professional, and technical guidelines and in accordance with References (o), (p), and (q).

2. The development and validation of assessment processes shall be documented in accordance with applicable legal, professional, and technical guidelines and in accordance with References (o), (p), and (q) and relevant accreditation standards in accordance with References (m) and (n).

(3) Certification Scheme. A program's certification scheme describes the set of assessment processes it will use to implement blueprints. It specifies a certification's eligibility requirements and prerequisites, assessment strategies, and renewal requirements.

(a) Eligibility and Prerequisites. The CM Certification Program shall define specific prerequisites that CM personnel must meet to be considered eligible candidates for each certification. Prerequisites may include:

1. Verification that an individual is a member of the DoD CM workforce or a member of a DoD-related CM workforce.

2. Attainment of a relevant lower-level CM certification.

3. Successful completion of education and training courses or programs that are not part of the certification's assessment strategies.

(b) Assessment Strategies. The CM Certification Program will specify assessment strategies for each certification identified in its framework. Assessment processes established in assessment strategies will provide the CM Certification Program with concrete evidence of CM personnel's possession of targeted CM essential body of knowledge. Assessment strategies may include:

1. Education and Training. Assessments may include successful completion of courses or programs that cover targeted competencies. To be part of the assessment strategies, courses or programs shall:

a. Go through a formal review or development process that ensures they cover competencies specified in the CM certification standards.

b. Publish learning objectives associated with the targeted competencies specified in the CM certification standards.

c. Use valid and reliable assessments to gauge the extent to which students have acquired the targeted competencies.

d. Meet all assessment-based certificate accreditation standards in accordance with Reference (n).

2. Accomplishment Records. Assessments may include evaluations of accomplishments and experiences that reflect the successful application of targeted competencies to carry out CM functional tasks. To be part of the assessment strategies, evaluations of accomplishments and experiences will:

a. Use structured, standardized, and formal processes for collecting and evaluating accomplishments and experiences.

b. Be based on verifiable and verified accomplishments and experiences within a given timeframe.

c. Be conducted by trained evaluators.

3. Work Products. Assessments may include evaluations of work products that reflect the successful application of targeted competencies to carry out CM functional tasks. To be part of the assessment strategies, evaluations of work products will:

- a. Use explicit and DoD-accepted quality criteria or standards.
- b. Use structured, standardized, and formal evaluation processes.
- c. Be conducted by trained evaluators.

4. Standardized Assessments. Exhibition of knowledge and skills may be obtained using standardized assessments that measure the knowledge and skills associated with the targeted competencies.

5. Reuse of Assessments. Certifications targeting the same set of competencies will use the same assessment process to evaluate CM personnel's attainment of those competencies.

(c) Certification Renewal. Certification renewal measures continuing competence. Certification renewal consists of both maintenance and recertification requirements.

1. Maintenance. The CM Certification Program will identify certification requirements for maintenance of CM personnel's certification status. Certification maintenance requirements will be defined in terms of professional development and continuing education using hours, units, or credits.

2. Recertification. The CM Certification Program will define recertification policies and procedures for each certification. This includes:

- a. Conditions and events that will trigger the need to go through a recertification process.
- b. Elements of the original assessment strategies that certification holders must meet in order to be recertified.

(d) Adjudication. In accordance with Reference (m), the CM Certification Program shall confer certifications only to those CM personnel who meet all of the requirements that define each certification's assessment strategies. The CM Certification Program will also describe actions available to individuals who do not meet the certification requirements. This includes:

1. The amount of time CM personnel must wait to re-apply for failed elements of the certification.
2. Policies and procedures to appeal adverse certification decisions.

c. Documentation of the Certification Program for Credentialing CM Personnel. The CM Certification Program shall document policies and procedures in the PDD. The PDD shall comply with documentation requirements of Reference (m). The key sections of the PDD are:

Purpose, Governance, and Resources; Responsibilities to Stakeholders; Assessment Instruments; and Renewal.

3. CERTIFICATION ADMINISTRATIVE PROGRAM OFFICE. The functions of the Certification Administrative Program Office include:

a. Management of Certification Conferral Process. In coordination with the CM Certification Program Governance Council and the Defense Collection Manager, submit names for conferral of certifications by the USD(I&S). The Certification Administrative Program Office will disseminate information to the DoD Components in accordance with their Implementation Plans. Supporting management process documentation will be included in the PDD.

b. Maintenance of Applications, Records Management, and Documentation. Establish and provide eligible candidates an application process for certification that is administered in a consistent, accessible, and secure manner and complies with the guidelines and procedures outlined in this Manual. Maintain security of candidate records, scores, and certification and decertification documents. Track candidates from initial request to certification and report information to the DoD Components. Supporting documentation of the process will be included in the PDD. Interface with the DoD Enterprise Competency Management System to capture position competency requirements and associated employee proficiency.

c. Management of Certification Tests, Tools, and Protocols and Oversight of Their Delivery. Establish procedures to manage the tests, tools, and protocols. Certification testing will be administered in an approved, proctored environment, using standardized procedures and in compliance with applicable laws, external accreditation standards, and chapter 126 of title 42, United States Code (also known as “The Americans with Disabilities Act of 1990” (Reference (r))). Supporting documentation of the process will be included in the PDD.

d. Management of Appeals. Candidates have the right to appeal decisions relating to their eligibility evaluation as well as their CM Certification examination results. All appeals must be in writing and submitted to the Certification Administrative Program Office within 90 days of the appeal event. Candidates must identify the reasons for the appeal. Supporting documentation will be included in the PDD.

e. Management of Human Resources. The Certification Administrative Program Office will be staffed with personnel who possess credentials consistent with their responsibilities. Supporting documentation required for accreditation will be included in the PDD.

f. Management of Data. Establish and implement policies and procedures necessary to protect and secure confidential personnel certification data including but not limited to personnel records, tests, and statistical data. These policies shall clearly define and establish “need to know” criteria and CM-related system access requirements. Supporting documentation will be included in the PDD.



4. COMPLETION OF ANNUAL REPORT ON ACCREDITATION AND CERTIFICATION.

Each DoD Component will develop its Annual Report on Accreditation and Certification and submit to the General Intelligence Training Advisory Committee for Collection Management for inclusion in GITC Annual Reports to the USD(I&S) in accordance with Reference (c). This report must include:

a. Implementation Plan. Describe the DoD Component's plan for incrementally completing the requirements of this Manual over a 5-year period.

b. Management Plan. Describe the Component's systematic approach to track and monitor certification attainment and maintenance for every CM position included in the program, and report its staffing compliance.

5. IDENTIFICATION OF APPLICABLE CERTIFICATIONS FOR DoD CM POSITIONS. As

part of a DoD Component's implementation and management plans, the process for identification of applicable certifications begins with the categorization of DoD CM positions in terms of CM functional tasks.

a. Identify and categorize CM positions included in the CM Certification Program. This includes all positions with responsibilities for CM capabilities or performing CM activities per the CM functional tasks performed as primary duties. This applies to military, civilian, and contractor positions mandated in all appropriate statements of work or contracts. The contracting officer will ensure contractor personnel are appropriately certified according to the education, training, and certification requirements provided by the requiring office. The certification requirements for contractor personnel are a necessary component to include in the contract statement of work. All DoD CM positions, regardless of job title or job-series designation, that carry out any CM functional tasks as a primary duty will be profiled using the CM functional tasks.

b. Resulting indices will be used to identify which CM certifications will be applicable to individuals who will fill profiled and indexed DoD CM positions. Steps to ensure proper indexing include, but are not limited to:

(1) Identify CM Certification Program requirements for each categorized CM position.

(2) Enter certification classification as the Position Specialty Code into the Defense Civilian Personnel Data System for all positions and personnel performing CM functions.

(3) Enter certification classification as an Additional Skill Identifier or Military Occupational Specialty code into the military database for all military personnel performing CM functions.

(4) Establish and implement a condition of employment agreement for CM personnel (military, civilian, and contractor) that states they will obtain the appropriate certifications for the

positions they fill. The agreement shall include a release for the DoD to access the individual's certification qualifications.

c. For employees who hold DoD CM positions identified as performing defined CM functional tasks as a primary duty, certifications relevant to the CM functional tasks will be a mandatory qualification requirement for performing those tasks.

(1) Attainment of a certification applicable to a DoD CM position does not confer to the holder an automatic right to that position. DoD Components may levy additional requirements and make final decisions regarding the staffing of their DoD CM positions.

(2) Incumbents of DoD CM positions will not need to obtain certifications to retain their current CM positions. See Glossary for definition of "incumbent."

(3) Every person assigned to a CM position shall achieve the appropriate certifications within 2 years unless identified as an incumbent by the DoD Component.

(4) New hires' qualification periods begin on the first duty day in the position. Vacancy announcements must state certification requirements for new hires.

ENCLOSURE 5

TEMPLATES FOR CONSISTENT DOCUMENTATION

1. INTRODUCTION. This enclosure provides templates for documenting the certification program in the PDD.

2. DOCUMENTATION OF THE PDD. The following templates are provided for uniformity when presenting related accreditation and certification documentation.

a. Table 1 specifies the certification’s target audience, the knowledge and skills identified to exhibit mastery, the assessment strategies, and the name of the certification credential.

Table 1. Certification Program Assessment Outline

TARGET AUDIENCE	EXHIBIT MASTERY	ASSESSMENT STRATEGIES	CERTIFICATION CREDENTIAL
Professionals performing lists of functional tasks	Relevant knowledge and skills that make up competencies	Approved assessment processes	Certification Name

b. Each certification within the CM Certification Program must detail the assessment strategies specified in Table 1.

c. Table 2 presents descriptions of each assessment process the CM Certification Program may use as part of assessment strategies for each certification using ICD Number 652 (Reference (s)).

Table 2. Assessment Strategy Options

<b>CM CERTIFICATION PROGRAM ASSESSMENT STRATEGY OPTIONS</b>	
<b>EDUCATION AND TRAINING DESCRIPTION</b>	<b>ASSESSMENT PROCESS</b>
<p>Verification of successful completion of education and training via an official review of records and transcripts.</p> <p>Note that this strategy is intended for required activities only — not recommended for developmental experiences.</p>	<p>Include requirements for specific courses or curricula.</p> <ul style="list-style-type: none"> <li>- Requirements to attain qualification level 1 should be at the basic/intermediate proficiency level.</li> <li>- Requirements to attain qualification level 2 should be at the full performance proficiency level.</li> <li>- Requirements to attain qualification level 3 should be at the advanced proficiency level.</li> <li>- Requirements to attain qualification level 4 should be at the expert proficiency level.</li> </ul>
<b>ACCOMPLISHMENT RECORD DESCRIPTION</b>	<b>ASSESSMENT PROCESS</b>
<p>For this strategy, candidates submit written descriptions of past achievements that provide evidence the candidate has achieved the required qualification standards.</p> <p>Accomplishment records will be assessed with specific behavioral benchmarks relevant to each work level.</p> <p>Accomplishment records will be evaluated by two raters, one of whom will be the candidate’s supervisor (who will confirm the accuracy of the information included in the accomplishment record). The other rater will be someone who does not directly supervise the candidate but may be a higher-level reviewing official.</p>	<p>The accomplishment record should include documented evidence that the candidate has met the qualification standards at the appropriate level, and specific examples of past experiences should be written in the “situation, behavior, outcome” format. Candidates may also demonstrate their knowledge of a specific topic area (e.g., CM mission and values) by writing a brief statement addressing that topic.</p> <p>Describe requirements for accomplishment records for each proficiency level. These requirements should include the specific knowledge, skills, and abilities that candidates should provide evidence of in their accomplishment records. For example, “Ability to effectively present briefings on emerging terrorist threats to a variety of audiences.”</p>

Table 2. Assessment Strategy Options, Continued

<b>CM CERTIFICATION PROGRAM ASSESSMENT STRATEGY OPTIONS</b>	
<b>WORK PRODUCT DESCRIPTION</b>	<b>ASSESSMENT PROCESS</b>
<p>For this strategy, candidates will submit examples of recent work products or individual contributions to work products such as briefings and reports. All work products will be evaluated using standardized criteria and benchmarks appropriate to the domain area and the proficiency level.</p> <p>Where appropriate, existing review processes may be used. Reviews must be based on standards for quality (e.g., the Office of Analytic Integrity and Standards benchmarks for analytic tradecraft standards or equivalent).</p> <p>Work products must be evaluated by a panel of subject matter experts.</p>	<p>Products may be the work of the candidate individually or a team in which the candidate participated, provided that the candidate made a substantive contribution to the team’s final product. For team products, the candidate should submit a brief statement describing his/her role in producing the work product and this statement should be verified by the supervisor.</p> <p>Describe function or specialty requirements for sample work products for each proficiency level, including the standards against which these work products will be assessed.</p> <p>Sample work products submitted by external applicants may include articles, book chapters, term papers, conference papers, etc., and must reflect the candidate’s individual work.</p>
<b>STANDARDIZED ASSESSMENT DESCRIPTION</b>	<b>ASSESSMENT PROCESS</b>
<p>To ensure consistent requirements are applied across the DoD IC, candidates must pass one or more assessments that are administered and scored in a standardized fashion.</p> <p>For this strategy, all standardized assessments will be scored by trained assessors using reliable and valid measures.</p>	<p>Describe function or specialty requirements for standardized assessments for each proficiency level. Include a description of the type of assessment (e.g., multiple choice test, performance assessment) and how it will be evaluated.</p>

d. Table 3 depicts how the certification scheme relates to established CM career pathways using Reference (s).

Table 3. Career Path by Proficiency Level

CAREER PATH FOR [INSERT OCCUPATIONAL GROUP]			
MISSION CATEGORY: [INSERT APPLICABLE ICD 652 MISSION CATEGORY]			
WORK CATEGORY: [INSERT APPLICABLE ICD 652 WORK CATEGORY]			
PROFICIENCY LEVEL	CERTIFICATION CREDENTIAL	CERTIFICATION EXPECTATIONS	ASSESSMENT STRATEGY
Proficiency Level X	Insert Applicable Certification Credential	Document Certification Details	List types of strategies

e. Table 4 depicts the scheme associated with each certification offered by the CM Certification Program.

Table 4. Policy Matrix

POLICY MATRIX FOR CM CERTIFICATION			
INTENDED AUDIENCE	CM professionals performing: [List of functional tasks]		
CM PROFESSIONAL NEEDS:	PREREQUISITES	REQUIREMENTS	WAIVERS
CERTIFICATION NAME	Applicable and approved prerequisites	Approved assessment processes	Approved waivers
CERTIFICATION RENEWAL			
CERTIFICATION MAINTENANCE REQUIREMENTS	Approved continuing education units per year, when applicable.		
RECERTIFICATION REQUIREMENTS	Conditions or events that trigger the need for recertification and assessment processes that will be used for recertification.		

GLOSSARY

PART I. ABBREVIATIONS AND ACRONYMS

CJCS	Chairman of the Joint Chiefs of Staff
CM	collection management
DIA	Defense Intelligence Agency
DIRNSA/CHCSS	Director, National Security Agency/Chief, Central Security Service
DoDI	DoD instruction
GITC	General Intelligence Training Council
IC	intelligence community
ICD	Intelligence Community Directive
NCCA	National Commission for Certifying Agencies
NGA	National Geospatial-Intelligence Agency
ODNI	Office of the Director of National Intelligence
PDD	program design document
PP&B	planning, programming, and budgeting
SAV	staff assistance visit
SHCP	strategic human capital planning
UJTL	Universal Joint Task List
USCG	United States Coast Guard
USD(I&S)	Under Secretary of Defense for Intelligence and Security
USD(P&R)	Under Secretary of Defense for Personnel and Readiness

PART II. DEFINITIONS

Unless otherwise noted, these terms and their definitions are for the purpose of this Manual.

accomplishment record. Written descriptions of past achievements related to required qualification standards.

accreditation. Defined in Reference (b).

assessment strategies. Specific certification requirements related to specified categories of persons to which the same particular standards, rules, and procedures apply.

candidate. An individual who has met the eligibility qualification for but has not yet earned a credential awarded through a certification program. An institution or certification program actively seeking accreditation.

certification. Defined in Reference (b).

certification blueprint. A document that specifies segments of the CM essential body of knowledge a particular certification covers. It describes the knowledge and skills individuals must be able to demonstrate to obtain the certification, and it informs others about the specific set of knowledge and skills certification holders possess as a function of holding that certification.

certification framework. A representation of a certification program's offerings that reflects the sequence with which individuals are expected to acquire the knowledge and skills specified in the CM essential body of knowledge. It presents a notional career pathway that uses certifications as career benchmarks or milestones. It also defines an individual's progression through a certification program.

certification scheme. Standardized set of assessment processes to uniformly evaluate individuals' mastery of a segment of the CM essential body of knowledge associated with a particular certification. It specifies eligibility, assessment strategies, and renewal requirements.

collection management. Defined in the DoD Dictionary of Military and Associated Terms (Reference (t)).

competencies. Defined in Reference (i).

competency directory. Defined in Reference (i).

essential body of knowledge. The DoD intelligence CM community's job analysis results are documented, specifying the functional tasks and the knowledge and skills required to perform those functional tasks. It documents how those knowledge and skills align with relevant ODNI Competency Directories. It describes the DoD intelligence CM community's expectation of what individuals need to know and be able to do to be a high-performing contributor and member of the DoD intelligence CM community.



functional tasks. A set of mutually exclusive segments or concentrations of work that are carried out to fulfill organizational goals and objectives. Also referred to as “capabilities” in the skill standards development process.

general intelligence. Defined in Reference (c).

incumbent. A CM professional (employee) employed in a position indexed as requiring the CM certification, but who was hired prior to it being designated as an indexed position. As CM certification was not a condition of employment at the time of hire, the employee is not required to become certified to remain in that position. However, should that employee accept any other indexed position (including lateral moves and promotions) that does identify a requirement for CM certification, the employee will be required to fulfill the conditions of employment for the new position within the timeframe required by the employing agency.

PDD. Codifies policies and procedures of a certification program. It provides stakeholders visibility into the strategic, operational, and technical elements of a certification program. It includes documentation requirements for accreditation of the certification program.

performance evaluation. Required performance appraisal ratings and specific accomplishments not captured by other assessment strategies.

primary duty. Profiled DoD CM positions that require more than 50 percent of the time performing one or more defined categories of CM functional tasks shall be indexed, for certification purposes, as performing defined categories of CM functional tasks.

proficiency. Defined in Reference (s).

psychometrics. The field of study concerned with the theory and technique of educational and psychological measurement, which includes the measurement of knowledge, abilities, attitudes, and personality traits. The field is primarily concerned with the study of measurement instruments such as questionnaires and tests.

standardized assessments. Structured strategy used to measure capabilities and competencies.

subject matter expertise/specialty. Defined in Reference (i).

work levels. Defined in Reference (s).

work products. Deliverables or outcomes the individual must produce to provide evidence the candidate has attained a level of capability.