



# Department of Defense INSTRUCTION

**NUMBER 3115.11**

January 22, 2009

Incorporating Change 3, September 21, 2020

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USD(I&S)

**SUBJECT:** DoD Intelligence Human Capital Management Operations

**References:** See Enclosure 1

1. PURPOSE. This Instruction:

a. Establishes policy, prescribes procedures, and assigns responsibilities for the development and execution of the DoD Intelligence Human Capital Programs under the authority of DoD Directives (DoDDs) 5143.01 and 5124.02 (References (a) and (b)).

b. Designates the Under Secretary of Defense for Intelligence and Security (USD(I&S)) as the accreditation and certification official for the Defense Intelligence Components Department Level programs.

c. Assigns the responsibility of developing human capital policies and guidance for the DoD intelligence workforce to the Human Capital Management Office (HCMO) within the Office of the USD(I&S).

d. Implements DoDD 1400.35 (Reference (c)) regarding the Defense Intelligence Human Resource Board (DIHRB).

e. Incorporates and cancels Office of the USD(I&S) Memorandum (Reference (d)) by authorizing the DoD Intelligence Training and Education Board (DITEB) as the decision-making body for policy coordination and oversight on Defense Intelligence, workforce development, training, and education matters in support of the DIHRB to include the President of the National Defense Intelligence College (DoD Instruction (DoDI) 3305.01 (Reference (e))), the Chairs of the Training Councils in DoDI 3305.02, DoDI 3305.09, DoDI 3305.10, DoDI 3305.11, DoDI 3305.13, DoDI 3305.14, (References (f) through (k)) and others designated by the DITEB Chair.

f. Establishes the Defense Intelligence Foreign Language and Area Advisory Group (DIFLAAG) as the advisory body on behalf of the USD(I&S) for policy coordination and oversight on DoD intelligence foreign language, cultural, and regional requirements, policy, and

programs in support to DoD Senior Language Authority (SLA) (DoDD 5160.41E (Reference (1))).

g. Formalizes the role of the Defense Civilian Intelligence Personnel System (DCIPS) Working Group for policy coordination and oversight on defense civilian intelligence human resource matters in support to the DIHRB.

2. APPLICABILITY. This Instruction 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 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 Department of Defense (hereafter referred to collectively as the “DoD Components”).

3. DEFINITIONS. These terms and their definitions are for the purpose of this Instruction.

a. accreditation. A status granted to a Defense Intelligence Component educational or training facility or program that meets or exceeds stated criteria of educational quality.

b. certification. The awarding of a credential acknowledging that an individual has demonstrated a specified level of knowledge or competence, frequently as defined by a professional standards setting organization.

c. Defense Intelligence Component. Defined in Reference (c).

d. human capital. The organizational asset made up of the collective sum of the attributes, life experiences, knowledge, inventiveness, energy, and enthusiasm that people choose to invest in their work.

e. human resources. The personnel within the workforce including military officers and enlisted personnel (including members of the Reserve Components) and civilian employees working intelligence, counterintelligence, and security issues.

f. professional development. The acquiring of skills, competencies (e.g., knowledge, skills, and abilities), and other attributes relevant to one’s profession.

4. POLICY. It is DoD policy that:

a. DoD intelligence human capital programs shall be established and managed at all Defense Intelligence Components to align to the Department of Defense and, as applicable, to the Director of National Intelligence (DNI) programs and initiatives.

b. DoD intelligence human capital programs and resource requirements management by the Defense Intelligence Components shall be developed in consultation with the Office of the DNI (ODNI) and included in Planning, Programming, and Budgeting (PP&B) actions.

c. DoD intelligence human capital program implementation shall be effected at the lowest echelon within the Defense Intelligence Components.

d. DoD intelligence human capital programs shall support the missions of the Department of Defense.

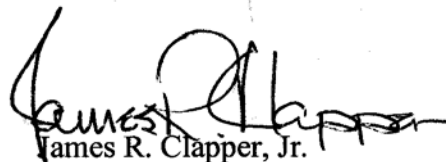
5. RESPONSIBILITIES. See Enclosure 2.

6. PROCEDURES. Enclosure 3 provides overarching procedures and requirements for the establishment and operation of DoD intelligence human capital management forums.

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

8. SUMMARY OF CHANGE 3. This administrative change updates the title of the Under Secretary of Defense for Intelligence to the USD(I&S) in accordance with Public Law 116-92 (Reference (m)).

9. EFFECTIVE DATE. This Instruction is effective January 22, 2009.



James R. Clapper, Jr.  
Under Secretary of Defense for Intelligence

Enclosures

1. References
2. Responsibilities
3. Procedures

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 Directive 5124.02, “Under Secretary of Defense for Personnel and Readiness (USD(P&R)),” June 23, 2008
- (c) DoD Directive 1400.35, “Defense Civilian Intelligence Personnel System (DCIPS),” September 24, 2007, as amended
- (d) Director, Office of the Under Secretary of Defense for Intelligence, Personnel Development, and Readiness Memorandum, “DoD Intelligence Training and Education Board (DITEB),” May 6, 2006 (hereby canceled)
- (e) DoD Instruction 3305.01, “National Defense Intelligence College,” January 24, 2017, as amended
- (f) DoD Instruction 3305.02, “DoD General Intelligence Training,” August 12, 2015, as amended
- (g) DoD Instruction 3305.09, “DoD Cryptologic Training,” June 13, 2013, as amended
- (h) DoD Instruction 3305.10, “DoD Geospatial Intelligence (GEOINT) Training,” July 3, 2013, as amended
- (i) DoD Instruction 3305.11, “DoD Counterintelligence Training,” August 13, 2015, as amended
- (j) DoD Instruction 3305.13, “DoD Security Training,” February 13, 2014, as amended
- (k) DoD Instruction 3305.14, “Joint Intelligence Training,” August 18, 2015, as amended
- (l) DoD Directive 5160.41E, “Defense Language, Regional Expertise, and Culture (LREC) Program,” August 21, 2015, as amended
- (m) Public Law 116-92, “National Defense Authorization Act for Fiscal Year 2020,” December 20, 2019

ENCLOSURE 2

RESPONSIBILITIES

1. USD(I&S). The USD(I&S), under the authority of Reference (a), and consistent with Reference (b), in conjunction with the Under Secretary of Defense for Personnel and Readiness (USD(P&R)), shall:

a. Provide policy direction and oversight for DoD intelligence human capital programs to the Defense Intelligence Components, and assign DoD intelligence human capital responsibilities.

b. In coordination with the USD(P&R), establish a DoD-level accreditation program for the Defense Intelligence Components, fully aligned with DoD programs, and as applicable, DNI programs.

c. Establish a DoD-level certification program for the Defense Intelligence Components workforce, fully aligned with DoD and DNI programs, and consistent with applicable laws.

d. Conduct continuous evaluation of DoD intelligence human capital programs and provide guidance to the Defense Intelligence Components to ensure alignment to DoD intelligence human capital strategy and direction, and as applicable, to ODNI strategy and direction.

e. Promulgate guidance in accordance with strategic planning guidance, defense intelligence guidance, and other appropriate OSD policy guidance; identify DoD intelligence human capital requirements during the program and budget build and during development of supplemental requests. Review these requirements and provide additional guidance.

f. Review the Defense Intelligence Components' human capital programs within the Military Intelligence Program and provide recommendations to the Defense Intelligence Components.

g. Develop, in collaboration with the Military Departments, the Military Annex to the National Intelligence Community Strategic Human Capital Plan in the National Intelligence Program Military Personnel Resources Program and consistent with Budget Plans and Procedures.

h. Evaluate, in the context of the DoD and DNI Human Capital Strategies, recommendations from the Defense Intelligence Components on policies, standards, responsibilities, or related matters on human resources.

i. Designate the Director, HCMO, to serve as the Chief Human Capital Officer for the Defense Intelligence Components, who shall provide a management staff to support the efforts of the DIHRB, DITEB, and DIFLAAG.

j. Designate a Co-Chair to the DIHRB at the Deputy Under Secretary of Defense (DUSD) level or higher.

k. Designate the Chair to the DITEB at the senior level who shall also serve as the Department-level Chief Learning Officer for the Defense Intelligence Components.

l. Designate the Chair to the DIFLAAG at the senior level.

m. Monitor and assess the effectiveness of DoD intelligence human capital programs, including new requirements and major changes, and recommend, in collaboration with the Heads of the Defense Intelligence Components, adjustments to assignments of DoD intelligence human capital responsibilities.

n. Review and provide guidance and oversight to the Defense Intelligence Components for DNI Human Capital issuances and leverage those appropriate for the Department of Defense.

2. USD(P&R). The USD(P&R) shall designate a Co-Chair to the DIHRB at the DUSD level or higher.

3. HEADS OF DEFENSE INTELLIGENCE COMPONENTS. The Heads of the Defense Intelligence Components shall:

a. Incorporate guidance from the USD(I&S), the USD(P&R), and as appropriate and directed by the USD(I&S), the ODNI in the development and execution of DoD intelligence human capital PP&B actions.

b. Implement policies, procedures, programs, and requirements as specified in this Instruction.

c. Support program evaluation requirements of the Department of Defense and, as tasked by the USD(I&S), ODNI human capital programs.

d. Leverage DoD and, as applicable, ODNI Human Capital programs to achieve economies of scale and capitalize on best practices.

e. Assemble and maintain a current record of all DoD intelligence human capital requirements and programs under their cognizance.

f. Designate a representative at the Defense Intelligence Senior Executive Service (DISES) or equivalent level to serve on the DIHRB.

ENCLOSURE 3

PROCEDURES

1. DIHRB

a. The DIHRB shall address Defense Intelligence Components human capital issues and forward recommendations and issues to the USD(I&S).

b. The Co-Chairs of the DIHRB:

(1) Shall facilitate a forum at which DoD intelligence human capital issues and such matters as legislative proposals, policy changes, establishment of standards, recommendation of resource allocations and other human capital related topics may be addressed and recommendations made to the USD(I&S) and USD(P&R).

(2) Shall call a meeting of the DIHRB at least bi-monthly or as recommended by the members.

(3) May extend, as appropriate, DIHRB participation to non-Defense Intelligence Components as associate members to allow full access to DoD intelligence human capital, as appropriate (e.g., ODNI, Office of Management and Budget, and the Office of Personnel Management).

(4) Shall designate the Executive Secretary

c. Membership of the DIHRB will comprise a DISES, or equivalent, from each of the Defense Intelligence Components, Office of the General Counsel of the Department of Defense, Office of the Chief Management Officer of the Department of Defense, and the Defense Security Service.

d. The DIHRB may charter working groups to address specific issues as required. The Co-Chairs will designate the Chair for any working group established under the auspices of the DIHRB.

(1) The DCIPS Working Group shall develop and update personnel policy, review and comment on the design of tools to support DCIPS, serve as liaison between OUSD(I&S) and the Defense Intelligence Components, and provide recommendations to the DIHRB, the USD(I&S), and the USD(P&R) on personnel business practices matters pertaining to DCIPS implementation.

(2) Membership on the DCIPS Working Group will comprise one primary and one alternate from each of the Defense Intelligence Components, Washington Headquarters Services, Office of the General Counsel of the Department of Defense, and others as determined by the Chair, DCIPS Working Group.

## 2. DITEB

a. The DITEB, comprised of the President of the National Defense Intelligence College (Reference (d)), the Chairs of the Training Councils listed in References (e) through (h) and others as determined by the Chair, shall address DoD intelligence education and training issues of the Defense Intelligence Components.

b. The Chair of the DITEB shall:

(1) Provide a forum at which DoD intelligence professional development issues and matters such as policy changes, establishment of standards, allocation of responsibilities, and other related topics may be addressed and recommendations made to the USD(I&S) via the DIHRB.

(2) Call a meeting of the DITEB at least bi-monthly or as determined by the members.

(3) Extend DITEB participation to non-Defense Intelligence Components as associate members to allow full access to DoD intelligence education and training, as appropriate (e.g., National Intelligence University, American Council on Education, and the Council on Occupational Education).

## 3. DIFLAAG

a. The DIFLAAG, comprised of representatives of the Defense Intelligence Components and others as determined by the Chair, shall address the Defense Intelligence foreign language, cultural, and regional issues of the Defense Intelligence Components, consistent with Reference (k).

b. The Chair of the DIFLAAG shall:

(1) Provide a forum at which Defense Intelligence foreign language, cultural, and regional requirements, policy, and programs and other related topics may be addressed and recommendations made to the USD(I&S), the DoD SLA, and the Defense Language Steering Committee.

(2) Call a meeting of the DIFLAAG at least bi-monthly or as determined by the members.

(3) Extend DIFLAAG participation to non-Defense Intelligence Components as associate members to allow appropriate access to DoD intelligence foreign language, cultural, and regional requirements, policy, and programs, as appropriate (e.g., Foreign Language Executive Committee and Defense Language Steering Committee).