



DEPARTMENT OF DEFENSE
Defense Commissary Agency
Fort Lee, VA 23801-1800

MANUAL

Commissary Career Program

DeCAM 50-18.1
January 10, 2014

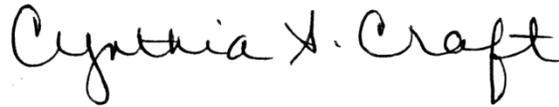
Human Resources
OPR: DeCA/COH

- 1. POLICY.** This Manual implements policies as defined in DeCA Directive (DeCAD) 50-18, "Commissary Career Program," December 12, 2013, (Reference (a)).
- 2. PURPOSE:** This Manual provides detailed step-by-step procedures for carrying out the policy, assigned responsibilities, and provides guidance and procedures for the selection of candidates in accordance with the Commissary Career Program (CCP) Directive.
- 3. APPLICABILITY:** This Manual applies to the Commissary Management Career Field world-wide.
- 4. MANAGEMENT CONTROL SYSTEM:** This Manual contains internal management control provisions that are subject to evaluation and testing as required by, DeCAD 70-2 "Internal Control Program," (Reference (b)).
- 5. RELEASABILITY – UNLIMITED.** This Manual is approved for public release and is located on DeCA's Internet Web site, www.commissaries.com.

6. EFFECTIVE DATE.

a. This Manual is effective January 10, 2014.

b. Must be reissued, cancelled, or certified current within 5 years of its publication in accordance with (Department of Defense) DoD Instruction 5025.1 (Reference (c)). If not, it will expire effective January 10, 2018, and will be removed from the DeCA Issuances Website.

A handwritten signature in black ink that reads "Cynthia A. Craft". The signature is written in a cursive style with a large initial 'C' and a distinct 'A'.

Cynthia A. Craft
Director, Human Resources

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REFERENCES

- a. DeCA Directive (DeCAD) 50-18, "Commissary Career Program," January 10, 2014
- b. DeCAD 70-2 "Internal Control Program," December 17, 2007
- c. DoD Instruction 5025.1 "Administrative Reissuance Incorporating Change 1," September 11, 2000
- d. DoD Priority Placement Program (PPP)
- e. DeCAM 50-26.1, "Merit Staffing Plan"
- f. DoD 1400.24, "Civilian Mobility Program"
- g. Title 5, Code of Federal Regulations, Part 530, Pay Rates and Systems
- h. US Office of Personnel Management (OPM), Operating Manual for "Qualifications Standards for General Schedule Positions"
- i. DeCAD 50-7, "Performance Management System"
- j. DeCA Directive 50-17, "Overseas Employment Program"
- k. Title 5, Code of Federal Regulations, Part 300, Subpart F, "Time-in-Grade Restrictions"
- l. Title 5, Code of Federal Regulations, Part 536, Subpart B and C, "Grade and Pay Retention"
- m. OPM's Position Classification Standard for the Commissary Management Series, GS-1144, TS-131 September 1994
- n. Title 5, USC 3321 (a) (2), "Competitive Service; Probationary Period"

Chapter 1

RESPONSIBILITIES

1. DIRECTOR, DEFENSE COMMISSARY AGENCY (DeCA): The Director, DeCA, shall:

a. Strongly promote Succession Management, Commissary Career Intern Program, Produce Intern Program, the Department Manager Developmental Program (upward mobility), and the use of both competitive and non-competitive selection procedures providing DeCA mechanisms to promote the long-range recruitment and retention needs of the Agency;

b. Ensure adequate funding and personnel resources are allocated to provide for program planning, development, and administration;

c. Ensure adequate funding and billets are allocated to satisfy training and development requirements for the career field, including dedicated billets for career intern and upward mobility programs; and

d. Ensure that all facets of the CCP support DeCA's mission, strategic plan, and Equal Employment Opportunity (EEO)/Affirmative Action goals and objectives.

2. DEPUTY DIRECTOR: The Deputy Director shall:

a. Provide broad direction to the Commissary Career Board (CCB) on short and long term recruitment goals,

b. Establish parameters of DeCA mobility requirements, as they apply to GS-1144 positions,

c. Recommend senior managers for inclusion in long-term executive training,

d. Determine inclusion or exclusion of GS-1144 positions in outside executive development programs, and

e. Approve all policies applicable to the CCP.

3. COMMISSARY CAREER BOARD (CCB): The CCB, shall:

Formulate policy that is articulated in a comprehensive career management plan for the commissary management career field. The CCB is a permanent body that provides guidance for program design, development, implementation, and evaluation. The CCB will establish program goals; define objectives, and task committees and special working groups, as appropriate.

4. DIRECTOR, HUMAN RESOURCES (HR). The Director, HR shall:

- a. Serve as proponent for CCP guidance and general program oversight;
- b. Serve as proponent for interpretation of civilian personnel law, Federal regulations, and DoD directives as they may apply to CCP issues and program policies and operations;
- c. Administer all aspects of the program, to include succession management and classification of all covered positions;
- d. Formulate and recommend policies as appropriate;
- e. Administer/oversee execution of formal development programs established under the provisions of this manual; and
- f. Manage funds allocated to support formal development programs and supervisory, managerial, and executive training.

5. DIRECTOR, EQUAL EMPLOYMENT OPPORTUNITY (EEO): The Director, EEO shall:

- a. Provide advice to the CCB, managers and supervisors on EEO/Affirmative Action goals and requirements as they relate to succession management reassignments, USAJOBS referrals, formal development programs, or other related matters; and
- b. Work with HR and the CCB to identify barriers to advancement, recommend strategies, and solutions to correct workforce diversity imbalances.

6. MANAGERS AND SUPERVISORS: Managers and supervisors shall support the CCP and carry out all program responsibilities established by this manual.

7. EMPLOYEES: Employees shall:

- a. Identify and pursue available opportunities for self-development and self-initiated performance improvement; and
- b. Be responsible for furnishing complete and accurate information when competing for vacant commissary management specialist (CMS) positions through competitive procedures and/or non-competitive procedures by completing the Succession Management Employee Questionnaire.

CHAPTER 2

SUCCESSION MANAGEMENT

1. BACKGROUND: DeCA is an organization dedicated to the principles of quality management. The forces and demographics that directly impact DeCA are rapidly changing. Economic conditions and an ever-increasing mobile workforce have placed an emphasis on strategic planning for the future recruitment and retention needs of the Agency; to include those series that have been deemed mission critical.

a. It is DeCA's goal to have an Agency that is representative of the nation's cultures and backgrounds. We strive for a work environment of world-class enterprise leaders and an engaged, highly motivated, and capable workforce with a results-oriented culture.

b. A successful career management program will develop a formula that communicates the types of experiences and training individuals should have at a particular point in their career. Succession management will be driven by Agency staffing analysis, an identified workforce shaping plan, and developed workforce competencies that can be used to guide and mold future leaders within the Agency. With this as a foundation, a cadre of potential successors can be identified from a group of motivated, trained, high potential individuals for each employment opportunity in the Agency. A successful career management program will balance the benefits of developmental experiences with the need for formal training courses and stress the benefits of lateral movements to gain new skills. This succession planning initiative will provide the framework and formula to meet the future needs of the Agency.

c. Succession management is thought of as an intern program for top managers. Therefore, all 1144s will be required to sign a mobility agreement which will allow DeCA senior leadership the ability to non-competitively place employees into positions which will provide a foundation for future leadership positions, by moving employees into locations which will allow them to gain expert knowledge of commissary operations.

d. Because individuals have different needs and goals, DeCA senior leadership recognizes that no single plan will fit every employee. However, flexibility and mobility will be key in reaching positions at the senior leadership level.

2. COMMISSARY CAREER BOARD (CCB): The CCB, also referred to as the "Board," provides general guidance and direction in support of Agency human capital goals and initiatives.

a. The CCB, under the provisions of the Human Capital Management Board (HCMB), will provide independent advice and recommendations on lifecycle management of employees in the 1144 career field and pipeline. The Board will build on DeCA's ability to provide: fair and equitable recruitment, retention, and promotion of DeCA staff; a performance measurement and

management system that will result in ensuring the right people at the right place at the right time; and a means of reporting results to key stakeholders in a meaningful way.

b. Board membership consists of key individuals who represent a broad cross section of the organization. The CCB shall be comprised of senior 1144 managers (GS-15s) who possess an enterprise perspective shaped by experience and education and characterized by a strategic, top level focus within the Agency.

c. Board members are as follows: Director of Sales, Deputy Director of Sales, Principal Deputy, Store Operations Group, Director of Logistics, Director of Operations and Policy, Director of Business Development and all Area Directors. The Board Chair, by mutual agreement, will be the Principal Deputy Store Operations Group..

d. The CCB generally meets on a monthly basis, or as called by the Chair. Members of the CCB are expected to attend all meetings unless their absence is approved by the Chair.

e. Selections for all GS-1144-13 and above positions, regardless of location, will be reviewed by the Chair, CCB. There may be other key positions subject to their review, as designated by the Board.

f. In support of the Board, the Director, HR, will establish, interpret, and communicate the necessary personnel policies to support DeCA's succession planning initiatives and provide technical guidance and assistance to the Board.

g. The Board's focus will include:

(1) Developing ideas, methods and procedures regarding the management of the 1144 occupational series; and provide advice and recommendation to the Executive Steering Council (ESC) on career matters;

(2) Ensuring continuity of the highest caliber of 1144 leadership within the Agency;

(3) Defining and recommending core principles for succession management decisions;

(4) Validating the process used for selecting individuals for cross functional positions;

(5) Providing advice and guidance on policies, plans, programs, requirements, systems criteria, and standards for DeCA leadership pipeline developmental programs; and

(6) Analyzing the trends in career 1144 selection, assignment, and incentives to enforce policy decisions and to ensure compliance with the requirements of applicable DoD and DeCA policy.

3. RESPONSIBILITIES:

a. Area Directors will:

(1) Actively participate by identifying key positions and positively rendering support to the Succession Management Program;

(2) Expand the coverage of succession management, as necessary, to support DeCA's succession requirements;

(3) Strongly and personally encourage participation in all formal development programs;

(4) Aggressively support movement of quality candidates into rotational, temporary promotions, or similar developmental opportunities; and

(5) Support movement of succession management candidates into future key leadership positions, even if it means relinquishing "your best and brightest" for the good of DeCA.

b. Succession Management Program Manager will:

(1) Administer and oversee execution of the Succession Management Program;

(2) Recommend assessment methods and oversee the use of the Succession Management Employee Questionnaire semi-annually for use in the final selection process of reassignment candidates; and,

(3) Formulate and recommend policies as appropriate.

c. Managers/supervisors will:

(1) Counsel employees about their career goals, objectives, and career development;

(2) Assist employees with the preparation of individual development plans (IDPs);

(3) Release employees for training and development opportunities which may include long-term training;

(4) Strongly promote succession management as a mechanism to meet long-range recruitment and retention needs of the Agency and actively support the employee/supervisor relationship;

(5) Provide immediate and constructive performance feedback;

(6) Assist employees in setting realistic professional and personal goals and objectives;

(7) After the employee completes the Succession Management Employee Questionnaire provide written and oral feedback that accurately reflects the employees current abilities; and,

(8) Act as a role model.

d. Succession management participants will:

(1) Actively participate in career planning and preparation of IDP;

(2) Seek out and pursue training and developmental opportunities;

(3) Aggressively pursue activities to enhance self-development;

(4) Complete the Succession Management Employee Questionnaire (OneNet/SharePoint/Succession Management/Employee Profile) on a semi-annual basis;

(5) After completion of Succession Management Employee Questionnaire discuss successes and failures with immediate supervisor;

(6) Solicit first line supervisors insight and direction;

(7) Plan regular meetings with supervisor to share ideas, experience, to seek guidance, feedback and expertise;

(8) Stay informed of changes/additions to the Succession Management Program policies and procedures;

(9) Set realistic goals and objectives;

(10) Be flexible to change and be mobile;

(11) Demonstrate dedication to quality, integrity, perseverance, and the ability to apply what he/she learns; and

(12) Be motivated to succeed, actively seek challenges/greater responsibility and be receptive to feedback, coaching, and counseling.

Chapter 3

TRAINING AND CAREER DEVELOPMENT

1. PURPOSE: This chapter establishes the general policies governing the training, career development and progression of GS-1144 commissary management personnel from entry level to key positions within the commissary system. DeCA has established formal competitive development programs at all levels of the Commissary Career Program. Participants in these programs will receive intensive training and developmental experiences. The Agency also recognizes, and fully supports, the need for sequential and progressive training for all GS-1144 CMSs. With the proper training courses, self-development opportunities, developmental assignments, and proper mentoring, all CCP employees may have the opportunity to advance through the career program.

2. RESPONSIBILITIES:

a. Director, HR is responsible for general program oversight and will:

(1) Serve as proponent for CCP guidance governing the administration of training and development programs;

(2) Establish policies, as necessary, to support CCP training and development;

b. The Workforce Development Division will;

(1) Manage funds allocated to support formal development programs and supervisory, managerial, and executive training, and

(2) Formulate and recommend policies, as appropriate.

(3) Develop and manage training and career development programs.

c. The CCB will:

(1) Approve developmental programs.

(2) Approve developmental assignments for GS-13s and above.

d. DeCA managers and supervisors will:

(1) In consultation with employees, prepare an IDP for every employee identifying career goals, training, and career experiences beneficial to employees;

(2) Seek to provide training and development identified in IDP's to every employee, to the extent resources permit; and

(3) Provide counseling and mentorship to assigned employees on a continuous basis, as part of day-to-day supervision.

(4) Promote training and career opportunities to employees.

(5) Nominate and/or recommend employees for training and career development opportunities.

3. POLICIES. DeCA managers and supervisors will ensure the planned development of subordinate commissary management personnel by developing an IDP for each employee. The DeCA 1144 Succession Management Guide (OneNet/Careers and Training) will serve as a guide for development of IDP's. Planned development may provide for career broadening or developmental assignments, as well as formal training opportunities. The ultimate long-range goal of the Agency's program is to develop commissary leaders with increased ability to provide quality service to commissary patrons and to ensure that all positions within the career program are filled with competent, qualified personnel. Training and development will serve to stimulate the professional growth of all commissary management careerists and will provide selecting officials with a reasonable number of well-qualified, well-prepared candidates for potential assignments to CCP positions. It is DeCA's policy to provide training and career development to maximize the efficiency of the GS-1144 workforce in the performance of official duties. Necessary components of DeCA's training and career development program as with any corporate training plan are: (1) career planning; (2) developmental assignments; (3) leadership training; (4) operations training; and (5) CCP career progression opportunities.

a. Career Planning and Developmental Assignments. Having a successful career requires a variety of experiences, assignments, and training. Individual career planning is essential in order to identify realistic career goals, and to determine training and experiences needed to achieve goals and objectives. Methods for advancing through the CCP vary widely, depending on the individual's previous experience and level at which he or she enters the career programs. A well-conceived training program offers the best route to career advancement and realization of potential. The underlying concept is that training, planning, and experience have direct links to performance and career progression. The CCP places emphasis on development training for careerists at all stages of their development. Optimal career patterns for careerists will encompass a progression through both store and staff positions in CONUS and OCONUS in order to ensure a full range of training and experiences. Additionally, being mobile and accepting promotions, lateral assignments, and details will provide valuable experiences and will prepare careerists for future growth potential within the Agency. Developmental assignments are essential to the CCP. Such assignments, short or long term in nature, will provide enriching job experiences and technical knowledge. Various positions may be designated as developmental opportunities to provide for the acquisition of knowledge, skills, and abilities (KSAs) that will broaden careerists and make them competitive for future promotions within the

Agency. Duties may be typical GS-1144 in nature or work related to a different career field. Any position within DeCA may be career broadening and can potentially serve as a developmental assignment in that it differs in some manner from other positions the employee has previously occupied.

(1) Developmental assignments can be effected in several ways. The specific circumstances of each case will dictate the best choice and the CCB will approve or disapprove each assignment of employees at the GS 13 level and above. Some assignments can be arranged at the employee's permanent duty site and thus may not incur additional cost, while others will require mobility to other areas and/or DeCA activities. Developmental assignments may be temporary or permanent in nature, ensuring compliance with competitive procedures, as required by governing staffing provisions of this directive or other applicable guidance.

(2) Solid achievement in a developmental assignment enhances the employee's ability to compete for more senior positions. Issues such as the nature of the action, anticipated length of assignment, and travel support should be discussed, agreed to, and documented before action to begin the developmental assignment is initiated. DeCA managers and supervisors will strive to create opportunities to accomplish the full potential of DeCA employees at all levels in the CCP. To that end, managers at all levels are encouraged to use details, cross training, temporary promotions, upward mobility programs, succession support programs, and other appropriate mechanisms.

b. Leadership Training. The heart of the Agency's career development program will be leadership training that prepares an individual to lead at all levels.

(1) The DeCA leadership program will focus on the following DoD leadership competencies: Creativity and Innovation, Technical Credibility, Partnering and Teamwork, Financial Management, Leadership, Oral Communication, Strategic Thinking, Conflict Management, Problem Solving, and Political Savvy. Training and developmental assignments should support the individual in obtaining these competencies and growing in ability to apply them from an individual level to the strategic level.

(2) DeCA now provides a variety of leadership training opportunities. Some of the training is mandatory. This training includes the required training for new supervisors, required training for new managers, and required yearly refresher training for both supervisors and managers. Careerists have an opportunity to take online training touching on all 26 leadership competencies identified by DoD. DeCA also provides the opportunity to be nominated or compete for many other leadership programs at all leadership levels. Examples include the New Leader Program, Army Management Staff College courses, and the Defense Senior Leadership Development Program.

c. DeCA also provides operations training for all areas of the commissary. In order to be well- rounded, a careerist should receive training in all operational areas and levels. A careerist must gain understanding of each department in a commissary, the operations of headquarters, and how all areas of DeCA are dependent on each other for overall Agency success.

d. Career Progression Plan (CPP). The objective of the CPP is to attract and select high potential candidates and train them to become competent, effective commissary management specialists allowing them to advance through the Agency's career program. Care has been taken to define career paths in realistic terms, not as idealized paths. What job moves are actually possible? What experiences and capabilities are needed to move from one job to another? The notion of a career ladder, for example, implies vertical progression, whereas in reality, career paths must include moves across functional, organizational, or geographic lines in order to provide breadth to an individual understanding of the Agency and its processes. A progressive career path is necessary to assist the commissary careerist in moving from one stage of development to the next.

Chapter 4

COMMISSARY MANAGEMENT SPECIALIST INTERN PROGRAM

1. PURPOSE.

a. The CMS Intern Program provides recruitment, training, and placement opportunities for individuals who possess the potential to be successful as a commissary manager (GS-1144 occupational series). It is a two-year training program that develops the individual's skills needed to become an entry-level department manager, while also providing a basic understanding of DeCA's mission, operations, and uniqueness as an appropriated funded activity. While a trainee, the individual receives a planned series of progressively more responsible assignments that exposes them to a variety of operating situations and problems in all departments of the commissary. The terms "intern" and "management trainee" are interchangeable in the context of this chapter.

b. The trainee enters the program as a GS-1144-05, advances in the program to GS-7 upon successful completion of the first year of training, and is placed in a GS-1144-9 position upon completion of the second year, at a location that is in the best interest of the Agency. Progression beyond the GS-9 level requires additional competition.

2. FUNCTIONAL RESPONSIBILITIES.

a. The Intern Program Manager will provide program oversight and serve as proponent for intern program guidance governing the administration of the program. The program manager will also:

- (1) Provide technical program oversight by conducting continual program review and formulating recommendations for program revision;
- (2) Select training sites in coordination with Store Operations Group;
- (3) Serve as selecting official for all CMS management trainees;
- (4) Conduct orientation sessions and follow-up meetings for store directors, trainers, and trainees;
- (5) Monitor trainees assigned at store level;
- (6) Conduct periodic follow-ups with store directors and assigned trainees;
- (7) Conduct on-site visits, as necessary, to discuss the trainee program with both the store director and the assigned trainee;

- (8) Approve deviations from the training plan;
 - (9) Initiate action to place trainees upon completion of training requirements;
 - (10) Administer funding of intern program costs, to include: salaries, training, temporary duty, and recruiting interviews; and
 - (11) Serve as approver on award nominations.
- b. Executive Director, Store Operations Group will approve the placement assignments for trainees.
- c. Store directors will:
- (1) Be trained on program requirements as a trainer and coach;
 - (2) Supervise assigned trainee(s), to include serving as rating official on performance appraisals, recommending trainee for awards, etc.;
 - (3) Provide continuous evaluation and counseling; and
 - (4) Recommend deviations from training plan, if needed.
- d. Department managers will:
- (1) Provide training; and
 - (2) Complete narrative reports on training progress and advise store director on trainee knowledge and abilities.
- e. CMS interns will:
- (1) Enter into a mobility agreement upon selection and entrance on duty;
 - (2) Complete training, as required; and
 - (3) Complete reports on all training received.

3. HUMAN RESOURCES RESPONSIBILITIES.

HR service providers will:

- a. Clear the DoD Priority Placement Program (PPP), (Reference (d)), using the training option code TRA option code; prepare vacancy announcements, rate and rank applicants, issue referral lists, make official job offers, and process personnel actions, as required;
- b. Provide permanent change of station (PCS) counseling, processing, guidance, and assistance to trainees; and
- c. Maintain appropriate documentation in Official Personnel Folders (OPF).

4. RECRUITMENT.

Recruitment will be initiated by the Sales, Marketing and Policy Group, and executed by the Intern Program Manager IAW responsibilities outlined above.

a. Vacancy announcements will be posted on USAJOBS and contain the required information as described in DeCAM 50.26.1, "Merit Staffing Plan," (Reference (e)). Any written form of application/resume will be accepted. Each applicant is responsible for the accuracy, completeness, and timely submission of his/her application. Applicants must submit application packages IAW the instructions in each vacancy announcement. Applications (including additions/changes to applications) must be received by the closing date of the announcement. All application documents submitted for a vacancy announced under this plan will be retained by the HR service provider as part of the merit staffing case file.

b. Management may select from any appropriate source. The area of consideration (AOC) should be sufficiently broad to ensure the availability of a reasonable number of highly qualified candidates, but narrow enough that an excessive number of applicants will not result. In determining the AOC, managers should consider such things as, merit system principles, EEO goals and objectives, the infusion of new ideas and strengths into the organization, budgetary constraints and cost-effectiveness, and the applicable regulations. To provide DeCA employees with the maximum opportunity for career advancement, selecting officials are encouraged to have the widest practical AOC. Selecting officials should also consider expanding the area of consideration for their vacancies to allow People with Disabilities (PWD) and People with Targeted Disabilities (PWTD) the opportunity to apply for selection and/or advancement, as well as other non-competitive appointment authorities. The minimum announcement period for positions is 10 calendar days. Although announcements for a specific vacancy are generally used for only one position, any number of additional like positions may be filled from the same announcement, if the certificate is issued within 90 days after the closing date of the announcement.

5. EVALUATION, REFERRAL AND SELECTION.

a. Candidates will be evaluated IAW merit system principles. Candidates who satisfy the basic eligibility requirements, as described in the vacancy announcement, will be further

evaluated against job-related criteria based upon a job analysis that identifies the competencies and/or the specific tasks that are required to perform satisfactorily the duties and responsibilities of the position. The evaluation procedures will include multiple assessment measures, such as experience, education, training, incentive awards, and performance appraisals. A job-specific written crediting plan or rating schedule will be developed for positions filled through competitive staffing procedures and will be used by the HR service provider to determine the best qualified candidates.

b. Only candidates determined to be highly qualified through appropriate evaluation procedures will be referred to the selecting official for consideration. If no highly qualified candidates are available, other qualified candidates may be considered. Normally, a maximum of 10 highly qualified promotion candidates (including all candidate ties) will be referred for each vacancy, with one additional candidate referred for each additional, identical vacancy. The Intern Program Manager has the option to request all highly qualified candidates be referred. This request must be submitted in writing to the HR service provider to be maintained as part of the recruitment case file. Email requests from the selecting official are acceptable. Candidates will be listed in alphabetical order.

c. The Intern Program Manager is the selecting official. A rating panel may be used, as determined by the Intern Program Manager. If a panel is used, at a minimum, the panel will consist of three commissary management experts, GS-11 or above. The Intern Program Manager (or selection panel) may interview all, some, or none of the candidates on a certificate; and they must use job-related criteria for determining which candidates to interview. Interviews are not required; however, their use is strongly encouraged when filling management trainee positions. In such cases, interviews are likely to provide insight into job-related criteria not fully assessable through the written application.

d. Selectees must be mobile IAW DoD 1400.24, "Civilian Mobility Program," (Reference (f)). DeCAF 50-90, "Civilian Employment and Mobility Agreement," (Appendix A), must be executed as a condition of employment and prior to the selectee's entrance on duty as a CMS Intern.

e. Selectees for intern positions who enter the program through a change to lower grade action are entitled to pay retention under Title 5, Code of Federal Regulations (CFR) Part 536.301 (Reference (g)). Voluntary acceptance of a change to lower grade for the purpose of entering the Intern Program is not considered a demotion at the request of the employee for pay retention purposes.

f. Physical Requirements: Some store-level managerial positions have physical requirements that must be met prior to assignment. For the purposes of the Intern Program, the physical requirements provision applies to all CMS Interns.

6. TRAINING, PROGRESSION, AND EVALUATION.

a. Intern training is accomplished by a combination of classroom training, online training, and on-the-job training (OJT) within DeCA commissaries. A sample can be found at Appendix C.

b. Formal training and OJT provide the intern with the necessary knowledge, skills, and understanding of commissary operations and DeCA business processes. They will be performed under competent supervision at designated training sites. Work experiences will involve progressively more difficult and complex assignments. Upon successful completion of the training program, the intern is fully qualified to be placed into commissary management positions (GS-1144) at the GS-9 grade level. Promotion potential beyond the GS-9 level requires additional competition.

(1) The first year of training will include a rotation of all departments and functional areas within the commissary. The intern will also receive approximately 5 weeks of classroom training in department operations.

(2) The second year of training will consist of working closely with the grocery manager, as well as above department level store management. The intern will also attend approximately 7 weeks of classroom training in areas of department operations, supervisory skills, personnel management, and process improvement.

c. To permit reasonable adjustments necessary to meet the needs of the intern and the circumstances at the training site, the training time allotted per department or functional area will be indicated in terms of approximate number of calendar weeks. Also, since each intern will bring a different experience level. The training schedule may be modified to reflect needs of the individual. This will be done upon consultation with and approval by the Intern Program Manager. When learning objectives are met in the reduced time, the balance of time hours will be devoted to related productive assignments. Where necessary to ensure full mastery of a given segment, the time in that segment may be extended within total program requirements.

d. Learning objectives in each department or functional area are listed in the training checklist. Attainment of these objectives will be determined as follows:

(1) Attainment of learning objectives for each phase of training will be based on the intern's demonstration of a satisfactory level of knowledge and proficiency in the phase, as judged by the immediate supervisor/instructor for the area of training concerned.

(2) Attainment of learning objectives will be judged by the store director, in coordination with the Intern Program Manager. Such determination will be made a matter of record in the intern's training file, at the completion of each area of training. In addition, the determination will be based on a review of progress reports for the entire phase of training and/or interviews with responsible supervisors and trainers.

(3) It is highly desirable that interns be provided the opportunity to work on administrative/managerial assignments or task forces during their training. Such assignments should provide exposure to mid-level management.

e. The intern will spend a minimum of 12 months at each grade level before eligibility is established for the target GS-1144-9. Depending on the performance and training progress of the trainee, the allotted time at each grade level may be extended, after coordination with the Intern Program Manager.

(1) Promotion to the next higher grade is not guaranteed or automatic, but is dependent upon the following conditions: employee must meet the minimum qualification and time-in-grade requirements specified in governing regulations; employee's performance must be fully successful or better; employee must have completed required training as scheduled; and the supervisor must recommend the employee for promotion. Promotion to the target grade may be delayed for up to 6 months if the intern fails to meet performance requirements or fails to demonstrate progress/potential to perform at the higher grade level.

(2) Failure to demonstrate capacity for continued advancement, at any time during the training period or failure to advance after a maximum 18 months, at any level, may result in reassignment, demotion, or removal from the training program IAW DeCAM 50-26.1, Merit Staffing Plan (Reference (e)).

(a) The intern will be evaluated by the immediate supervisor upon completion of each training phase. The Intern Program Manager will monitor intern progress to ensure the training program is well-managed and that training supervisors are providing training according to the plan. Evaluations of the intern will be accomplished using DeCAF 50-25, CMS Intern Evaluation.

(b) DeCAF 50-25 will be completed, as required by the training plan. The department manager and store director will evaluate the intern's progress. The intern will be provided an opportunity to suggest recommendations for improvement to the training assignment, methods, and techniques. These formal and informal appraisals will assist management in improving the entire program. Intern evaluations will be distributed as follows: original to the intern, a copy each to the department/functional area manager, the store director, the zone manager, and the Intern Program Manager.

(3) Interns will receive official performance appraisals IAW the provisions of DeCAD 50-7, "Performance Management System," (Reference (i)). The store director is the rater and zone manager is the reviewing official.

7. GRADUATION AND PLACEMENT. Because of changing staffing needs, the placement duty location for an Intern can seldom be identified until the trainee is about to complete the training program. Placement duty location determinations are based on the immediate needs of DeCA. Preferences of the intern as to location will be considered but will not necessarily be a determining factor.

- a. Action to identify a placement assignment will be initiated by the Intern Program Manager approximately 90-120 days prior to the projected graduation date.
- b. Area directors will identify current store level full performance GS-1144-09 vacancies to be considered for placement assignments. Generally, graduating interns will not be considered for placement into staff level CMS positions as their first assignment.
- c. Store Operation Group leadership will make selections based on available vacancies, store director feedback, intern desires, and will provide a written recommendation to the Executive Director, Store Operations Group for selection.
- d. The Executive Director, Store Operations Group will approve the final placement of graduating CMS Interns.
- e. The Intern Program Manager will generate the applicable Request for Personnel Action (RPA) and submit to the HR service provider for action.

Chapter 5

PRODUCE DEPARTMENT INTERN PROGRAM

1. PURPOSE.

a. The Produce Intern Program provides recruitment, training, and placement opportunities for individuals who possess the potential to be successful as a produce department manager (GS-1144 occupational series). It is a one year training program that develops the individual's skills needed to become a produce department manager while also providing a basic understanding of DeCA's mission, operations, and uniqueness as an appropriated funded activity. While a trainee, the individual receives a planned series of progressively more responsible assignments that exposes them to a variety of operating situations and problems in the produce department of the commissary.

b. The intern enters the program as a GS-1144-05, advances in the program to GS-7 upon successful completion of the training, and is placed in a GS-1144-7, Produce Department Manager position, at a location determined to be in the best interest of the Agency.

2. FUNCTIONAL RESPONSIBILITIES.

a. The Chief, Store Operations Directorate will:

(1) Provide technical program oversight by conducting continual program review and formulating recommendations for program revision;

(2) Select training sites;

(3) Conduct orientation sessions and follow-up meetings for store directors, trainers, and trainees;

(4) Monitor interns assigned at store level;

(5) Conduct periodic follow-ups with store directors and assigned trainees;

(6) Conduct on-site visits to discuss the intern program with both the store director and the assigned trainee;

(7) Approve deviations from the training plan;

(8) Initiate action to place interns upon completion of training requirements.

3. HUMAN RESOURCES RESPONSIBILITIES.

a. The Director, HR is responsible for general program oversight and will serve as proponent for guidance governing the administration of the program.

b. The appropriate HR service provider will clear PPP, prepare vacancy announcements, rate and rank applicants, issue referral lists, make official job offers, set pay and process the required personnel actions. This includes preparing permanent change of station (PCS) travel orders and counseling employees on entitlements.

4. RESOURCES. Funding and spaces will be managed by the Store Operations Group.

a. PCS expenses are authorized.

b. The number of produce department manager intern authorizations will be based on the established Unit Manning Document, as well as staffing needs that result from workforce analysis.

5. RECRUITMENT.

a. Recruitment will be initiated by the appropriate commissary upon receipt of approval from Store Operations.

(1) Vacancy announcements will posted on USAJOBS and contain the required information as described in DeCAM 50-26.1, Merit Staffing Plan (Reference (e)).

(2) Management may select from any appropriate source. The AOC should be sufficiently broad to ensure the availability of a reasonable number of highly qualified candidates, but narrow enough that an excessive number of applicants will not result. In determining the AOC, managers should consider such things as, merit system principles, EEO goals and objectives, the infusion of new ideas and strengths into the organization, budgetary constraints, and cost-effectiveness. To provide DeCA employees with the maximum opportunity for career advancement, selecting officials are encouraged to have the widest practical AOC. Selecting officials should consider expanding the area of consideration for their vacancies to allow PWD and PWTD the opportunity to apply for selection and/or advancement, as well as other non-competitive appointment authorities. The minimum announcement period for positions is 10 calendar days. Although announcements for a specific vacancy are generally used for only one position, any number of additional like positions may be filled from the same announcement if the promotion certificate is issued within 90 days after the closing date of the announcement.

6. EVALUATION, REFERRAL AND SELECTION.

a. Candidates will be evaluated IAW merit system principles and the provisions of Chapter 4, paragraphs 4-5a and 4-5b of this manual.

b. The appropriate store director is the selecting official. A rating panel may be used, as determined by the store director. If a panel is used, at a minimum, the panel will consist of three commissary management experts, GS-11 or above. Selecting officials may interview all, some, or none of the candidates on a certificate. They must use job-related criteria for determining which candidates to interview. Interviews are not required; however, their use is strongly encouraged when filling management trainee positions. In such cases, interviews are likely to provide insight into job-related criteria not fully assessable through the written application.

c. Selectees must be mobile. DeCAF 50-91, "Produce Department Civilian Intern Employment and Mobility Agreement," (Appendix D), must be executed as a condition of employment and prior to the selectee's entrance on duty as a CMS Produce Intern.

d. Selectees for intern positions, who enter the program through a change to lower grade action, are entitled to pay retention under Title 5, Code of Federal Regulations, Part 536.301 (Reference (g)). Voluntary acceptance of a change to lower grade for the purpose of entering the intern program is not considered a demotion at the request of the employee for pay retention purposes.

e. Physical Requirements: Some store-level managerial positions have physical requirements that must be met prior to assignment. For the purposes of the Intern Program, the physical requirements provision applies to all CMS Interns.

7. TRAINING, PROGRESSION, AND EVALUATION.

a. Intern training is accomplished by a combination of classroom training, online training, and OJT within DeCA commissaries.

b. Formal training and OJT provide the intern with the necessary knowledge, skills, and understanding of commissary operations and DeCA business processes. They will be performed under competent supervision at designated training sites. Work experiences will involve progressively more difficult and complex assignments. By the end of the training program, the intern is fully qualified to be placed into a produce department manager at the GS-7 grade level.

c. To permit reasonable adjustments necessary to meet the needs of the intern, and the circumstances at the training site, the training time allotted will be indicated in terms of approximate number of calendar weeks. Also, since each intern will bring a different experience level, the training schedule may be modified to reflect needs of the individual. This will be done upon consultation with and approval of Store Operations. When learning objectives are met in the reduced time, the balance of time hours will be devoted to related productive assignments. Where

necessary to ensure full mastery of a given segment, the time in that segment may be extended within total program requirements.

d. Learning objectives in each functional area are listed in the training checklist. Attainment of these objectives will be determined as follows:

(1) Attainment of learning objectives for each phase of training will be based on the intern's demonstration of a satisfactory level of knowledge and proficiency in the phase, as judged by the immediate supervisor/instructor for the area of training concerned.

(2) Attainment of learning objectives will be judged by the store director. Such determination will be made a matter of record in the intern's training file at the completion of each area of training. In addition, the determination will be based on a review of progress reports for the entire phase of training and/or interviews with responsible supervisors and trainers.

e. Promotion to GS-7 is not guaranteed or automatic, but is dependent upon the following conditions: employee must meet the minimum qualification and time-in-grade requirements specified in governing regulations; employee's performance must be fully successful or better; employee must have completed required training, as scheduled; and the supervisor must recommend the employee for promotion. Promotion to the target grade may be delayed for up to 3 months, if the intern fails to meet performance requirements or fails to demonstrate progress/potential to perform at the higher grade level.

(1) Failure to demonstrate capacity for continued advancement, at any time during the training period, or failure to advance after a maximum 18 months, may result in reassignment, demotion, or removal from the training program IAW DeCAM 50-26.1, Merit Staffing Plan (Reference (e)).

(a) The intern will be evaluated by the store director upon completion of each training phase. The store director will monitor intern progress to ensure the training program is well-managed and that training supervisors are providing training according to the plan. Evaluations of the intern will be accomplished using DeCAF 50-25, CMS Intern Evaluation.

(b) DeCAF 50-25 will be completed, as required by the training plan. The store director will evaluate the intern's progress. The intern will be provided an opportunity to suggest recommendations for improvement to the training assignment, methods, and techniques. These formal and informal appraisals will assist management in improving the entire program. Intern evaluations will be distributed as follows: original to the interns, the store director, the zone manager, and the Principal Deputy, Store Operations.

(2) Interns will receive official performance appraisals IAW the provisions of DeCAD 50-7, "Performance Management System," (Reference (i)). The store director is the rater and zone manager is the reviewing official.

8. GRADUATION AND PLACEMENT. Because of changing staffing needs, the placement duty location for an intern can seldom be identified until the trainee is about to complete the training program. Placement duty location determinations are based on the immediate needs of DeCA. Preferences of the intern as to location will be considered, but will not necessarily be a determining factor.

a. Action to identify a placement assignment will be initiated by the Principal Deputy, Store Operations, approximately 90-120 days prior to the projected graduation date.

b. Area directors will identify current store level GS-1144-7 produce department manager vacancies to be considered for placement assignments.

c. The Executive Director, Store Operations Group will approve the final placement of graduating interns.

d. The appropriate store director will generate the applicable RPA and submit to the HR service provider for action.

e. PCS will be authorized.

Chapter 6

CANDIDATE EVALUATION, REFERRAL, AND SELECTION

1. PURPOSE: This chapter establishes guidance for the CCP. The CCP is DeCA's program for recruiting, retaining, developing and advancing employees assigned to positions in the commissary management series, GS-1144, or assigned to a limited number of positions in other occupational series directly related to the management of commissaries. This chapter also contains guidance on pay retention when accepting a CCP position, physical requirements for CCP positions, and the DeCA Mobility Program for GS-1144 employees.

2. FUNCTIONAL RESPONSIBILITIES:

a. The CCB will build on DeCA's ability to provide: (1) fair and equitable recruitment, retention, and promotion of DeCA staff; (2) a performance measurement and management system that will result in ensuring the right people in the right place at the right time; and (3) a means of reporting results to key stakeholders in a meaningful way.

b. The ESC is comprised of the Agency's executive leadership, including the Deputy Director, Command Sergeant Major, Executive Directors of all Business Groups, and is chaired by the DeCA Director. The ESC reviews the selection processes used by selecting officials submitted through the CCB and HCMB to ensure the necessary diligence has been exercised. ESC concurrence is required for GS-13 and above selections.

c. Area directors are responsible for ensuring that pay retention is granted IAW the provisions of the references in the paragraph and consistent with the guidance in this chapter.

3. HR/EEO RESPONSIBILITIES:

a. The Director, HR is responsible for general program oversight and will serve as proponent for CCP guidance governing the administration of the program.

b. The appropriate HR service provider will clear PPP, prepare vacancy announcements, rate and rank applicants, issue referral lists, make official job offers, set pay, and process the required personnel actions. This includes preparing PCS travel orders and counseling employees on overseas entitlements found in DeCAD 50-17, "Overseas Employment Program," (Reference (j)).

c. The Director, EEO will provide advice to managers and supervisors on Affirmative Action goals and requirements. HQ EEO Office coordinates on all GS-13 and above selections.

4. COVERED POSITIONS:

- a. All GS-1144 positions;
- b. Designated GS-1101 (Business Management) positions, as determined by the CCB;
- c. Various GS-2030 (Central Distribution Center Manager) positions; and
- d. Various GS-2003 (Supervisory Supply Management Specialist) positions.

5. QUALIFICATIONS:

a. **Minimum Qualifications.** Minimum qualification requirements are defined in the Office of Personnel Management (OPM) Operating Manual for Qualifications Standards for General Schedule Positions, (Reference (h)). The HR service provider determines each candidate's qualifications, based on a review of the employee's work experience and education, as documented in the application package and resume.

(1) **General Experience.** General experience is defined by OPM as experience that provides an understanding of the basic principles of any of the following: merchandising, market research, sales promotion/advertising or the accounting, administration and/or distribution of goods and services. This experience may have been gained in store worker, sales, clerical or other related work which demonstrates a familiarity with food/grocery retail operations and the ability to perform the duties of the position to be filled. Other work experience (such as accounting, contractor monitoring, or supply) may also be qualifying if performed in a retail grocery store/commissary. Individuals who hold a bachelor's degree in business administration, public administration, agricultural economics (food industry management) or other related fields also qualify at the GS-1144-5 level (IAW the OPM qualification standard).

(2) **Specialized Experience.** Specialized experience is defined by OPM as experience that demonstrates knowledge of retail procurement and distribution methods; principles, procedures and techniques of retail food merchandising and retail food store management; and developments in commercial retail food items, equipment and practices. Specialized experience may have been gained by managing a commissary or supermarket; managing a department in a retail food store; planning, standardizing or controlling operations in an assigned group of retail food stores; or providing technical advice on merchandising and operational matters pertaining to grocery, meat and produce supplies, as well as front-end operations.

NOTE: If education is used to substitute for specialized experience, as defined in the OPM standard, it must be in a related field (see above paragraph).

(3) **Time-in-Grade Determinations:** Time-in-grade requirements will be applied IAW Title 5 CFR, Part 300, Subpart F, "Time-in-Grade Restrictions," (Reference (k)).

(4) In qualifying employees in the GS-1144 occupation in grades GS-7, GS-8, GS-9, GS-10, or GS-11, specialized experience in grades either one or two grades below the grade of the position to be filled satisfies both the time in grade and quality level of experience requirements. For example, one year of qualifying experience at the GS-7 level qualifies the candidate for both GS-8 and GS-9, OPM Operating Manual, “Qualifications Standards for General Schedule Positions” (Reference (h)).

b. Work Unit Definition for 1144 Positions. In light of DeCA’s global mission, the dispersion of GS-1144 positions, and the world-wide recruitment and area of consideration for these positions, the work unit for GS-1144 positions is the entire Agency, i.e., DeCA as a whole functions as the work unit. This definition prevents inequities to employees by ensuring that GS-1144 work is viewed as two-grade interval in nature and advancement is based on completing a minimum of 52 weeks in positions no more than two grades lower (or equivalent) for positions in a line of work properly classified at two-grade interval. As such, the normal line of progression up to the GS-10 in the GS-1144 series is two-grade intervals, regardless of whether odd or even grades are involved. Above GS-10, the normal line of progression is one grade IAW applicable OPM guidance.

c. Classification. OPM’s Position Classification Standard for the Commissary Management Series, GS-1144, TS-131 September 1994, (Reference (m)) provides grade level criteria for store manager and department manager positions. When requesting a position review, the appropriate supervisor will submit a completed 1144 Occupational Questionnaire through Store Operations to HR. Application of the criteria considers the principle of internal alignment using the actual or constructed grade of the commissary officer and/or store manager, commissary sales figures, support provided to other facilities, and the working relationship among the positions. This is sometimes referred to as the “back-off principle.” The application of internal alignment occasionally results in the proper classification of some positions at even-numbered grades and may create a mix of odd and even grades within a particular commissary location. Such an occurrence is the result of a classification determination only, and not an Agency decision to establish positions at intervening grades as part of the normal line of progression. This means when a position is downgraded for recruitment purposes, it is still a two grade interval position. For example, if a GS-8 Department Manager is downgraded for recruitment, it would be filled as GS-6 target GS-8; if a GS-10 is downgraded for recruitment, it would be filled as GS-8 target GS-10; if a GS-11 is downgraded for recruitment purposes, it would be filled as GS-9 target GS-11.

6. RECRUITMENT PROCEDURES:

a. Competitive Recruitment. To fill a CCP position through internal or external competitive procedures a CCP referral list must be requested from the appropriate HR service provider. The procedures for requesting a CCP referral list are described below.

(1) The selecting official must initiate and route an RPA through the Defense Civilian Personnel Data System (DCPDS), to the HR service provider. When initiating a request to

recruit for a CCP position, the selecting official should consider the following and annotate the RPA notepad, to reflect his/her decisions.

(a) Recruitment sources/AOC. The minimum AOC for a covered position is DeCA-wide; however, there may be circumstances that warrant a narrower AOC. Exceptions to the minimum AOC must be approved by the CCB. Selecting officials may consider candidates from a variety of sources and are encouraged to consider expanding the AOC to allow PWD and PWTD the opportunity to apply for selection and/or advancement. Management may also consider other non-competitive appointment authorities, as appropriate. The minimum announcement period for an internal announcement is 10 days. Announcements with an AOC of all U.S. citizens may be open for shorter period of time.

(b) Obligated positions. A position in the United States that is vacated by an employee who is granted return rights will be "obligated" for the duration of the employee's eligibility for return rights. When submitting the RPA, a statement must be included in the notepad that the position is "obligated." Job announcements, and subsequent personnel actions, to appoint individuals to "obligated" positions must be annotated accordingly.

(2) Upon receipt of the RPA, the HR service provider will clear PPP IAW the DoD Priority Placement Program, (Reference (d)), and prepare the vacancy announcement. The HR service provider rates and ranks the candidates and issues the appropriate referral lists. An automated system, such as USASTAFFING, may be used for this process. Only candidates determined to be highly qualified through appropriate evaluation procedures will be referred to the selecting official for consideration. If no highly qualified candidates are available, other qualified candidates may be considered.

(3) All vacancy announcements are posted on the OPM web site, www.usajobs.gov and must contain the required information established by OPM and DeCAM 50-26.1, (Reference (e)). All interested employees/candidates must apply through this site for consideration. Applicants are responsible for the completeness and accuracy of their application/resume and must follow the instructions in the vacancy announcement in order to receive consideration.

(4) Interviews are not required for vacancies below the GS-13 level; however, their use is strongly encouraged when filling managerial positions. In such cases, interviews are likely to provide insight into job-related criteria not fully assessable through the written application. Selecting officials will interview all candidates forwarded to them by the CCB at the GS-13 level, or above. See Chapter 2, paragraph 2-2e of this manual for information concerning GS-13 and above positions.

(5) Management is encouraged to make selections and return the referral list to the HR service provider in a timely manner. Extensions may be granted on a case-by-case basis, subject to approval by the HR service provider. If the list expires before selections are made, selections are not valid; however, the life of a competitive merit promotion CCP referral list is a maximum of 90 days. For example, if a selection is made from a certificate, and the certificate is returned to the service provider for action and the applicant declines, if the original certificate is less than

90 days old, a second selection may be made. The selecting official is responsible for obtaining any required approval/concurrence within the DeCA chain of command, prior to returning the list(s) to the HR service provider.

(6) The HR service provider makes the official job offer, and processes the appropriate personnel actions. This includes issuing PCS orders, if authorized, and providing counseling to the employee on PCS entitlements.

(7) PCS will be authorized for all 1144 positions.

(8) Actions should normally be effective within one month of official notification of selection; however, the losing and gaining activities may negotiate a later reporting date.

(9) Mobility is a condition of employment. Selectees will be required to sign a DeCAF 50-89 "Commissary Career Succession Management Program Mobility Agreement" (Appendix B) upon acceptance of a covered position. A copy will be maintained by the selecting official, the employee, and in the employee's official personnel folder.

b. Non-Competitive Actions.

(1) Management has the flexibility to non-competitively repromote or reassign qualified, eligible candidates to fill positions when governing regulations permit. Non-competitive actions for specific grade levels are subject to approval/concurrence requirements within the DeCA chain of command.

(2) Area directors may approve the use of modified qualifications to allow the reassignment of high potential employees into the GS-1144 occupation. This option allows the intake of employees working in other occupations who do not otherwise qualify for entry into the GS-1144 occupation at their current grade. There must be a reasonable likelihood that the employee will successfully make the transition to the new position, based on his/her possession of the knowledge and abilities that would equip the employee to meet the critical elements of the performance standards for the position.

(3) Temporary staffing of CCP positions. When a need exists to temporarily staff a CCP position for less than 120 days, management can fill the position through non-competitive detail or temporary promotion action, if otherwise permitted by governing civilian personnel regulations. Temporary staffing actions beyond 120 days must be processed using competitive procedures. Note: A temporary promotion beyond 120 days may be made permanent without further competition ONLY if the vacancy announcement included that information.

(4) Staffing of CCP positions at closure sites. When a CCP position at a closure site is vacated and the closure is less than two years away, management can staff the position on a temporary basis or on a permanent basis. Staffing on a temporary basis is subject to the provisions of paragraph (3) above and/or applicable Base Realignment and Closure instructions. To staff a position on a permanent basis in such situations the following conditions must be met:

(a) The position must be pre-identified as "key or critical to base operations" (as determined by the area director);

(b) The DoD PPP stopper list must be cleared;

(c) The selectee must commit to staying at the activity until closure (i.e., voluntarily defer himself/herself from CCP referral consideration until 6 months prior to the closure date); and

(d) The selectee must sign a mobility agreement that specifies ineligibility for DoD PPP registration at the time of closure. (At the time of closure, the placement of the employee may be processed as an exception to PPP, IAW the provisions of the DoD Priority Placement Program, (Reference (d))).

c. Career Ladder. Downgrading with promotion potential. Management may downgrade a CCP position for recruitment (based on a two grade interval line of progression) and allow for non-competitive promotion (career ladder) of the selectee to the target grade level, with the following exceptions: the two most senior civilian store level positions (commissary officer and assistant commissary officer) and supervisory CMS will be filled at the full performance level. Exceptions to this policy must be based on sound business reasons and approved in writing by the appropriate Executive Director. If an exception is granted, the position(s) may not be restructured to a grade lower than the next level in the supervisory chain.

d. Exceptions. If management wishes to seek a staffing flexibility that requires an exception to this Manual, the request must be submitted to DeCA HQ HR. HR, in turn, will forward, through the CCB, to the appropriate Executive Director for approval.

7. PAY RETENTION: Pay retention enables employees to retain their pay upon moving to lower graded positions. It is important to note that pay retention is not authorized when management approves an employee's request for downgrade solely for the employee's benefit, convenience, or personal advantage. Pay retention is authorized when the actions initiated by management are to further DeCA's mission.

a. Pay retention applies to any employee whose rate of basic pay will be reduced as a result of the placement of the employee in a formal employee development program generally used Government-wide, such as Upward Mobility (e.g. DeCA's Department Manager Development Program) and Management Trainee Programs. Pay retention enables employees who participate in these programs to retain their pay upon taking a change to lower grade in order to enter the program. Since the CCP is a formal Agency-wide recruitment program, positions filled through this program entitle employees, who accept downgrade assignments, to pay retention.

b. This section contains DeCA-specific guidance on the granting of pay retention when CCP positions are filled. When management selects a DeCA employee for a CCP position that results in the employee being downgraded, pay retention is authorized in the following situations:

(1) Upon entry as a formal CMS (intern); or into any CCP position that is designated as formal trainee and filled through CCP recruitment procedures.

(2) Upon selection of any permanent employee assigned to a CONUS activity for an assignment at an overseas location.

(3) Upon entry from a non-CCP position (either from a Wage System position or from a GS position, in an occupational series not covered by the CCP, or as the result of a career progression downgrade.) Generally, career progression downgrades will involve placements into CCP positions at entry level grades (GS-7 or below).

(4) Upon return to Continental United States (CONUS), of a permanent employee assigned to an Outside Continental United States (OCONUS) activity, when returning to a lower graded CCP position.

(5) Pay retention may be authorized by area directors in other circumstances resulting from personnel actions to fill CCP positions, IAW Title 5, CFR Part 536, Subpart B and C, "Grade and Pay Retention," Reference (l). For example, there may be situations when management initiates a downgrade of an employee into a position at a higher-grade level than the entry level to meet staffing needs and to enhance the employee's career progression opportunities. Through CCP formal recruitment procedures, employees may indicate their willingness to accept such assignments. Such selections would be in the best interest of DeCA, and thus pay retention is authorized.

c. Pay retention does not apply to the following situations:

(1) An employee does not satisfactorily complete a supervisory or managerial probationary period prescribed by Title 5, USC 3321 (a) (2), "Competitive Service; Probationary Period," (Reference (n)) and is removed from the supervisory or management position.

(2) An employee who is reduced in grade or pay for personal cause or at the employee's request. Demotion for personal cause means a reduction- in-grade based on the conduct, character, or unacceptable performance.

d. Pay retention ceases when, as a result of an increase in the scheduled rate(s) of the grade of the employee's position, an employee's retained rate of basic pay becomes equal to or lower than the maximum rate of that grade. The employee is entitled to the maximum rate of that grade and pay retention ceases.

NOTE: An employee's entitlement to pay retention is not affected by a temporary promotion or reassignment.

8. CCP SELECTION APPROVAL/CONCURRENCE/REFERRAL REQUIREMENTS:

The following approval/concurrence requirements apply to the staffing of CCP positions through competitive and non-competitive procedures.

a. GS-12 and below. Hiring managers, after receiving a referral list from the HR service provider, will make selections for CCP positions. DeCA hiring managers are responsible for obtaining the appropriate approvals/concurrences through their chain of command and with the HQ DeCA IG, GC, and EEO, as appropriate, prior to returning the referral list to the HR service provider. The HR service provider will make the official job offer.

b. GS-13 and above. Hiring managers, after receiving a referral list from the HR service provider, will make selections for CCP positions. The hiring manager will interview, make a selection, and forward the appropriate memo to the ESC for concurrence. Hiring managers must ensure that tentative selections are coordinated with the HQ DeCA IG, GC, and EEO. The tentative selection, and a justification memo, is then forwarded to Chair, CCB, for submission to the ESC for concurrence. Once appropriate concurrences are obtained, the hiring manager is responsible for returning the annotated referral list to the HR service provider. The HR service provider makes the official job offer.

9. CIVILIAN MOBILITY PROGRAM:

a. The DeCA Civilian Mobility Program is designed to enhance mission effectiveness by prescribing mobility of employees as a condition of employment. Mobility will not be used as a form of disciplinary action. Mobility generally serves to broaden and strengthen an employee's qualifications and to increase progression opportunities.

(1) All commissary management, GS-1144, positions are covered by this program.

(2) This mobility program does not preclude current employees, occupying covered positions, who have declined to sign a mobility agreement from consideration and selection for promotion to vacancies at their present location. However, as a condition of employment for placement into a covered position, the employee must sign a DeCAF 50-89 "Commissary Career Succession Management Program Mobility Agreement," Appendix (B).

(3) Geographic preferences of covered employees for permanent duty station changes will be considered, but will not be binding on management. If practical, employees will be assigned to geographic areas of their preference.

(4) The Executive Directors reserve the right to meet DeCA mission requirements by assignment of personnel in covered positions under the DeCA Civilian Mobility Program.

(5) The DeCA Civilian Mobility Program will not require geographic relocation of covered employees more frequently than once every two years, unless deviation is dictated by

established limitations on the duration of tours of duty for an area, or unless both the employee and management agree, in writing, to earlier relocation action.

(6) Employees in covered positions will be provided at least 90 calendar days advance notice of relocation. Advance notice is not necessary if a move is required by expiration of an overseas tour or other properly approved exception to the established program. Employees may opt to waive the 90-day advance notice period, if earlier relocation is requested by management and is acceptable to the employee.

(7) Exceptions to Civilian Mobility Program requirements may not be made without prior approval of the Director or Deputy Director, DeCA.

b. Procedures:

(1) Employees assigned to covered positions will be required to execute a mobility agreement as a condition of employment. A copy of the mobility agreement is at Appendix B.

(2) Once a mobility agreement is signed, it remains valid until canceled. Therefore, covered employees are not required to sign new mobility agreements each time they relocate.

(3) The selecting supervisor, or other management official delegated authority to conduct interviews, will inform all job candidates for covered positions of the mobility requirement. Job announcements will also state this requirement.

(4) The HR service providers are responsible for ensuring that a signed mobility agreement is executed as a condition of employment for any individual selected for a covered position before he/she enters the position. The original will be maintained by the employee. A copy will be maintained by the employee's supervisor, and a copy will be filed in the employee's Official Personnel Folder (OPF) by the HR service provider. Copies of the mobility agreement will be distributed within 5 workdays after the agreement is signed by the employee.

(5) Position descriptions of covered positions will reflect that mobility is a condition of employment.

(6) The DeCA Director or Deputy Director may temporarily suspend mobility requirements for any employee who, by reason of personal hardship, is not able to accept geographic relocation. When employees are faced with hardship situations that impact on their mobility, they may request, by official memorandum, that the Deputy Director defer relocation. Acceptability of hardship requests will be considered on a case-by-case basis and will normally be related to medical problems of employees or dependents. Mobility deferrals will be granted only for a specific time period. Requests for deferral must be tendered prior to receipt by the employee of a notice of pending relocation. Other requests will be considered as a refusal to relocate.

(7) If an employee serving under a mobility agreement declines relocation, and the DeCA Director or Deputy Director has not approved an exception, one of the following steps will be taken:

(a) Efforts will be made to reassign or demote the employee to another position not requiring mobility.

(b) If placement under above paragraph is not possible, removal action will be considered for failure to accept relocation under terms of signed mobility agreement.

(c) If placed under the terms of paragraph (a) above, an individual will not be considered for referral to a position requiring a mobility agreement for two years from the date of the employee's declination of relocation and until a new mobility agreement is executed.

10. PHYSICAL REQUIREMENTS: Some store-level managerial positions have physical requirements that must be met prior to assignment. Assignments into covered positions, either from the current workforce or from an external source, require a pre-appointment self-certification where the employee must certify that they have reviewed the position description and physical requirements for the position and do not have any disorder or physical impairment that would interfere in any way with the performance of the duties of this position. Covered positions include: store manager, grocery department manager, meat department manager, produce department manager, produce department intern, CMS (Computer assisted ordering), and CMS (Intern) positions. Movement from one covered position to another covered position does not constitute a new assignment (Example: grocery department manager selected for store manager).

GLOSSARY

Definitions

Certificate of Eligibles. A list of eligible candidates from a register submitted to an appointing officer so that he/she may consider the eligible candidates for appointment.

Excepted Service. Excepted service consists of those Civil Service positions that are not in the Competitive Service or the Senior Executive Service.

General Experience. Progressively responsible experience that demonstrates the ability to: (1) analyze problems to identify significant factors, gather pertinent data, and recognize solutions; (2) plan and organize work; and (3) communicate effectively orally and in writing

Obligated Positions. Positions in the United States that are vacated by an employee who accepts an overseas assignment and is granted return rights.

Permanent Status. Holds or has held a career or career-conditional appointment in the Competitive Service.

Specialized Experience. Experience which is in or directly related to the line of work of the position to be filled and which has equipped the applicant with the particular knowledge, skills, and abilities to successfully perform the duties of the position.

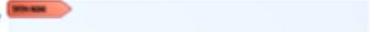
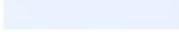
GLOSSARY

Acronyms

AOC	area of consideration
BRAC	Base Realignment and Closure
CCB	Commissary Career Board
CCP	Commissary Career Program
CPP	Commissary Progression Plan
CMS	Commissary Management Specialist
CONUS	Continental United States
COO	Chief Operating Officer
DCPDS	Defense Civilian Personnel Data System
DeCA	Defense Commissary Agency
DeCAD	Defense Commissary Agency Directive
DeCAF	Defense Commissary Agency Form
DeCAM	Defense Commissary Agency Manual
DoD	Department of Defense
ESC	Executive Steering Council
EEO	Equal Employment Opportunity
GS	General Schedule
HR	Human Resources
HCMB	Human Capital Management Board
IAW	in accordance with
IDP	individual development plan
IG	Inspector General
KSA	knowledge, skills, and abilities
OCONUS	outside Continental United States
OJT	on-the-job training
OPF	official personnel file
OPM	Office of Personnel Management

PCS	Permanent Change of Station
PPP	Priority Placement Program
PWD	People with Disabilities
PWTD	People with Targeted Disabilities
RPA	Request for Personnel Action
USC	United States Code
U.S.	United States

APPENDIX A

DEFENSE COMMISSARY AGENCY CIVILIAN INTERN EMPLOYMENT AND MOBILITY AGREEMENT COMMISSARY CAREER INTERN PROGRAM <small>(For use of this form, see DeCAD 50-18, OPR is HR)</small>	
<p>1. This document represents an agreement between the Defense Commissary Agency (DeCA) and the undersigned employee. Execution of this agreement is required as a condition of employment as a Commissary Career Intern with DeCA. Selection for an intern assignment is contingent upon the selectee's timely execution of this agreement.</p> <p>2. Management acknowledges the obligation to exercise judgement and integrity in providing required training and directing placement assignments of interns.</p> <p>3. The undersigned agrees to accept a 2-year career intern assignment with DeCA and understands the following provisions:</p> <ul style="list-style-type: none">a. Entry level for this assignment is GS-1144-05. Target level is GS-1144-09. Placement in a GS-1144-09 position may be processed under noncompetitive procedures, provided the following conditions are met: (1) employee meets qualifications specified in governing U.S. Office of Personnel Management regulations; (2) employee's performance is Level 3 or better; (3) employee completes required training as scheduled; and (4) the supervisor recommends the employee for placement.b. Mobility is a condition of employment for the Commissary Career Intern program.<ul style="list-style-type: none">(1) The intern may be required to accept permanent changes of station and temporary training or developmental assignments at other installations during the 2-year internship.(2) Upon successful completion of the intern training program, the employee will be assigned to a GS-1144-09 vacancy at a commissary within DeCA. Intern placement assignments will require approval by senior leadership.c. Failure to comply with the terms of this agreement may result in removal from the career intern program through reassignment, change to lower grade, or termination of employment. <p>4. Authorized travel and transportation expenses incident to temporary duty or permanent change of station move will be determined under the provisions of the DoD Joint Travel Regulations, Volume II.</p> <p>5. This agreement becomes effective upon the selectee's entrance on duty as a career intern and remains in effect until permanent placement action is affected.</p> <p>6. The intern may submit a written request for release from provisions of this agreement in cases involving undue personal hardship. Requests should be addressed through channels to: DeCA-HRS, Fort Lee, VA 23801-1800.</p> <p>7. Management reserves the right to terminate or modify this agreement for reasons which are in the best interests of DeCA by issuing a written notice to the intern.</p>	
<p>I acknowledge that by signing this mobility agreement, I hereby agree to abide by the terms and conditions of the agreement.</p>	
Signature 	Date: 
Employee (Printed) Name: 	Date Entered on Duty: 
Intern Program Manager Signature: Signature 	Date: 
<small>DeCA Form 60-90, Feb 2013</small>	

APPENDIX B

DEFENSE COMMISSARY AGENCY CIVILIAN INTERN EMPLOYMENT AND MOBILITY AGREEMENT COMMISSARY CAREER INTERN PROGRAM <small>(For use of this form, see DeCAD 50-16; CPR is HR)</small>	
<p>1. This document represents an agreement between the Defense Commissary Agency (DeCA) and the undersigned employee. Execution of this agreement is required as a condition of employment as a Commissary Career Intern with DeCA. Selection for an Intern assignment is contingent upon the selectee's timely execution of this agreement.</p> <p>2. Management acknowledges the obligation to exercise judgement and integrity in providing required training and directing placement assignments of interns.</p> <p>3. The undersigned agrees to accept a 2-year career Intern assignment with DeCA and understands the following provisions:</p> <p style="margin-left: 20px;">a. Entry level for this assignment is GS-1144-05. Target level is GS-1144-09. Placement in a GS-1144-09 position may be processed under noncompetitive procedures, provided the following conditions are met: (1) employee meets qualifications specified in governing U.S. Office of Personnel Management regulations, (2) employee's performance is Level 3 or better; (3) employee completes required training as scheduled; and (4) the supervisor recommends the employee for placement.</p> <p style="margin-left: 20px;">b. Mobility is a condition of employment for the Commissary Career Intern program.</p> <p style="margin-left: 40px;">(1) The Intern may be required to accept permanent changes of station and temporary training or developmental assignments at other installations during the 2-year internship.</p> <p style="margin-left: 40px;">(2) Upon successful completion of the Intern training program, the employee will be assigned to a GS-1144-09 vacancy at a commissary within DeCA. Intern placement assignments will require approval by senior leadership.</p> <p style="margin-left: 20px;">c. Failure to comply with the terms of this agreement may result in removal from the career Intern program through reassignment, change to lower grade, or termination of employment.</p> <p>4. Authorized travel and transportation expenses incident to temporary duty or permanent change of station move will be determined under the provisions of the DoD Joint Travel Regulations, Volume II.</p> <p>5. This agreement becomes effective upon the selectee's entrance on duty as a career Intern and remains in effect until permanent placement action is affected.</p> <p>6. The Intern may submit a written request for release from provisions of this agreement in cases involving undue personal hardship. Requests should be addressed through channels to: DeCA-HRS, Fort Lee, VA 23801-1800.</p> <p>7. Management reserves the right to terminate or modify this agreement for reasons which are in the best interests of DeCA by issuing a written notice to the Intern.</p>	
<p>I acknowledge that by signing this mobility agreement, I hereby agree to abide by the terms and conditions of the agreement.</p>	
Signature	Date:
Employee (Printed) Name: 	Date Entered on Duty:
Intern Program Manager Signature: Signature	Date:
<small>DeCA Form 50-90, Feb 2013</small>	

APPENDIX C

Sample Training Plan

Subject	Hands-on Duration (Weeks)	Classroom Duration (Weeks)
YEAR ONE		
Orientation		1
Basic Grocery/CAO	11	0.25
Produce	8	1
Meat	8	1
Food safety		1
Customer Service	7	1
Store Operations Office	7	
Secretary/Supply	3	
YEAR TWO		
QAE	3	1
Grocery Manager	22	1
Store Manager	4	
Store Director/Store Administrator	3	
Zone Manager	1	
Franklin Covey/Civil Treatment		1
Accountability		1
DoD Supervisor		1
New Leader Program		2
Employee Relations, Labor Relations, and Workers Comp		TBD
Green Belt Training		1

APPENDIX D

DEFENSE COMMISSARY AGENCY CIVILIAN INTERN EMPLOYMENT AND MOBILITY AGREEMENT PRODUCE DEPARTMENT INTERN <i>(For use of this form, see DeCAD 50-18; OPR is HR.)</i>	
<p>1. This document represents an agreement between the Defense Commissary Agency (DeCA) and the undersigned employee. Execution of this agreement is required as a condition of employment as a Produce Department Intern with DeCA. Selection for an intern assignment is contingent upon the selectee's timely execution of this agreement.</p> <p>2. Management acknowledges the obligation to exercise judgment and integrity in providing required training and directing placement assignments of interns.</p> <p>3. The undersigned agrees to accept a 1-year Produce Department Intern assignment with DeCA and understands the following provisions:</p> <p style="padding-left: 40px;">a. Entry level for this assignment is GS-1144-05. Target level is GS-1144-07. Placement in a GS-1144-07 position may be processed under noncompetitive procedures, provided the following conditions are met:</p> <p style="padding-left: 80px;">(1) employee meets qualifications specified in governing U.S. Office of Personnel Management regulations;</p> <p style="padding-left: 80px;">(2) employee's performance is Level 3 or better;</p> <p style="padding-left: 80px;">(3) employee completes required training as scheduled; and</p> <p style="padding-left: 80px;">(4) the supervisor recommends the employee for placement.</p> <p style="padding-left: 40px;">b. Mobility is a condition of employment for the Produce Department Intern program.</p> <p style="padding-left: 80px;">(1) The intern may be required to accept permanent changes of station and temporary training or developmental assignments at other installations during the 1-year internship.</p> <p style="padding-left: 80px;">(2) Upon successful completion of the intern training program, the employee will be assigned to a GS-1144-07 vacancy at a commissary within DeCA. Intern placement assignments will require approval by senior leadership.</p> <p style="padding-left: 40px;">c. Failure to comply with the terms of this agreement may result in removal from the produce department intern program, through reassignment, change to lower grade, or termination of employment.</p> <p>4. Authorized travel and transportation expenses incident to temporary duty or permanent change of station move will be determined under the provisions of the DoD Joint Travel Regulations, Volume II.</p> <p>5. This agreement becomes effective upon the selectee's entrance on duty as a career intern and remains in effect until permanent placement action is affected.</p> <p>6. The intern may submit written request for release from provisions of this agreement in cases involving undue personal hardship. Requests should be addressed through channels to: DeCA-HRS, Fort Lee, VA 23801-1800.</p> <p>7. Management reserves the right to terminate or modify this agreement for reasons which are in the best interests of DeCA by issuing a written notice to the intern.</p> <p>I acknowledge that by signing this mobility agreement, I hereby agree to abide by the terms and conditions of the agreement (Signature/Date _____)</p>	
Employee (Printed) Name:	Date Entered on Duty:
Intern Program Manager	Date:

DeCA Form 50-91, Mar 2013