



DECA MANUAL 50-18.01

COMMISSARY CAREER PROGRAM

Originating Component: Human Resources Directorate

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Reissues and Cancels: DeCA Manual 50-18.1, "Commissary Career Program," January 10, 2014

Incorporates and Cancels: HR Guidance 18-09, "Plan for Filling Store-Level Commissary Management Positions," April 30, 2019

Approved by: Cynthia A. Craft, Director, Human Resources

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Purpose: This manual:

- Provides detailed step-by-step procedures for carrying out the policy and assigned responsibilities, and provides guidance and procedures for the selection of candidates in accordance with (IAW) the Commissary Career Program (CCP) directive and incorporates HR Guidance 18-09, "Plan for Filling Store-Level Commissary Management Positions."

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SECTION 1: GENERAL ISSUANCE INFORMATION

1.1. APPLICABILITY. This policy applies to the Commissary Management Career Field worldwide.

1.2. POLICY. This manual implements policies as defined in DeCA Directive (DeCAD) 50-18 and is in compliance with references listed in this document.

1.3. SUMMARY OF CHANGES. The change to this issuance:

a. Updates the frequency of CCP announcements in Section 7.6 to quarterly and coverage of each announcements from 6 months to 3 months.

b. Updates information regarding referral certificates in Section 7.6, to include verbiage that states referral certificates are issued with a suspense of 15 calendar days and outlines the approval process if a selecting official wishes to request an extension.

c. Updates leadership competencies in Section 4.3, to align with DoD Civilian Leader Development Framework, provided by the Defense Civilian Personnel Advisory Service (DCPAS).

SECTION 2: RESPONSIBILITIES

2.1. DIRECTOR, DEFENSE COMMISSARY AGENCY. The Director, DeCA, shall:

- a. Strongly promote the Succession Management Program, the Commissary Career Intern Program, the Produce Intern Program, the Department Manager Development 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.

2.2. DEPUTY DIRECTOR, DeCA. The Deputy Director shall:

- a. Establish parameters of DeCA mobility requirements as they apply to GS-1144 positions;
- b. Recommend senior managers for inclusion in long-term executive training;
- c. Determine inclusion or exclusion of GS-1144 positions in outside executive development programs; and
- d. Approve all policies applicable to the CCP.

2.3. 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 Department of Defense (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.

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

a. Provide advice to 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, managers, and supervisors to identify barriers to advancement and recommend strategies and solutions to correct workforce diversity imbalances.

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

2.6. 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.

SECTION 3: SUCCESSION MANAGEMENT

3.1. 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. All store-level GS-1144s will be required to sign a mobility agreement, as well as most above store-level GS-1144s, 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.

3.2. 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 bi-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 throughout the performance appraisal cycle;

(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 employee’s 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;
- (5) After completion of Succession Management Employee Questionnaire, discuss successes and failures with immediate supervisor;
- (6) Solicit first-line supervisor insight and direction;
- (7) Plan regular meetings with supervisor to share ideas and experiences, and 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.

SECTION 4: TRAINING AND CAREER DEVELOPMENT

4.1. PURPOSE. This chapter establishes the general policies governing the training, career development, and progression of GS-1144 CCP, from entry level to key positions within the commissary system. DeCA has established formal competitive development programs at all levels of the CCP. 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.

4.2. 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 developmental programs; and

(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;

(2) Formulate and recommend policies, as appropriate; and

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

c. 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 IDPs to every employee, to the extent resources permit;

(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; and

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

4.3. 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/Employee Support/Career Planning) will serve as a guide for development of IDPs. 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 Continental United States (CONUS) and outside Continental United States (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, whether 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. Some assignments can be arranged at the employee's permanent duty site and thus may not incur additional costs, 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~~Team ~~work~~Building, Financial Management, Leadership, ~~Oral~~Communication, Strategic Thinking, ~~Conflict Management~~Managing Conflict, Problem Solving, Political Savvy, and ~~Customer Service~~ Motivated. 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. 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.

SECTION 5: COMMISSARY MANAGEMENT SPECIALIST INTERN PROGRAM

5.1. 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 CCP. 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.

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 2-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 fund activity. While a trainee, the individual receives a planned series of progressively more responsible assignments that expose 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.

5.2. FUNCTIONAL RESPONSIBILITIES.

a. The Intern Program Manager will provide program oversight and serve as a 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.

5.3. HUMAN RESOURCES RESPONSIBILITIES. HR service providers will:

- a. Clear the DoD Priority Placement Program (PPP), 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 (OPFs).

5.4. RECRUITMENT. Recruitment will be initiated by the Store Operations 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.” 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 individuals with disabilities (IWD) and individuals with targeted disabilities (IWTD) the opportunity to apply for selection and/or advancement, as well as other non-competitive appointment authorities. The minimum announcement period for positions is 5 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.

5.5. 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 satisfactorily perform 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." DeCA Form (DeCAF) 50-90, "Civilian Employment and Mobility Agreement, Commissary Career Intern Program," (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. 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.

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> <p style="margin-left: 40px;">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: 40px;">b. Mobility is a condition of employment for the Commissary Career Intern program.</p> <p style="margin-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 2-year internship.</p> <p style="margin-left: 80px;">(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: 40px;">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>	
<p>Signature </p>	<p>Date: </p>
<p>Employee (Printed) Name: </p>	<p>Date Entered on Duty: </p>
<p>Intern Program Manager Signature: Signature </p>	<p>Date: </p>

DeCA Form 50-90, Feb 2013

5.6. 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 B.

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 beyond the GS-9 level requires additional competition.

(1) The first year of training will include a rotation through 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."

(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 and 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 HR Guidance 17-14, "DoD Performance Management and Appraisal Program." The store director is the rating official (RO) and the zone manager is the higher-level reviewer (HLR).

APPENDIX B**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

5.7. 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. The RO must complete the performance record in IAW HR Guidance 17-14, “DoD Performance Management and Appraisal Program,” approximately 2 weeks before the employee leaves the for their next duty assignment.
- c. 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.
- d. Store Operation Group leadership will make selections based on available vacancies, store director feedback, and intern desires, and will provide a written recommendation to the Executive Director, Store Operations Group, for selection.
- e. The Executive Director, Store Operations Group, will approve the final placement of graduating CMS interns.
- f. The Intern Program Manager will generate the applicable request for personnel action (RPA) and submit to the HR service provider for action.

SECTION 6: PRODUCE DEPARTMENT INTERN PROGRAM

6.1. 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 1-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 fund 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.

6.2. FUNCTIONAL RESPONSIBILITIES.

a. 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 Produce Department management trainees;
- (4) Conduct orientation sessions and follow-up meetings for store directors, trainers, and trainees;
- (5) Monitor interns assigned at store level;
- (6) Conduct periodic follow-ups with store directors and assigned trainees;
- (7) Conduct on-site visits to discuss the intern program with both the store director and the assigned trainee;
- (8) Approve deviations from the training plan;
- (9) Initiate action to place interns upon completion of training requirements;

(10) Administer funding of intern program costs, to include salary, training, temporary duty, recruiting, interviews; and

(11) Serve as approver on award nominations.

6.3. 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.

6.4. RECRUITMENT.

a. Recruitment will be initiated by the Store Operations Group and executed by the Intern Program Manager IAW responsibilities outlined above.

b. Vacancy announcements will be posted on USAJOBS and contain the required information as described in DeCAM 50-26.1, “Merit Staffing Plan.” 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.

c. Store Operations Group 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 IWD and IWTD the opportunity to apply for selection and/or advancement, as well as other non-competitive appointment authorities. The minimum announcement period for positions is 5 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.

6.5. EVALUATION, REFERRAL AND SELECTION.

a. Candidates will be evaluated IAW merit system principles and the provisions of Chapter 5, paragraphs 5.6e(2)(a) and 5.6e(2)(b) of this manual.

b. 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.

c. Selectees must be mobile. DeCAF 50-91, “Produce Department Civilian Intern Employment and Mobility Agreement” (Appendix C), 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. 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.

6.6. 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."

(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 intern, with copies to the store director, the zone manager, and the Principal Deputy, Store Operations.

(2) Interns will receive official performance appraisals IAW the provisions of HR Guidance 17-14, "DoD Performance Management and Appraisal Program." The store director is the rater RO and zone manager is the HLR.

6.7. 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 Director, Store Support, approximately 90-120 days prior to the projected graduation date.

b. The RO must complete the performance record in IAW HR Guidance 17-14, “DoD Performance Management and Appraisal Program,” approximately 2 weeks before the employee leaves the for their next duty assignment.

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

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

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

f. PCS will be authorized.

APPENDIX C

**DEFENSE COMMISSARY AGENCY
CIVILIAN INTERN EMPLOYMENT AND MOBILITY AGREEMENT
PRODUCE DEPARTMENT INTERN**
(For use of this form, see DeCAD 50-18; OPR is HR.)

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.
2. Management acknowledges the obligation to exercise judgment and integrity in providing required training and directing placement assignments of interns.
3. The undersigned agrees to accept a 1-year Produce Department Intern assignment with DeCA and understands the following provisions:
 - 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:
 - (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 Produce Department Intern program.
 - (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.
 - (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.
 - 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.
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.
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.

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.

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.

I acknowledge that by signing this mobility agreement, I hereby agree to abide by the terms and conditions of the agreement (Signature/Date _____)

Employee (Printed) Name:	Date Entered on Duty:
Intern Program Manager	Date:

SECTION 7: CANDIDATE EVALUATION, REFERRAL, AND SELECTION

7.1. PURPOSE. This chapter establishes guidance for the CCP. The CCP is DeCA’s program for recruiting, retaining, developing, and advancing employees assigned to full-time 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.

7.2. FUNCTIONAL RESPONSIBILITIES.

a. The CCP 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. Area directors are responsible for ensuring that pay retention is granted IAW the provisions of the references in section 7.7, below.

7.3. HR/EEO RESPONSIBILITIES.

a. The Director, HR is responsible for general program oversight and will serve as the 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.”

c. The Director, EEO, will provide advice to managers and supervisors on Affirmative Action goals and requirements.

7.4. COVERED POSITIONS.

- a. All GS-1144 positions;
- b. Designated GS-1101 (Business Management) positions;
- c. Various GS-2030 (Central Distribution Center Manager) positions; and
- d. Various GS-2030 (Supervisory Supply Management Specialist) positions.

7.5. 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. 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, contract 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, Pay, Subpart F, "Time-in-Grade Restrictions."

(4) All GS-1144 positions are full time. This definition prevents inequities to employees by ensuring that GS-1144 work is viewed consistently for determinations of meeting the 1 year of specialized experience when applying positions. 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, 1 year of qualifying experience at the GS-7 level qualifies the candidate for both GS-8 and GS-9 positions, OPM Operating Manual, "Qualifications Standards for General Schedule Positions."

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, 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.

7.6. RECRUITMENT PROCEDURES.

a. Competitive Recruitment. On a ~~semi-annual~~ quarterly basis, a closed promotion announcement through USA Staffing will be opened for a 15-day timeframe for each commissary manager position, at all applicable grade levels. The following positions will be covered: commissary officer, assistant commissary officer, store manager, store manager (annex), grocery department manager, grocery department manager (annex), assistant grocery department manager, assistant grocery department manager (annex), meat department manager, produce department manager, and deli-bakery manager. Each announcement will cover all locations, worldwide, where such positions exist, and vacancies occur during the ~~6~~ 3-month announcement period.

(1) All merit promotion certificates for 1144 vacancies will be pulled from the closed promotion announcements. Employees must apply during the 15-day open period in order to be considered, following the instructions in each announcement.

(2) There will not be a limit on how many locations an applicant can select.

(3) Employees will select their lowest acceptable grade in order to be considered for multiple grade levels.

(4) If an employee is referred and selected from multiple certificates that overlap, they may decline one offer to accept another offer, but if an employee was not referred and selected from multiple certificates that overlap and they decline the job offer, the employee will be deferred for consideration for ~~the a~~ 6-month ~~announcement~~ period. The job announcement will state this information. In addition, if an employee is referred and contacted for an interview, and declines, the applicant will be coded on the certificate as “Declined Position” and deferred for consideration for ~~the 6-months.~~ ~~announcement period.~~

(5) The selecting official must initiate and route an RPA through the Personnel Data System, to the HR service provider. When the request to fill a CCP position is received by the HR service provider, a certificate of eligibles will be issued for the specified position and location.

(a) Upon receipt of the RPA, the HR service provider will clear PPP IAW the DoD PPP Handbook.

(b) The HR service provider rates and ranks the candidates and issues the appropriate referral lists. 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.

(6) Exception. If a sufficient number of qualified applicants do not apply for a specific location and grade, a separate merit promotion job announcement may be posted through USA Staffing at the request of the selecting official. For this purpose, a sufficient number of applicants is defined as three or more qualified candidates available to be referred as a result of the closed promotion announcement. This applies regardless of the number of certificates issued from the announcement. For example, if two certificates are issued, and there are two names on one certificate, and one name on the other certificate, there are at least three qualified, available candidates for management’s consideration, and a separate merit promotion announcement would not be posted.

Note: If a selecting official requests a separate merit promotion announcement to be posted when there are sufficient qualified candidates available, the request must be approved in writing by the Director, Store Support.

(7) 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.

(8) Interviews are not required for vacancies below the store director or 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. See section 7.8b of this manual for information concerning store director and GS-13 and above positions.

(9) Selections. Management is **strongly** encouraged to make selections and return the referral list to the HR service provider in a timely manner. **Referral certificates will be issued by the HR Service Provider with a suspense of 15 calendar days. Extensions for an additional 15 days may be requested by the selecting official, with concurrence from the appropriate Area Director/Functional Process Owner (FPO). Any/all additional requests for extensions must be submitted by the selecting official in writing, through the appropriate Area Director/FPO to the Executive Director for approval. These instances should be rare.** If the list expires before selections are made, selections are not valid; however, the competitive merit promotion CCP referral list is valid until the next CCP announcement is posted. 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 still valid, 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.

(10) 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.

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

(12) Actions should normally be effective within 1 month of official notification of selection; however, the losing and gaining activities may negotiate a later reporting date.

(13) 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 OPF.

b. Non-competitive Actions.

(1) Management has the flexibility to non-competitively re-promote 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 2 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);

(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 PPP.

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 to the appropriate executive director for approval.

7.7. 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 CONUS of a permanent employee assigned to an 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, Subparts B and C, "Grade and Pay Retention." 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," 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.

7.8. CCP SELECTION APPROVAL/CONCURRENCE/REFERRAL REQUIREMENTS.

a. GS-12 and below. After receiving a referral list from the HR service provider, hiring managers will make selections for CCP positions. DeCA hiring managers are responsible for obtaining the appropriate approvals/concurrences through their chain of command, 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 positions (including positions which are developmental to GS-13 and above) and all store director positions (regardless of grade). After receiving a referral list from the HR service provider, hiring managers will make selections for CCP positions. The hiring manager will interview, make a selection, and request review by the executive director (ED). Once approval is obtained from the ED, submit the completed "Selecting Official Checklist" (provided in DP 500-38) to the Human Capital Management Board (HCMB) at HCMBReview@deca.mil. Once appropriate concurrence is obtained and the Selecting Official Checklist is provided to the HCMB, 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.

7.9. 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 D.

(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 EDs 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 2 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 D.

(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 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 2 years from the date of the employee's declination of relocation and until a new mobility agreement is executed.

7.10. PHYSICAL REQUIREMENTS. Some store-level managerial positions have physical requirements that must be met prior to assignment. Assignments into covered positions, whether 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).

APPENDIX D

DEFENSE COMMISSARY AGENCY MOBILITY AGREEMENT COMMISSARY CAREER SUCCESSION MANAGEMENT PROGRAM <small>(For use of this form, see DeCAD 50-18; OPR is HR)</small>	
<p>The Director, Defense Commissary Agency (DeCA), agrees to place the undersigned selectee in a covered position and agrees that future assignments of the individual will be consistent with the provisions of this agreement and program requirements set forth in DeCA Directive 50-18, Commissary Career Program. Whenever possible, geographic preference of the selectee will be considered in the relocation process. Management recognizes its obligations to exercise judgment and integrity in placing employees under the terms of the agreement.</p>	
<p>1. I understand the purpose of this agreement is for the recruitment, retention, development and advancement of employees assigned to positions in the Commissary Management Series, GS-1144.</p>	
<p>2. I understand that mobility is an integral part of leadership development and is designed to replenish, through the progressive development of career employees, the pool of qualified personnel for key leadership/management positions throughout the Defense Commissary Agency.</p>	
<p>3. Mobility is a key factor in upward progression as a Commissary Management Specialist:</p>	
<p style="padding-left: 40px;">(a) I understand that I will be required to accept permanent change of station and temporary training or developmental assignments at other installations during my career in order to gain necessary experience and capabilities for upper level positions in the Agency. I understand mobility is needed to be competitive for future promotional opportunities within the agency.</p>	
<p style="padding-left: 40px;">(b) Failure to comply with the terms of this agreement may result in reassignment, change to a lower grade, or termination of employment.</p>	
<p>4. I understand that, while my preferences will be considered to the extent possible, assignment decisions will be made possible on the needs of DeCA and I may be required to accept an assignment at any DeCA organization where my services are needed.</p>	
<p>5. Authorized travel and transportation expenses incident to temporary duty or permanent change of station moves will be determined under the provisions of the DoD Joint Travel Regulations, Volume II.</p>	
<p>6. I understand this agreement becomes effective upon my signature and will remain in effect as long as I am a DeCA employee.</p>	
<p>7. Employees may submit written request 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>8. 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.</p>	
<p>I acknowledge that by signing this mobility agreement, I hereby agree to abide by the terms and conditions of the agreement.</p>	
<p>Signature</p>	<p>Date:</p>
<p>Employee (Printed) Name:</p>	<p>Date Entered on Duty:</p>
<p>Succession Planning Program Manager Signature:</p>	<p>Date:</p>
<p>Signature</p>	<p></p>

DeCA Form 50-89, October 2013

GLOSSARY

G.1. ACRONYMS.

ACRONYM	MEANING
AOC	area of consideration
CCP	Commissary Career Program
CFR	Code of Federal Regulations
CMS	Commissary Management Specialist
CONUS	Continental United States
DeCA	Defense Commissary Agency
DeCAD	Defense Commissary Agency Directive
DeCAF	Defense Commissary Agency Form
DeCAM	Defense Commissary Agency Manual
DoD	Department of Defense
ED	Executive Director
EEO	Equal Employment Office
GS	general schedule
HCMB	Human Capital Management Board
HR	Human Resources
IAW	in accordance with
IDP	individual development plan
IWD	individual(s) with disabilities
IWTD	individual(s) with targeted disabilities
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
RPA	request for personnel action

U.S.C

United States Code

G.2. 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 Position. 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.

REFERENCES

- DeCAD 50-17, “Overseas Employment Program,” November 30, 2020
- DeCAD 50-18, “Commissary Career Program,” September 9, 2021
- DeCAM 50-26.1, “Merit Staffing Plan” with Change 1, July 19, 2021
- DoD 1400.24, “Civilian Mobility Program,” February 17, 2006
- DP 500-38, “Managing Human Capital,” April 19, 2021
- HR Guidance 17-14, “DoD Performance Management and Appraisal Program,” December 6, 2017
- OPM’s Position Classification Standard for the Commissary Management Series, GS-1144, TS-131, September 1994
- Title 5, Code of Federal Regulations, Part 300, Subpart F, “Time-in-Grade Restrictions,” July 2, 2021
- Title 5, Code of Federal Regulations, Part 536, Subparts B and C, “Grade and Pay Retention,” July 2, 2021
- Title 5, USC 3321 (a)(2), “Competitive Service; Probationary Period,” January 28, 2008
- US Office of Personnel Management (OPM), Operating Manual for “Qualifications Standards for General Schedule Positions,” November 7, 2019