

DEFENSE LANGUAGE INSTITUTE
FOREIGN LANGUAGE CENTER
PRESIDIO OF MONTEREY, CALIFORNIA 93944-5006

DLIFLC Regulation 690-1

11 April 2017

Personnel-Civilian
FACULTY PERSONNEL PLAN

1. Purpose and Applicability. This regulation establishes policies and procedures for employment and compensation of civilian faculty employed under the authority of 10 U.S.C. § 1595 (Faculty Pay System (FPS) employees) at the Defense Language Institute Foreign Language Center (DLIFLC). The effective date of this regulation and implementation of the new Faculty Pay System is 9 July 2017.

2. References. References are listed in Appendix A.

3. Background. Under 10 U.S.C. § 1595, the Secretary of Defense (SECDEF) may employ and prescribe compensation for civilian faculty members at DLIFLC. The SECDEF has delegated this authority through the Secretary of the Army to the DLIFLC Commandant.

4. Policies.

a. DLIFLC shall employ as many civilian faculty to support the DLIFLC mission under the provisions of this regulation as the Commandant directs. The anticipated number of new civilian faculty hires should be provided on an annual basis to the Union. The term "civilian faculty" as used throughout this regulation is as defined in DoD 1402.06 and as further described by DLIFLC and covers all the positions described herein.

b. Hiring actions and management of FPS employees will comply with DOD merit selection principles and equal employment opportunity policies.

c. The Commandant has the sole authority to grant exceptions to this regulation. Such exceptions should be documented in writing.

d. DLIFLC will enter into a Collective Bargaining Agreement (CBA) with its employees. Processes of appeal within DLIFLC of some actions may vary over time, depending upon applicable law, regulation and the then current CBA.

5. Responsibilities.

a. DLIFLC Commandant. The Commandant has discretionary authority under Title 10 to take appropriate personnel actions to support the mission of DLIFLC, including non-competitive appointments. The Commandant approves pay ranges and compensation for salary negotiations and approves or disapproves staff recommendations for hiring at the Associate Professor Level and

higher, rank advancements to Associate Professor and higher, tenure appointments, and pay level increases and decreases for FPS employees. The Commandant may delegate authority under this regulation to the Assistant Commandant or Chief of Staff via a by-name delegation letter (see Appendix B). Any such delegation may not be further delegated.

b. Provost. As delegated by the Commandant, the Provost/Chief Academic Officer manages and administers the faculty assigned to FPS within the Provost's Organization. For FPS faculty not assigned to the Provost's Organization, these functions are carried out by the Assistant Commandant or designee. The Provost is the primary advisor to the Commandant on faculty concerns. The Provost is responsible for providing academic guidance and oversight to assigned FPS members. The Provost may only delegate portions of this authority within her/his area of responsibility to the Associate Provosts or other offices in writing.

c. Associate Provosts, Academic Deans and Directors. The Associate Provosts, Academic Deans, Directors or equivalent administrators under direction of the Provost or the Assistant Commandant, as applicable, implement FPS policies and procedures within their area of responsibility and serve as hiring officials for new employees at the Instructor and Assistant Professor ranks. Recommendations for new employee hires to the Associate Professor rank and higher are to be forwarded through the Provost or the Assistant Commandant, as appropriate, to the Commandant for approval.

d. The Chief of Staff approves recommendations for personnel actions consistent with this regulation as delegated by the Commandant.

e. Deputy Chief of Staff for Personnel and Logistics (DCSPL). DCSPL in coordination with the Provost is responsible for drafting FPS policies and procedures, oversees rank advancement and tenure competitions, compensation and Performance Award actions consistent with this regulation for approval by the Commandant. The DCSPL is also the primary office responsible for monitoring and reporting to the Commandant on the effectiveness of the FPS Pay System. The FPS Manager is the subject matter expert on FPS matters for the DCSPL and Commandant.

f. Deputy Chief of Staff for Resource Management (DCSRM). Within its area of responsibility, the DCSRМ assists the DCSPL and other staff in administering FPS pay actions.

g. Deputy Chief of Staff for Operations (DCSOPS). DCSOPS is responsible for validating staffing authorizations based upon workload requirements.

6. Academic Positions and Qualifications. DLIFLC faculty may be employed to perform a variety of instructional, academic support, and/or administrative functions. Faculty are hired and employed at the various ranks of instructor (instructor or senior instructor), assistant professor, associate professor or professor depending on an applicant's education and experience. As a rank-in-person system, the FPS permits an employee to perform at any position (other than the Provost position) regardless of rank or salary as directed by management. Some positions may require a minimum rank. Likewise, an employee may be moved from one position to another without a change in rank or salary. The assignment of managerial and/or administrative responsibilities does not affect the rank of FPS members. Managerial or administrative assignments expected to last longer than 30 days will be documented in writing.

a. Instructor. An appointment to the rank of Instructor requires a minimum of a bachelor's degree from a regionally accredited institution of higher education (or international equivalent) in an appropriate discipline; professional expertise or experience may be limited. Experience teaching, or documented excellence in teaching, outreach, scholarship/research, or professional contributions or impact is preferred. Selected applicants with less than one-year experience may be hired as an Instructor. Applicants with at least one-year experience may be hired as Senior Instructor. The Commandant may provide an education waiver for promising applicants who commit in writing to obtain a Bachelor's degree within five years. Education waiver hires will receive the rank of Instructor. There are no extensions of this waiver and not having the required education may be considered in non-extension actions.

b. Assistant Professor. An appointment to the rank of Assistant Professor requires a bachelor's degree (a master's degree is preferred) from a regionally accredited institution of higher education (or international equivalent) in an appropriate discipline or field, and at least two years of relevant professional expertise or experience.

c. Associate Professor. An appointment to the rank of Associate Professor requires a master's degree from a regionally accredited institution of higher education (or international equivalent) in an appropriate discipline or field. The applicant must have at least four years of relevant professional expertise or experience and demonstrate significant contributions to a program or the field in two or more of the seven following core areas: teaching, curriculum development, faculty development, testing, program management, research and evaluation, academic program support.

d. Professor. An appointment to the rank of Professor requires an earned doctorate from a regionally accredited institution of higher education (or international equivalent) in an appropriate discipline or field. The applicant must have at least six years of relevant professional expertise or experience and demonstrate significant contributions to a program or the field in at least three of the core areas cited in paragraph 6.c.

7. Employment Status.

a. FPS employment status includes three categories, described below, which are determined by DLIFLC's mission needs and employee qualifications.

b. The three employment status categories are:

<u>Category</u>	<u>Description</u>
Adjunct	<p>a. Time limited appointment (normally for one year or less) which may be extended. These employees are hired to work without a set schedule and no more than 39 hours per week. They are also referred to as intermittent or When Actually Employed.</p> <p>b. This appointment is typically used when the applicant is on limited work authorization, a continuing need by management is unknown, or other reasons as determined by management discretion.</p>
Tenure Track	<p>a. Time limited appointment (normally from 12 to 36 months) which</p>

may be extended as outlined below.

b. The initial appointment is typically set at 12 months and a day to provide eligibility for certain benefits authorized for career-conditional or career Excepted Service appointments under Title 5, USC.

Tenure

a. Non-time specified appointment.

b. This is considered a permanent or career-conditional / career appointment in the Excepted Service. It is rarely used for an initial appointment and requires the Commandant's approval. An example would be when the position is difficult to fill and the Commandant determines that granting tenure would entice the applicant to accept the offer.

8. Terms of Employment.

a. Initial Appointment. Initial appointments are typically approved for 12 months and a day, with the first year designated a trial period.

b. Renewal Terms. Appointment renewals for FPS members may not exceed three years at a time. Three months prior to the "not to exceed" (NTE) date, the Dean/ Associate Provost/Director, as applicable, will propose a period of extension through the Provost/Assistant Commandant to DCSPS for the Commandant's determination. There is no limit to the number of times the Commandant may renew the term of an FPS employee.

c. Non-consecutive Terms. When a former DLIFLC FPS employee is reemployed after a break in employment of more than 30 days, it is considered a new, non-consecutive term and is an "initial appointment" subject to a one year trial period as defined in paragraph 8.a above. If the break in Title 10 employment does not exceed 30 days, the new appointment is considered a consecutive term.

9. Procedures for Reemployment/Reinstatement of Faculty. Both tenured and non-tenured employees who were previously hired by DLIFLC as FPS employees may be reemployed at the previous rank and pay step held without further Command Group review. This action may result in a non-consecutive term of employment as described in paragraph 8.c. above.

10. Procedures for Consideration of Non-Renewal and Renewal of Terms of Employment.

a. No tenure-track faculty member is entitled to renewal, and non-renewal at the expiration of an employment term is not an adverse action. When practical, three months prior to the expiration of an FPS employee's current term of employment, the School or Directorate shall consider the question of renewal using such internal procedures as are deemed fair and reasonable. Reappointments are based on the individual's performance and the continuing needs of DLIFLC.

b. If the Dean/Associate Provost/Director determines that he/she will not recommend renewal, he/she will forward the recommendation to the DCSPS. When practical and mission demands allow, management will provide notice of the intent to non-renew not less than 30 days

prior to the NTE date of the current employment agreement. DLIFLC shall provide written notice to the employee of his/her non-renewal no less than 7 days in advance of the NTE date.

c. If the Dean/Associate Provost/Director recommends renewal, he/she will request approval for the renewal and provide the DCSPL with the length of the proposed renewal term and any explanatory information or justification. In the case of a non-US citizen or lawful permanent resident, the organization head will coordinate with DCSPL and the OSJA to verify continued availability of work authorization adequate to enable employee to perform work for DLIFLC.

11. Rank Advancement Procedures.

a. When determined by management, FPS members may apply for consideration for rank advancement. Normally, this can occur only after having served three years in his/her current rank. As an exception, rank advancement to Senior Instructor or Assistant Professor may be applied for after only completing one year in the lower rank. At no time, however, may an FPS member be rank advanced while in trial period status.

b. The FPS has two systems for rank advancement: one system is for the two instructor ranks and one system is for the three Professor ranks. Each system has its own requirements for rank advancement that are determined by work experience, professional development, education or comparable scholastic achievement, performance, contributions and the availability of allocations within each rank. The Commandant, in consultation with the Provost, will determine the number of employees authorized in each rank.

(1) Advancement to the Senior Instructor rank is based on "fully qualified" criteria established by management that includes the criteria detailed in Appendix C as well as mission, performance and conduct. The immediate supervisor will make recommendations and the Dean or equivalent will select.

(2) Advancement from Senior Instructor to Assistant Professor and within the Professor ranks is a competitive process employing a formal rank advancement board process with the "best qualified" applicants to be recommended for rank advancement. Assistant Professor competitions are conducted within the School or Directorate with the Board recommendations forwarded to the Dean/Associate Provost/Director for approval.

c. Centralized rank advancements to Associate Professor and Professor are overseen by the DCSPL with eligibility criteria and application procedures distributed prior to the start of the competition. A rank advancement board should be convened each year, alternating between associate professor and professor. Board members are appointed by the Commandant. Boards will consist of at least five members (including a chairperson) and may include qualified General Schedule (GS) employees or military members, in addition to FPS faculty. FPS faculty members holding the same rank or higher than the rank being considered will be eligible to serve on the boards. GS or military board members must have education and experience that is comparable to the requirements for applicants for rank advancement to that rank. The Union may have a non-voting member at each meeting of the board. Faculty members who are not recommended for Rank Advancement have 30 days following the release of approved names to file an appeal through the DCSPL to the appeals board. The Commandant makes the final decision.

d. Advancement from a lower academic rank to a higher academic rank may result in an increase in pay as a result of the new pay band's starting salary step being higher than the employee's current salary step. In addition, employees advanced to or within the Professor ranks may receive an immediate three step increase. If a newly rank-advanced employee's salary, after the step increase, does not meet the minimum entry pay step for the new rank, the member's salary will be increased to first step of the new rank of the annual pay schedule effective the approved date of rank advancement, or when funds are available. The effective date of the step increase should be provided to faculty in the rank advancement notification letter.

e. The Commandant has final approval authority for competitive rank advancements and salary setting.

f. A faculty member whose rate of basic pay equals or exceeds the rate range of his or her new rank is not eligible for any increase in basic pay. However, that FPS member is eligible to receive a one-time cash bonus equivalent to and in lieu of the salary increase.

12. Procedures for Assignments to Academic Administration Positions. The Commandant may approve appointments to academic administration positions upon the advice of the Provost or Assistant Commandant at any time.

a. If requested and approved, FPS members in designated positions may be provided a one or two-step pay increase that would remain in effect until the expiration of the position appointment, or sooner at the Commandant's discretion. Calls for Candidates for positions so designated should include a statement about the step increase associated with the given position.

b. At the end of the assignment, the employee's salary step would revert back to the respective grade lane and salary would be reduced by the number of step increases initially provided the employee upon acceptance of the assignment. However this action should not deprive the employee of the step increase he/she would have received outside of the temporary assignment.

13. Tenure Competition. Tenure-track FPS members may compete for tenure after six years of successful service at DLIFLC. Tenure requirements and competition scheduling is at the discretion of the Commandant. Faculty selected for Tenure are given permanent employee status subject to the conditions detailed in paragraph 16, below. Tenure is only available to United States Citizens or individuals with Legal Permanent Resident status due to the permanent nature of the tenured position.

a. Eligibility criteria and application procedures will be distributed by DCSPL prior to the start of a tenure competition. The Tenure Board, appointed by the Commandant, will review the applications and provide its recommendation through the Provost and the Assistant Commandant to the Commandant for approval.

b. Normally, each board will consist of at least five members including a chairperson who will hold the rank of Professor. These boards may include qualified General Schedule (GS) employees or military members in addition to FPS faculty members. FPS faculty members who hold tenure are eligible to serve on the boards. The Union shall be permitted to have a non-voting member present at each meeting of the board.

c. Faculty members who are not recommended for Tenure have 30 days following the release of approved names to file an appeal through the DCSPL to the appeals board. If the appeals board upholds the decision to not recommend Tenure, the decision will be forwarded to the Commandant for review. The Commandant's decision shall be final.

14. Faculty Pay and Compensation. The Faculty Pay System compensates faculty by applying a contribution-based increase (CBI) to the formal academic rank-in-person concept inherent to the FPS. This system rewards a member's contributions toward the accomplishment of the mission as a function of his or her level of pay. Simply put, a highly paid member is expected to make more contributions to the organization and institute than a member who receives a lesser level of pay although both may be the same rank. Movement within a grade pay lane will be based on a combination of merit-based step increases and or awards for exceptional performers. Step increases will not be automatic simply due to increasing seniority or longevity. The pay rate of a given step, however, will be adjusted each year based on general and locality increases as authorized and determined by OPM.

a. Pay Lanes. DLIFLC faculty are on a Pay Schedule established by the Department of the Air Force with modifications as approved by the Secretary of Defense. This schedule contains grade pay lanes and designated steps for the ranks of Instructor, Assistant Professor, Associate Professor and Professor and are applied as directed by the Commandant, and within the constraints of the full USAF pay schedule. This Pay Schedule is published annually and reflects any general or locality adjustments for the various locations where FPS employees work. Salaries of employees assigned or who telework outside the Monterey locality area will be in accordance with the respective locality pay schedule. Employees who are reassigned from one locality area to another will be assigned the newly applicable pay rate upon arrival at the new locality area. An additional pay lane "Admin Faculty" is established to compensate approved FPS members of various ranks on a non-permanent basis who are serving successfully in designated positions.

b. Pay Setting. The Commandant has sole authority to set salaries of FPS employees within the approved pay lanes. Absent delegated authority for hiring officials to exceed starting salary steps for any new hire, all FPS hires will be offered the lowest salary step for a respective rank. Requests for salary waivers above the lowest salary step may be requested through the Provost or the Assistant Commandant to the DCSPL for review and Commandant's determination.

c. Performance Award. Deans/Associate Provosts/Directors may recommend merit-based step and cash awards during the Performance Award review process to DCSPL. Recommendations are justified for pay increases by such factors as exceptional performance, unique contributions, or increase in responsibilities. No employee is entitled to a Performance Award increase for any reason, including longevity. The Commandant approves or disapproves recommendations based upon the needs of DLIFLC, available funds, and the employee's performance.

(1) At the beginning of each performance evaluation period, the FPS member and his or her supervisor will develop a contributions-based assessment plan for the upcoming cycle. The assessment plan is tailored to each individual member based on the role of the member in the specific DLIFLC organization, expected measures of mission success (e.g., for students programs, projects, etc.), the individual skills and talents of the employee, the individual FPS member's

expected contributions to the team's success, and management's expectations of contributions based on the employee's rank. The plan includes specific accomplishments agreed upon by the FPS member and the supervisor.

(2) In essence, coupled with the rank-specific performance objectives of the individual's annual performance evaluation, the assessment plan identifies what the employee is expected to contribute during the next rating cycle. The plan should identify areas where the employee's performance could improve. It may also identify special projects that, if accomplished in addition to expected contributions, may provide the basis for additional consideration. While the plan is tailored to each individual FPS member, management must develop an overall method to ensure consistent treatment of employees.

(3) The success of the pay plan rests on the effectiveness and the process of measuring and ranking members' contributions at the end of the assessment cycle. The importance of the assessment plan, how it is developed and used, and who is doing the measurement must be clearly communicated to, and understood, by employees. The process of performance measurement must be flexible but remain fair. To reinforce fairness, the supervisor, a School or equivalent-level senior supervisor and senior management are involved in the assessing, ranking, and recommendation of any performance awards.

(4) As part of the assessment/evaluation process, supervisors and senior raters will co-develop a rank order list of all members within their organization on the basis of the most current assessment, contributions and other performance-related data as a means to recommend merit step awards. Individual faculty members will be ranked as "outstanding", or top tier (not to exceed 20% of rated personnel), "commendable" or middle tier (not to exceed 40% of rated personnel) and lower tier as related to demonstrated performance (top tier relates to the highest performers within the organization) (see Appendix D). The tier rating will be developed first by rank and then consolidated in order that the top two conform to the approved percentage distribution. This ranking will be applied at the institute level to ensure units or organizations with fewer personnel receive the same consideration as those with a greater number of personnel assigned.

(5) Based on the tier ranking, faculty members ranked as "outstanding" or "commendable" will be recommended for either one step increase (middle tier) or two step increases (top tier). Approvals of step awards are subject to available funds in the Performance Award pool.

(6) A Performance Step Award Board, chaired by the Assistant Commandant with members consisting of a minimum of the Chief of Staff, Provost, Associate Provosts, LPAD Director and Dean's level representation from UGE and CE, and the DCSPPL will be established by the Commandant. The Union may send an observer and a DCSPPL representative will be present as a recorder. The Board is responsible for reviewing all merit-based award recommendations and will either approve or deny the recommended awards. The Board is also able to modify any recommended award and may also identify additional faculty member names to receive merit awards upon review of documentation indicating above.

(7) The Commandant may also provide cash bonuses as is available to Title 5 employees.

(8) This process is non-grievable except to the extent that an employee believes that the specific process violated any law administered by the Equal Employment Opportunity commission.

Faculty concerned about the basis for a non-award of a step increase or cash bonus may raise concerns through their chain of command within 30 days of the merit award distributions.

(9) FPS personnel who are not given a step increase will still receive the annual increase as reflected in the approved pay schedule.

15. Benefits and Incentives.

a. Entitlement Benefits. Title 10 employees may be entitled to the same non-pay employment benefits as Title 5 employees such as awards, health insurance, life insurance, accumulation of leave, and retirement benefits. They are also entitled to annual comparability pay adjustments such as COLA and Post Allowance, as well as locality pay that is consistent with the locality schedules and amounts calculated by the Department of Labor of various municipalities and metropolitan areas around the United States. To the extent the locality adjustments as reviewed by OPM and OMB are paid to GS employees, FPS employees shall be afforded similar such payments as authorized by the Commandant. To the extent that there is a general pay increase for GS employees, FPS employees shall be afforded similar pay adjustments as authorized by the Commandant.

b. Negotiated Incentives. Hiring officials may negotiate other benefits as authorized by the Commandant. These may include recruitment, relocation, or retention incentives; constructive credit for leave, time off awards, or a modified work schedule. Any negotiated incentives must be specifically set out in the written statement of understanding in accordance with applicable regulations.

16. Termination of Employment.

a. Voluntary Resignations or Retirements. A Title 10 employee who elects to resign or retire prior to the expiration of his/her employment term should make every effort to provide the appropriate supervisor with written notice of the retirement or resignation at least three months prior to its effective date.

b. Terminations.

(1) Trial Period FPS Employees. The decision on the continued employment of an employee during a trial period can occur at any point during that period and is a discretionary decision. The Commandant has final authority for all cases in which an employee will be terminated. If the decision is made to terminate, the School or Directorate will notify the employee in writing.

(2) Non-Trial Period FPS Employees have no inherent right to be extended when their term ends. However, the Academic Dean, Associate Provost or Director may recommend termination of the employment of FPS employees prior to the expiration of their employment terms for the following reasons:

(a) Change in mission, resources, workload or organizational changes, or other similar and compelling reasons that require a change in the number of FPS positions. If this occurs, DLIFLC shall consult with higher headquarters and the servicing CPAC on applicable RIF procedures and RIF implementation.

(b) **Loss of Security Clearance.** Any faculty member who for any reason fails to obtain and maintain a security clearance (if required) for his/her position will be terminated from that position after compliance with regulatory due process. When possible, the FPS member shall be reassigned to another position not requiring a clearance.

(c) **Termination for Cause:** 5 U.S.C. Chapters 43 and 75 and 5 C.F.R. Parts 432 and 752 remain applicable to FPS employees. Thus, FPS members continue to have the same protections and be subject to the same procedures that are applicable to excepted service GS employees in connection with performance and disciplinary actions, ranging from a counseling session to separation for cause. In short, an FPS employee may be terminated for misconduct or unsatisfactory performance. Deans/Associate Provosts/Directors considering such termination must seek both CPAC and OSJA guidance and assistance prior to taking action. Proposed termination actions will be initiated by the School or Directorate Head by providing a "Notice of Proposed Termination" to the employee in writing setting forth the grounds for the proposed termination. In accordance with 5 C.F.R. 302.203, DLIFLC employees who are terminated will then be disqualified from any future appointment for positions with DLIFLC and DLIFLC Language Training Detachments (LTDs). The Commandant is the final authority in all termination cases.

(d) Failure of the employee to maintain a valid work authorization will result in termination of the employment, regardless of the length of remaining term.

17. Performance Evaluations and Awards.

a. **Performance evaluations.** DLIFLC will use the applicable appraisal forms and procedures as directed by the Civilian Human Resources Agency (CHRA) to evaluate FPS employees. Unless the School or Directorate Head directs otherwise, the immediate supervisor of an FPS employee is his/her rater and the next higher supervisor is his/her senior rater. If an employee objects to the content of an evaluation, he/she may initiate a grievance pursuant to the current DLIFLC/Union negotiated agreement.

b. **Awards.** Title 10 employees who have demonstrated unique or exceptional performance during an annual rating period may receive a cash or time-off award in addition to any merit step award. FPS employees are also eligible for incentive or honorary awards.

18. Proponent. The proponent of this regulation is DCSPL.



PHILLIP J. DEPERT
COL, MI
Commandant

Appendix A: References

- A-1. 10 U.S.C. § 1595
- A-2. OPM, Schedule A, 213.3107(g), Excepted Service Authority, 27 December 1996
- A-3. Civilian Faculty in Department of Defense (DoD) Post-Secondary Educational Institutions, 6 November 2007, DoD Instruction 1402.06
- A-4. DoD Civilian Personnel Management, DoD Instruction 1400.25
- A-5. Memorandum, Under Secretary of Defense (P&R), 20 October 2016, subject: Approval of Defense Language Institute Foreign Language Center Civilian Faculty Pay System
- A-6. Memorandum, CAC, ATZL-CSR, 22 November 2016, subject: Defense Language Institute Foreign Language Center Faculty Pay System Salary Setting Methodology
- A-7. Memorandum, TRADOC, ATCG-TRI, 7 March 2017, subject: Implementation of Defense Language Institute Foreign Language Center (DLIFLC) Faculty Pay System

Appendix B: Delegated Title 10 Hiring Authority- Example Memorandum

Memorandum Letterhead:

ATFL-CMDT

Month, DD, 20YR

MEMORANDUM TO (FULL NAME), (ORGANIZATION) DLIFLC

SUBJECT: Delegation of Title 10 Authorities

I hereby delegate limited Title 10 authority to you while you are assigned as Commandant/
Senior Director for (name of organization). You may not further delegate this authority. The
following Title 10 authorities are hereby delegated to you:

Any questions regarding your authorities under this delegation should be addressed to the
Office of the Staff Judge Advocate.

Commandant

Appendix C: FPS Rank Qualifications

Summary of FPS Rank Qualifications Requirements

A summary of the proposed minimum qualifications to be considered for each rank is included in the following chart. All accomplishments will be documented, and all advancements to the professor ranks will be competitive.

Rank	Education & Experience	Quality Review	Contributions
Instructor	BA/BS*	By hiring panel or supervisor certification of success in the applicant's primary field of specialization	Not applicable
Senior Instructor	BA/BS and 1 year of directly related experience	By hiring panel or supervisor certification of success in the applicant's primary field of specialization	Not applicable
Assistant Professor	BA/BS and 2 years of experience; directly related MA/MS; or, MA/MS plus one year's experience	By hiring panel or supervisor certification of success in the applicant's primary field of specialization	Successfully improved a program at the work group level or higher.
Associate Professor	MA/MS and 4 to 6 years of related experience	Rank Advancement Board certification of accomplishments at the full performance level	Significant contributions in two or more core areas
Professor	Ph.D./Ed.D. and 6 to 12 years of related experience	Rank Advancement Board certification of accomplishments at the expert level	Expert level contributions in at least three core areas

* Education minimums, other than appointment as Instructor, are not waivable for entry into FPS. Movement within FPS may be satisfied by education and/or appropriate level of related experience.

Core areas: teaching, curriculum development, faculty development, testing, program management, research and evaluation, academic program support.

Appendix D

EXCEPTIONAL PERFORMANCE DEFINITIONS

OUTSTANDING (limited to 20% of the faculty due to the availability of funds and mission requirements.)

GENERAL

This is a level of rare, high-quality performance. The faculty member has performed so well that organizational goals have been achieved that would not have been otherwise. The member's mastery of technical skills and thorough understanding of the mission have been fundamental to the completion of program objectives. Individual serves as a role model for others.

The faculty member has exerted a major positive influence on management practices, operating procedures, and program implementation, which has contributed substantially to organizational growth and recognition. Preparing for the unexpected, the member has planned and used alternate ways of reaching goals. Difficult assignments have been handled intelligently and effectively. The member has produced an exceptional quantity of work, often ahead of established schedules and with little supervision.

In writing and speaking, the faculty member presents complex ideas clearly in a wide range of difficult communications situations. Desired results are attained.

SUPERVISORY POSITIONS

The faculty member is a strong leader who works well with others and handles difficult situations with dignity and effectiveness. The member encourages independence and risk-taking among subordinates, yet takes responsibility for their actions. Open to the views of others, the member promotes cooperation among peers and subordinates, while guiding, motivating, and stimulating positive responses. The faculty member's work performance demonstrates a strong commitment to fair treatment, equal opportunity, and the affirmative action objectives of the organization. Individual serves as a role model to others.

COMMENDABLE (limited to 40% of the faculty due to the availability of funds and mission requirements.)

GENERAL

This is a level of unusually good performance. The member has exceeded expectations in critical areas and shows sustained support of organizational goals. The member has shown a comprehensive understanding of the objectives of the job and the procedures for meeting them.

The effective planning of the faculty member has improved the quality of management practices, operating procedures, task assignments, or program activities. The member has developed or implemented workable and cost-effective approaches to meeting organizational goals.

The member has demonstrated an ability to get the job done well in more than one way, while handling difficult and unpredicted problems. The member produces a high quantity of work, often ahead of established schedules with less than normal supervision.

The faculty member writes and speaks clearly on difficult subjects to a wide range of audiences.

SUPERVISORY POSITIONS

The faculty member is an effective leader, establishes sound working relationships and shows good judgment in dealing with subordinates, considering their views. He/she provides opportunities for staff to have a meaningful role in accomplishing organizational objectives and makes special efforts to improve each subordinate's performance

Appendix E

PAY-SETTING METHODOLOGY FOR DLIFLC EMPLOYEES IN ORIGINAL (PRE-JULY 9, 2017) FPS SYSTEM

All DLIFLC FPS faculty members employed as of 8 July 2017 will be transitioned to the new Pay System with revised base and adjusted salaries that correspond with the approved grade pay lanes and incorporated step levels.

DLIFLC FPS faculty with a rank of Assistant Instructor will receive administrative rank advancements to Instructor and will be assigned new salaries based on the Instructor pay lane. They will not be permitted further rank advancement until they have completed at least one year in the new rank and meet all qualifications for further rank advancement.

New employees who come on board on 9 July 2017 and later will be typically assigned the lowest step and salary for the respective grade pay lane.

The following general methodology will be used to re-set all DLIFLC FPS faculty salaries:

- 1) Adjust all salaries by the Rest of US Locality Percentage (14.35% -- already part of the faculty pay) to establish a normed base salary.
- 2) Base salary will be matched to the step equal to or higher than that amount in the approved US Air Force base pay schedule.
- 3) Adjusted salary is determined using the applicable locality specific pay schedule.

Examples:

- 1) Assistant Professor faculty member in Monterey currently earning **\$70,000**:

$$\$70,000 / 1.1435 = \$61,216$$

Match \$61,216 to the 2016 US Air Force faculty base pay schedule Step. In this example, Step 15 = \$62,098

Base Pay = \$62,098 (from the 2016 US Air Force faculty base pay schedule)

Match to applicable faculty pay schedule for total compensation, including locality pay.

The new adjusted salary is **Step 15 = \$86,657** (using the 2017 US Air Force faculty pay schedule for the Monterey locality) (total updated compensation for this faculty member)

2) Assistant Professor faculty member at (RUS) currently earning **\$70,000**:

$$\$70,000 / 1.1435 = \$61,216$$

Match \$61,216 to the US Air Force faculty base pay schedule Step. In this example, Step 15 = \$62,098

Base Pay = \$62,098 (from the 2016 US Air Force faculty pay schedule)

Match to applicable faculty pay schedule for total compensation, including locality pay

The new adjusted salary is **Step 15 = \$72,163** (using the 2017 US Air Force faculty pay schedule for the RUS locality) (total updated compensation for this faculty member)