

DoD Cyber Excepted Service (CES) Personnel System

Leaders Orientation



DoD CIO





Learning Topics

- Introduction
- CES - Overview
- CES - Occupational Structure
- CES - Leaders
- CES - Implementation
- Leaders Orientation Review
- Closing Remarks





Cyber Excepted Service - Overview





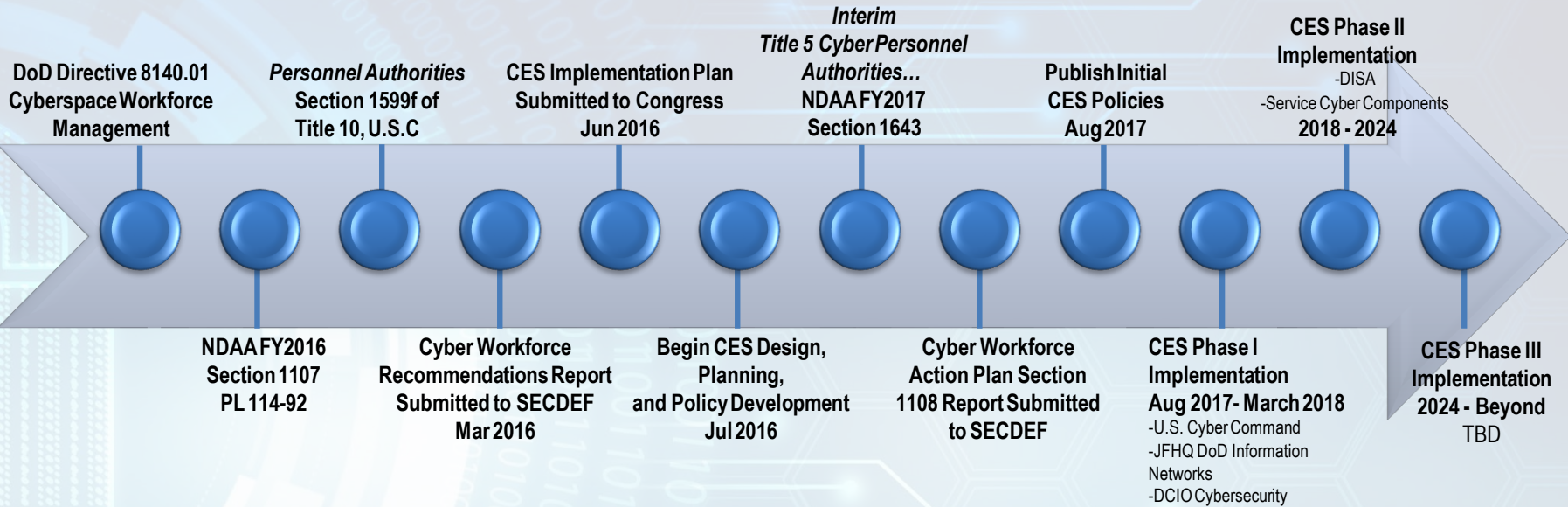
Cyber Excepted Service

- Focuses on a personnel system, aligned to both Title 10 and Title 5 provisions, that supports the human capital lifecycle for civilian employees engaged in or in support of a cyber-related missions
- Promotes a culture that is based upon mission requirements and employee capabilities
- Offers flexibilities for the recruitment, retention, and development of cyber professionals across DoD
- Furthers advancements of the strategic goals for the Office of the DoD Chief Information Officer, Principal Cyber Advisor, and U.S. Cyber Command

An Enterprise approach for managing the DoD cyber workforce...



History





Scope and Applicability

- **CES applies to:**

DoD positions that perform, manage, supervise, or support functions necessary to execute the responsibilities of the United States Cyber Command, pursuant to Section 1599f of Title 10, U.S.C.

Scope: CES Designated Organizations

Phase I: U.S. Cyber Command, Joint Force HQ DoD Information Networks, DCIO Cybersecurity

Phase II: Defense Information Systems Agency, Service Cyber Components

- **CES does not apply to:**

- Defense Civilian Intelligence Personnel System, Federal Wage System, non-appropriated fund employees, foreign national, and employees employed under authority other than the CES
- Employees in CES-designated cyber positions who declined the voluntary opportunity to convert to the CES
- Employees in cyber positions that are not CES-designated or are under other personnel authorities
- Senior Executive Service, senior level, scientific and professional, and equivalent positions, unless specifically addressed in the CES policies



Personnel Policies

Personnel Authorities: Section 1599f of Title 10, Chapter 81, United States Code

- Initial Personnel Policies for CES Implementation:
 - Title 10 DoD Instruction 1400.25:
 - Volume 3001, *Introduction*
 - Volume 3005, *Employment and Placement*
 - Volume 3006, *Compensation Administration*
 - Volume 3007, *Occupational Structure*
 - Title 5 Provisions will continue for:
 - Performance Management
 - Disciplinary and Adverse Actions
 - Employee Grievances
 - MSPB Appeal Rights
 - Collective Bargaining

The CES Policies Completed:

- ✓ DoD Directives Issuance Website
- ✓ USD(P&R) Signature
- ✓ DoD Security and Pre-Publication Review
- ✓ Final DoD Office of General Counsel Legal Sufficiency Review
- ✓ OPM Coordination
- ✓ OGC Pre-Legal Sufficiency Review (LSR)
- ✓ Union National Consultation Rights (NCR)
- ✓ DoD Component CES Policy Familiarization Sessions



Cyber Mission Imperatives

(1 of 2)

Human Capital Challenges:

- Increasing Cyber Threats
- Multi-Faceted Cyber Domains
 - Unstable Mission Scope
 - Inconsistent Workforce Identification
- Hyper-Competition for Top Talent
- Disparate Workforce
 - Geographic Location
 - Personnel Systems
 - Disjointed Approaches for Professional Development





Cyber Mission Imperatives

(2 of 2)

Imperatives for Change:

- Cyber Excepted Service Personnel Authorities
 - Section 1107 of the National Defense Authorization Act for Fiscal Year 2016 (Public Law 114-92)
 - Section 1599f of Title 10, Chapter 81, United States Code
- DoD Cyber Strategy, 2018
- DoD Cyber Workforce Strategy, 2013
- DoDD 8140.01 Cyberspace Workforce Management, 2015
- Federal Cybersecurity Workforce Assessment Act of 2015



Key Program Attributes

- **One common occupational structure for DoD Cyber professionals:**
 - Mission-focused position design and classification
- **Agile recruitment sourcing flexibilities:**
 - Source candidates by any legal merit-based means
 - USA Jobs is not required, but remains an option
- **Enhanced Pay-Setting Flexibilities:**
 - Job offers up to step 12
- **Veterans Preference:**
 - CES does not apply 5 or 10 point veterans' preference during the rating and ranking period
 - Preference-eligible with a military service connected disability of 30% percent or more must be specifically identified.
- **Qualification-based professional development and advancement opportunities:**
 - No time-in-grade or equivalency requirements
 - Quality of specialized experience and/or competencies is assessed
- **Probationary Periods:**
 - New Hires: must complete a 3-year probationary period
 - Current employees: finish 2-years in accordance with original conditions of employment
 - New supervisors/managers: must complete 1-year probationary period

Facilitates voluntary employee conversions from the competitive to excepted service



Program Design Concepts

- Enterprise Perspective
- Consistency and Flexibilities Across the Enterprise
- Mission Requirements
- Employee Capabilities
- Performance Based Recognition
- Competitive Compensation





CES Recruitment and Staffing

- **Appointments:**
 - Permanent, Indefinite, Temporary, Term, Direct Hire, “On the Spot” Appointments
- **Flexible Recruitment Sourcing:**
 - Source candidates by any legal merit-based means
 - USA Jobs is not required, but remains an option
- **Veterans Preference:**
 - CES does not apply 5 or 10 point veterans’ preference during the rating and ranking period
 - Preference-eligible with a military service connected disability of 30% percent or more must be specifically identified.
- **Qualifications:**
 - No time-in-grade or equivalency requirements
 - Quality of specialized experience and/or competencies is assessed
- **Probationary Periods:**
 - New Hires: Must complete a 3-year probationary period
 - Current Employees: Complete 2-years in accordance with original conditions of employment
 - New Supervisors/Managers: Must complete 1-year probationary period
- **Movements:**
 - Facilitates non-competitive & competitive lateral movements (qualifying equivalent work levels work categories, grades) across the DoD Cyber Community

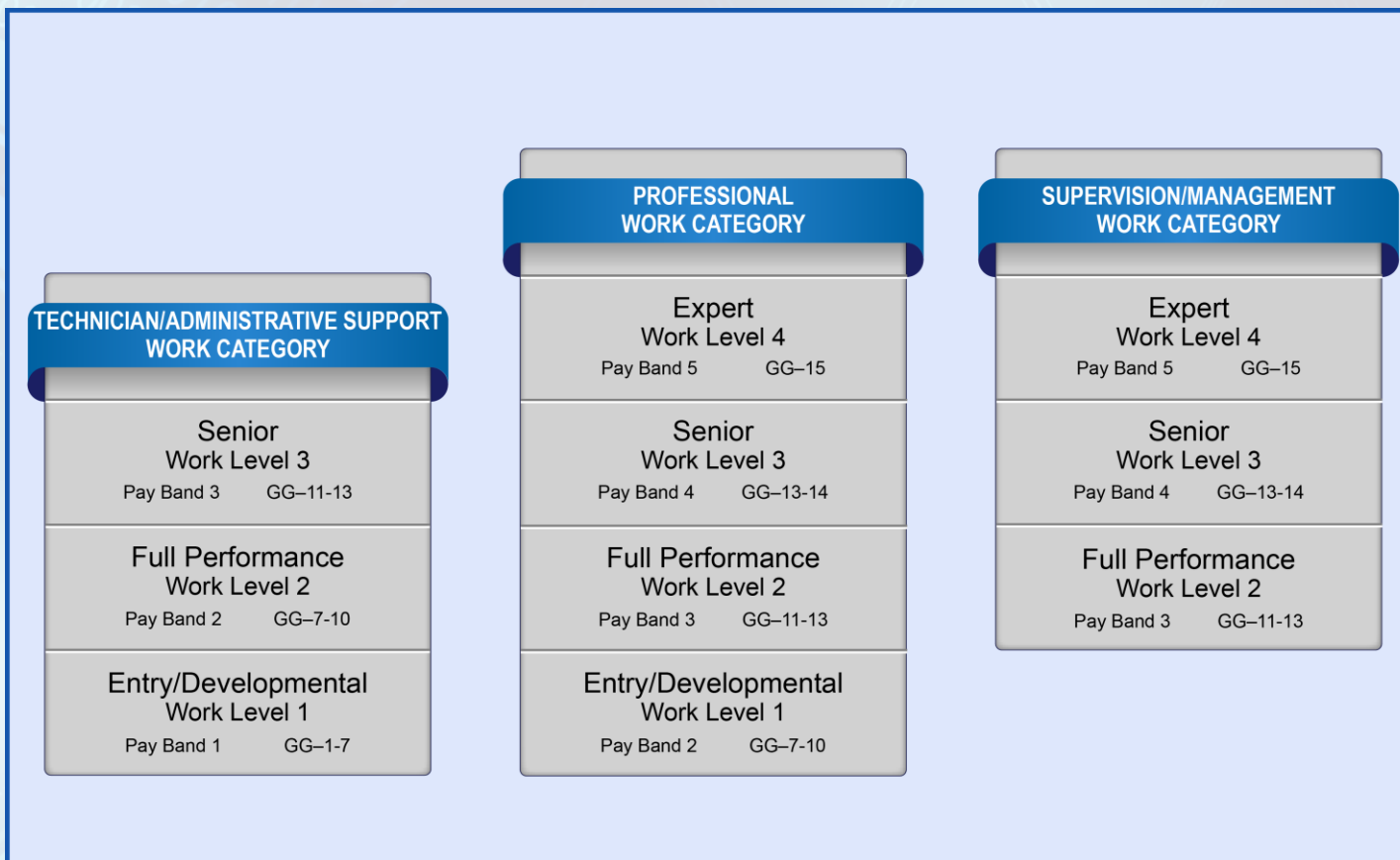


Cyber Excepted Service - Occupational Structure





CES Occupational Structure



Note: In accordance DoDI 1400.25, Volume 3007, **CES is based on a graded rank-in-position structure.** Any DoD Component seeking to transition to a non-graded banded structure or a rank-in-person construct must forward the fully supported mission rationale and proposed implementing guidance, to the Under Secretary of Defense (USD) Personnel and Readiness (P&R) for approval prior to implementation.



Position Alignment

- **Filled Positions (CES Conversions):**

- Requirement:

- CES Position Description Cover Sheet
- Align current position to the CES Occupational Elements
- No change in duties, title, series, and grade

- **New or Vacant Positions:**

- Requirement:

- Complete position classification with CES Occupational Elements and CES Grading Standards
- CES Volume 3007



Compensation

- **Current Employee CES Conversions:**
 - No Change In Pay
 - Pay Plan Will Change from GS to GG
 - Documented Career Ladders Will Continue
 - GS Special Rates Will Continue (in the absence of a CES TLMS)
- **Promotions:**
 - Two-Step Promotion Rule Applies
 - Qualification-Based (no time-in-grade); Up to Step 12 (with justification)
 - Temporary Promotions
- **Pay Setting for New CES Appointments (Hires):**
 - Qualification-Based; Up to Step 12 (with justification)
- **With-In-Grade Increases:**
 - Waiting Periods and Procedures Equivalent to GS (up to step 10)
- **Awards:**
 - Quality Step Increase (up to step 12)
- **New CES Compensation Initiatives Will Be Established In the Future**



Compensation Key Terms & Occupational Categories (Pay) Adjustments

Compensation key terms:

- Base Pay
- Local Market Supplement (LMS)
- Targeted Local Market Supplement (TLMS)
- Basic Pay

$$\text{Basic Pay} = \text{Base Pay} + \text{LMS (or TLMS)}$$

Applies to both pay banded and graded occupational categories:

- Reviewed Annually
- Linked to the annual Congressional pay increase process
- Adjusted at the same rate and at the same time as the General Schedule
- Adjusted LMS rates will correspond to locality rate increases
- Reviewed TLMSs annually to determine whether the business case exists for its continuation



Cyber Excepted Service - Leaders





CES Leaders

- **The successful implementation of CES requires that you:**
 - **Prepare** your staff for the changes brought by CES
 - **Support** the effort by providing adequate resources for CES implementation
 - **Encourage** open communication about CES
 - **Lead** the change by modeling your commitment as a leader and advocate of CES





CES Leadership

- **Be a CES champion by:**
 - Modeling behaviors consistent with performance excellence
 - Providing reliable and consistent information to all employees
 - Assisting managers and supervisors with developing their communication skills
- **Make sure the staff understands the key benefits of CES:**
 - Empowering them to take ownership of their careers
 - Ensuring that all successful performance is recognized throughout the year
 - Promoting professional development and advancement opportunities





CES Support

- **It is essential that you:**
 - Share knowledge with staff
 - Attend CES meetings/activities
 - Obtain information from available resources
 - Encourage staff attendance to relevant training courses
 - Allow sufficient time to prepare for CES implementation by Human Resource Office





CES Preparations

- **Solicit feedback from your staff:**
 - Engage in focused discussion with staff
 - Encourage communications between staff and employees
 - Correct information/misconceptions quickly
 - Communicate and reinforce the right messages
 - Bridge any gaps in information and/or understanding
 - Determine the level of support and training necessary to move forward
- **Encourage your staff to remain informed:**
 - Ensure correct information is provided
 - Determine resources and level of support
 - Make yourself available to answer questions and address concerns



Key Roles and Responsibilities

- Employees
- HR Practitioners
- Supervisors/Managers
- Senior Leaders





Supervisor/Manager

- Streamlines Hiring Procedures to Quickly Acquire Talent
 - Greater Options for Sourcing Candidates (USA Jobs is not required)
- Mission-Focused Position Classification
- Enhanced Pay-Setting Flexibilities
- Qualification-Based Employee Professional Development and Advancement Opportunities
 - No Time-In-Grade; No Automatic Salary Increases
- Maintains Protections, Appeal Rights, and Collective Bargaining
- One Performance Management Program - DPMAP



Employee

CES will not change:

- Current Salary
- Attained Competitive Service Career Status
- Completed Probationary Periods
- Temporary Promotions
- Federal Benefits, Retirement, and Leave Accrual Rate
- Protections, Appeal Rights, and Collective Bargaining
- Performance Management (DPMAP)

CES provides opportunities:

- Qualification-Based (no time-in-grade) Requirements for Promotion and Professional Development
- Promotions and Quality Step Increase Awards Up to step 12 (with justification)
- DoD Cyber Interchange Agreement
 - (facilitates non-competitive movement between the CES and Competitive Service)
- Future Compensation Initiatives
- Future Career Management Program
- Future Rotational Assignments across the DoD Cyber Community

CES is a tool for managing your career...



DoD Performance Management and Appraisal Program (DPMAP)

- Policy: DoDI 1400.25, Volumes 430 and 431
- Single Appraisal Cycle: April 1st - March 31st
- Minimum 90-days of Performance
- Continuous Supervisor-Employee Discussions:
 - Supervisors *must* allow employees to provide input into their performance elements and standards
 - Minimum of 3 formal face-to-face discussions
- Recognition and Awards throughout the Performance Cycle:
 - Monetary and Non-monetary
- Automated DoD Appraisal Tool “My Performance”



Three-Level Rating Pattern

Outstanding (5)

Fully Successful (3)

Unacceptable (1)



Labor & Employee Relations

- **Your Labor and Employee Relations Practitioners are key resources for your leaders and workforce:**
 - Contact them when you have questions or issues
- **Recognize labor and employee situations early and react appropriately before they become issues in your workplace**
- **Know your collective bargaining agreement (CBA) provisions:**
 - Make sure you are referring to the correct CBA(s) for your employees
- **Your role is to lead the organization in keeping with the agreements set forth in the CBA(s)**

Motivate, educate, and empower employees...



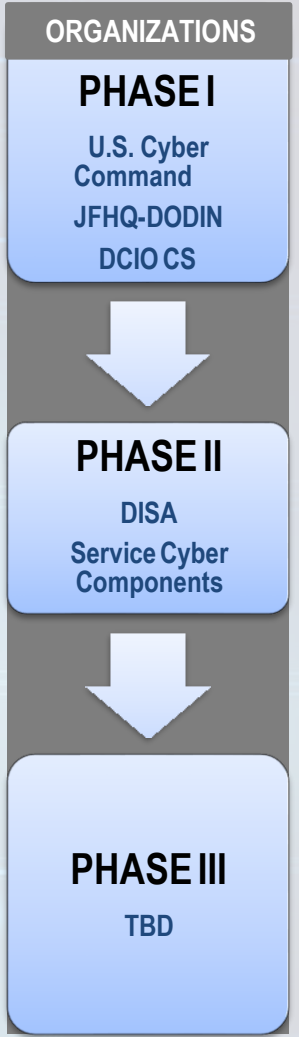
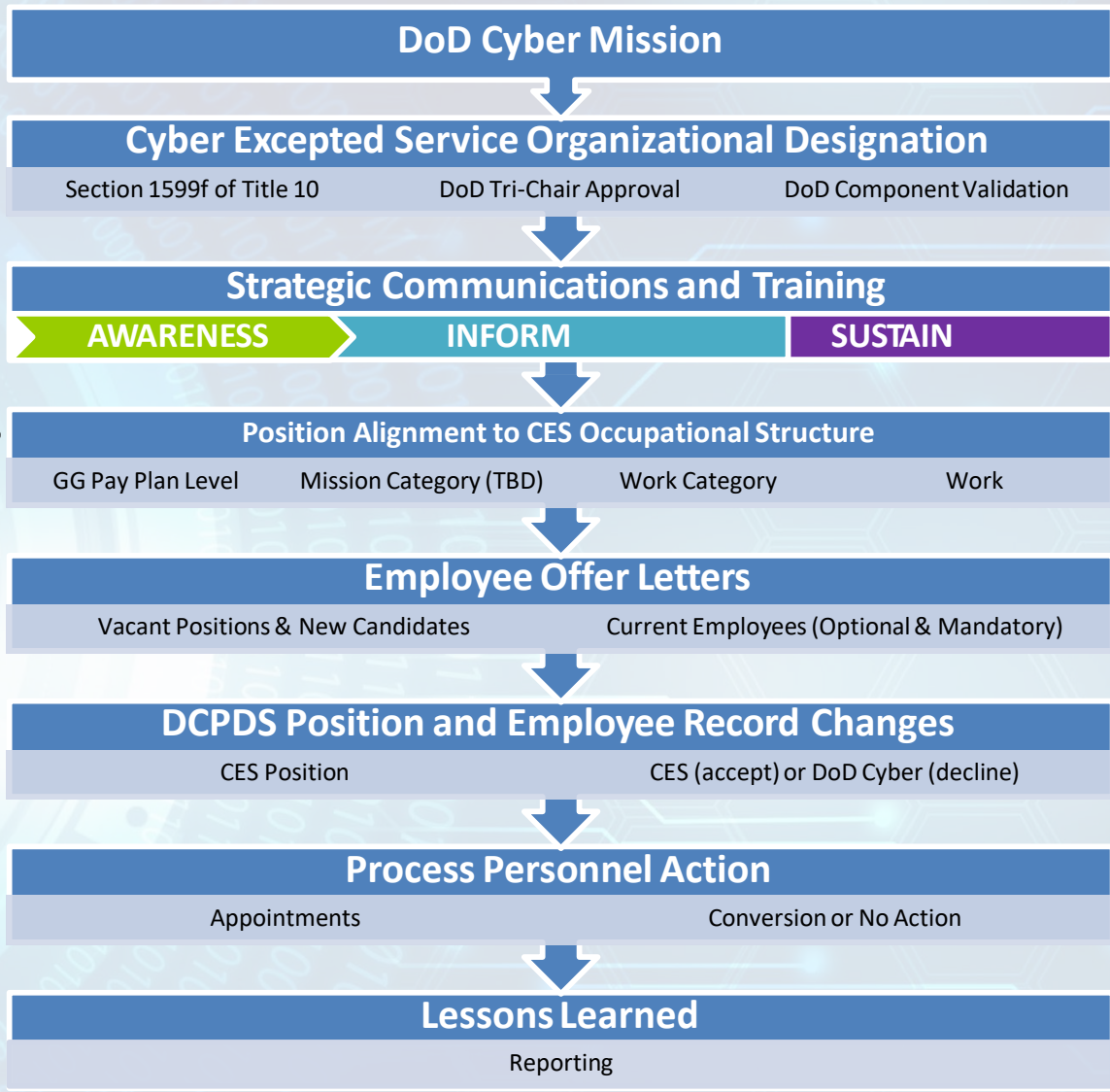
Cyber Excepted Service - Implementation





Conversion Process

Continuous Engagements with Labor Relations Throughout





Implementation Support

- DoD CIO Human Resource (HR) Team Advisement
- Component CES Implementation Lead
- CES Policies
- DoD Component HR Implementing Guidance
- DCPAS Cyber One Stop Website
- CES Training Courses
- CES Engagements
 - DoD Component Leadership Briefs
 - HR Governance Community
 - CIO Governance Community

Implementation



Support



Training Courses

AUDIENCE	COURSE	OBJECTIVES
General Workforce	CES Leaders Orientation: Presentation Power Point Brief and Q&A (~3.00hrs)	<ul style="list-style-type: none"> Familiarize employees with the core tenets of CES CES conversion opportunities Explain the CES organizational and workforce implications
DoD Leaders	CES Leaders Orientation: Delivery Executive Power Point Brief and Q&A (~2.00hrs)	<ul style="list-style-type: none"> Familiarize leaders with the core tenets of CES Labor obligations responsibilities Equip leaders with the requisite knowledge for CES implementation in their organizations
HR Practitioners	CES HR Elements: Delivery: Interactive Module-Based Course (~12.00hrs)	<ul style="list-style-type: none"> Provide HR professionals with the knowledge and tools to operationalize CES policies and procedures Notification process and conversion actions Equip HR professionals with the requisite knowledge to serve as a CES advisor for leaders, managers/supervisors, and employees in their organizations
Component Trainers & HR Practitioners	Train the Trainers: Delivery: Power Point and Interactive Modules Course (~16.00hrs)	<ul style="list-style-type: none"> Provide Component Trainers and HR Professionals with the knowledge and tools to deliver the CES Courses at their organizations: CES HR Elements; CES Leaders Orientation, and CES Workforce Orientation



eLearning Courses

AUDIENCE	COURSE	OBJECTIVES
All	CES Orientation: On Cyber Exchange (~0.5hr)	<ul style="list-style-type: none"> Familiarize employees with the core tenets and benefits of CES Provide employees the tools to make an informed decision on which service is right for them.
Workforce	CES 102 Workforce Orientation: On JKO (~1.00hr)	<ul style="list-style-type: none"> Familiarize employees with the core tenets of CES CES conversion opportunities Explain the CES organizational and workforce implications
Leaders/ Supervisors	CES 102 Leaders Orientation: On JKO (~1.00hr)	<ul style="list-style-type: none"> Familiarize leaders with the core tenets of CES Labor obligations responsibilities Equip leaders with the requisite knowledge for CES implementation in their organizations
HR Professionals	CES 103 HR Elements: On JKO (~2.00hrs)	<ul style="list-style-type: none"> Provide HR professionals with the knowledge and tools to operationalize CES policies and procedures Notification process and conversion actions Equip HR professionals with the requisite knowledge to serve as a CES advisor for leaders, managers/supervisors, and employees in their organizations



Leaders Orientation Review

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Back-up Slides



Phase I - CES Training Schedule

ORGANIZATION	COURSE	TRAINING LOCATION	INSTRUCTORS	PROJECTED TRAINING DATES
DCIO Cybersecurity (WHS; DLA)	*Train the Trainer – 16 hrs. CES HR Elements – 12hrs. CES Leaders Orientation – 2 hrs. CES Workforce Orientation – 3 hrs.	Mark Center	DoD CIO, P&R Component & OSD SME Component & OSD SME Component & OSD SME	14-15 Sept 2017 Component Component Component
USCYBERCOM (Air Force)	*Train the Trainer – 16 hrs. CES HR Elements – 12hrs. CES Leaders Orientation – 2 hrs. CES Workforce Orientation – 3 hrs.	Mark Center	DoD CIO, P&R DoD CIO, P&R Component & OSD SME Component & OSD SME	14-15 Sept 2017 Component Component Component
Joint Force HQ DODIN (DISA; DFAS)	*Train the Trainer- 16 hrs. CES HR Elements – 12 hrs. CES Leaders Orientation – 2 hrs. Senior Supvs. & Mgrs. – 2 hrs. CES Workforce Orientation – 3 hrs.	Ft. Meade	DoD CIO, P&R Component & OSD SME Component & OSD SME Component & OSD SME Component & OSD SME	17-18 Oct 2017 Component Component Component Component

*Consolidated Training Sessions



Implementation Schedule

ORGANIZATIONS	PROJECTED TIMELINE
<p><u>Phase 1:</u></p> <ul style="list-style-type: none">-U.S. Cyber Command-Joint Force HQ DoD Information Networks-DCIO Cybersecurity	<p>COMPLETED</p>
<p><u>Phase 2:</u></p> <ul style="list-style-type: none">-Defense Information Systems Agency-Service Cyber Components	<p>Sept 2018 - 2024</p>



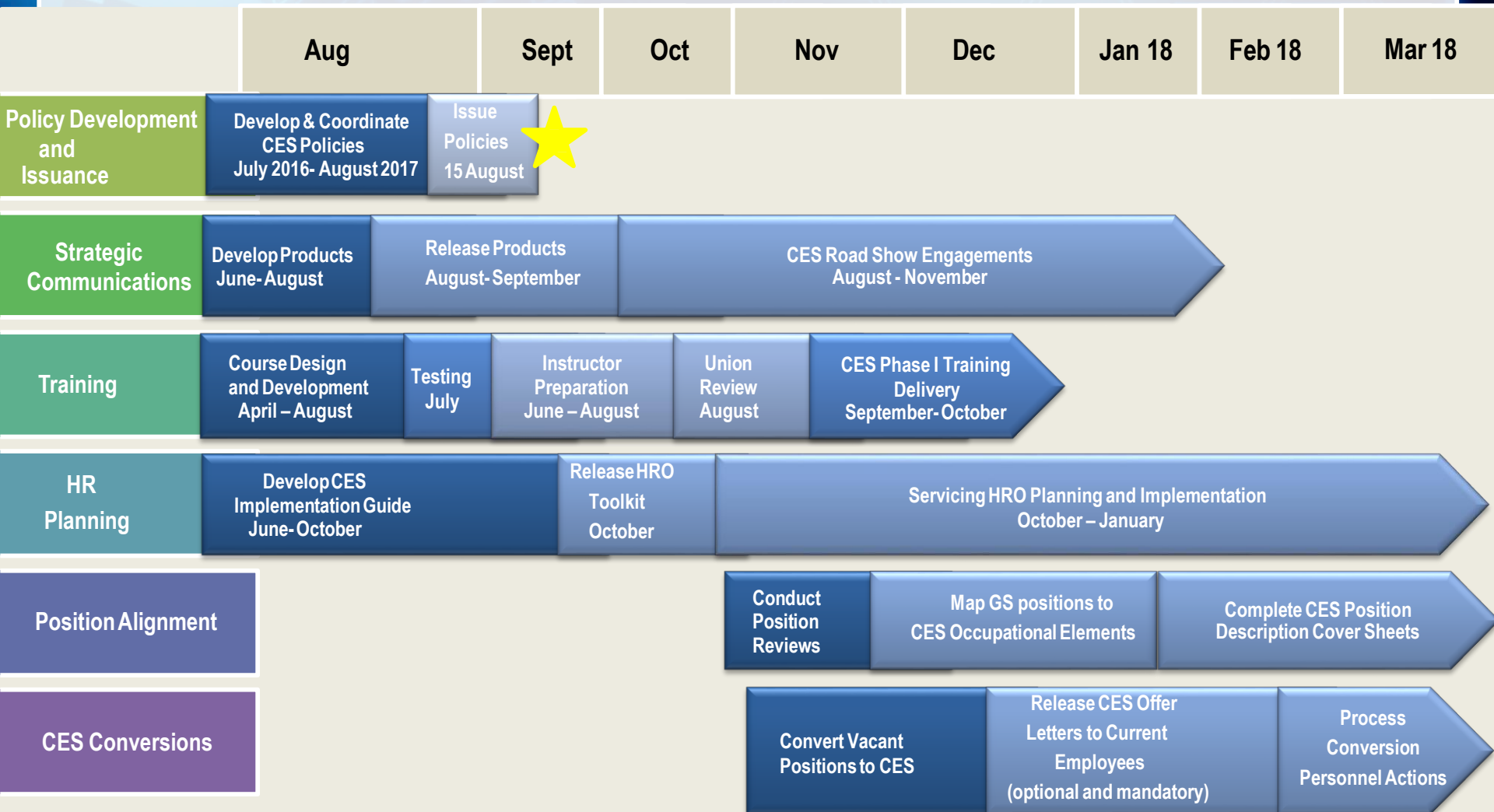
2016 Original Tri-Chair Approved CES Scope and Phasing Plan

Phase	Organization	Projected Timeframe for HR Implementation
Phase I	US Cyber Command	
	Joint Forces Headquarters DoD Information Networks	
	DCIO Cybersecurity	
		~Mar 2017-Aug 2017
Phase II	DISA HQ(Ft. Meade)	
	Service Cyber Components:	
	24 th AF/Air Force Cyber Command	
	10 th Fleet/ Navy Fleet Cyber Command	
	Marine Corps Network Operations and Security Center	
	Marine Forces Cyber Command	
	Marine Corps Cyberspace Warfare Group	
	2 ND Army (NETCOM)	
	Army Cyber Command	
		~Aug 2017- Aug 2019
Phase III	<u>Other DoD Organizations:</u>	
	-Additional DoD Organizations and Selected Positions (e.g., additional DISA elements; 4 th Estate organizations; and other cyber /IT positions, as appropriate)	
		~Jan 2019- Dec 2020



Implementation Timeline

Phase 1: August 2017 - March 2018





What CES is Not?





What is NOT changing?

