

Cyber Excepted Service (CES) HR Elements Course

Lesson 3

Occupational Structure



DoD CIO





Learning Topics

- Occupational Structure Benefits
- Occupational Structure (Categories and Levels)
- Grades
- Occupational Groups and Series
- Position Alignment and Process
- Position Descriptions
- Fair Labor Standards Act (FLSA)
- Implementation Considerations
- Practical Exercise
- Lesson Review

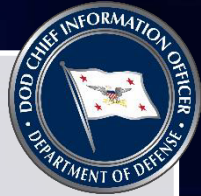




Occupational Structure Benefits

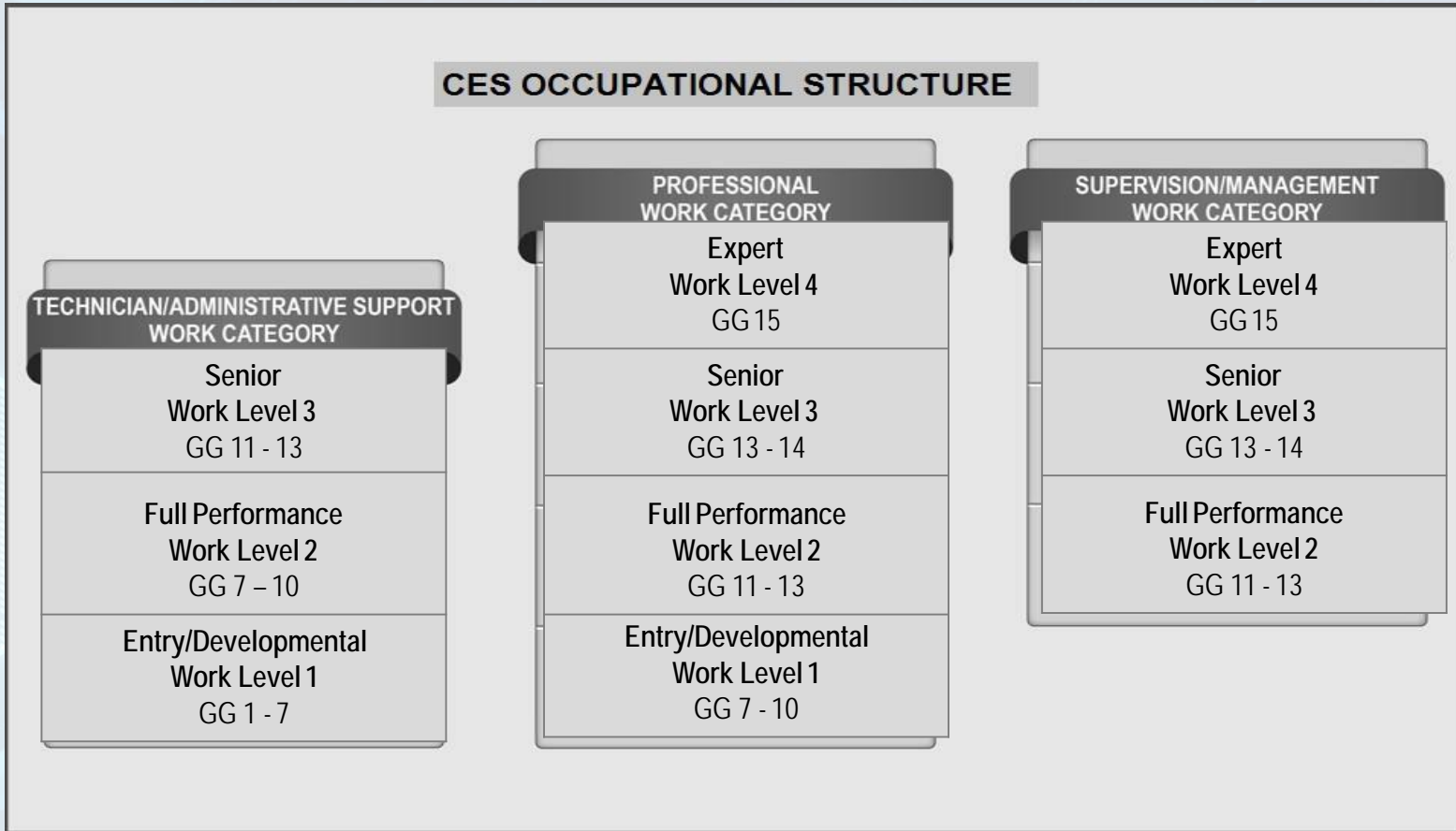
- Promotes consistency across the Enterprise
- Streamlines the recruitment process for CES positions
- Facilitates enterprise strategic workforce planning
 - *The right people are in the right places to meet evolving requirements*
- Fosters movement across the Cyber Community





Occupational Structure

CES OCCUPATIONAL STRUCTURE



Note: In accordance Department of Department (DoD) Instruction 1400.25, Volume 3007, CES will be implemented 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 USD (P&R) for approval prior to implementation.



Mission Categories

- *CES Mission Categories* are:
 - Broad classifications of work that reflect the various component mission and functions
 - Used to categorize CES occupations (or positions) performing similar or related mission or functions
 - Aligns to designated DoD Cyber budget categories
 - Provides the Office of the DoD CIO commonality across the DoD Cyber Community

Note: In accordance with CES Volume 3007, CES mission categories will be established and defined at a later date. For Phase I and Phase II implementation, CES positions will be designated as "cyber" for the mission category data field in DCPDS.



Work Categories

- *Work Categories* are:
 - Broad sets of work that cross all related occupational groups characterized by common qualifications and types of work
 - CES Work Categories:
 - Technician/Administrative Support
 - Professional
 - Supervision/Management
 - Not all work categories include all work levels





Technician/Administrative Work Category

- Involves support for the operations and functions of a particular type of work or organizational unit
- Qualifications are typically acquired through practical experience supplemented by on-the-job experience and/or skills-specific training
- Work is found at the first 3 work levels
 - Includes the entry/developmental, full performance, and senior work levels
 - Includes both non-supervisory and supervisory technical/administrative work
- Work is not found above the GG 13 level
- Covers 1 - grade interval work
- Covers the Fair Labor Standards Act

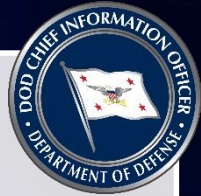




Professional Work Category

- Interpretation and application of concepts, theories, and judgment
- Requires either a bachelor's degree or equivalent experience for entry
- Features multiple work levels
- Includes only non-supervisory positions

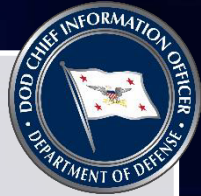




Supervision/Management Work Category

- Plans, directs, and coordinates the operation of units within components
- Develops and/or executes strategy
- Formulates and/or implements policies
- Manages material, financial, and/or human resources
- Works multiple levels
- Does not contain positions from the technician/administrative work category





Work Levels

- *CES Work Levels* are:
 - General descriptions that define work in terms of increasing complexity; span of authority and/or responsibility; level of supervision; scope and impact of decisions; and working relationships associated with a particular work category:
 - Expert-Work Level 4
 - Senior-Work Level 3
 - Full Performance-Work Level 2
 - Entry/Developmental-Work Level 1
 - The primary element that influences grade-level decisions



Entry/Developmental - Work Level 1

- Exists in both Technician/Administrative and Professional Work Categories
- Work typically includes:
 - Learns and applies basic concepts, theories, policies, and/or procedures
 - Acquires competencies through education, training, and/or on-the-job experience
 - Learns how to independently perform job duties





Full Performance - Work Level 2

- Independent performance of the full range of duties assigned:
 - Can independently handle assignments or situation with minimal day-to-day instruction or supervision
- Full understanding of technical or specialty field
- Within established priorities and deadlines, exercise independent judgement in selecting and applying appropriate work methods, procedures, techniques, and practices
- Collaborates internally and externally with work peers





Senior - Work Level 3

- Assignments are wide range in complexity and non-routine situations
- Requires extensive knowledge and experience in the technical or specialty field
- Exercises independent judgement to establish priorities and deadlines; and to identify and take alternative courses of action
- Actions and work products are likely to have an impact beyond the employee's immediate organization

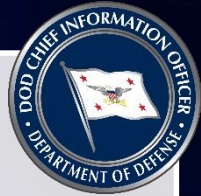




Expert - Work Level 4

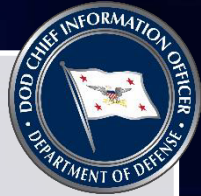
- Expertise or knowledge are extraordinary specialized
- Performs highly complex and ambiguous assignments that normally require integration and synthesis of a number of unrelated disciplines and disparate concepts
- Sets priorities, goals, and deadlines, and makes final determinations on how to plan and accomplish work
- Leads the activities of other expert and senior employees, teams, projects, or task forces that are critical to accomplishment of the organization's mission





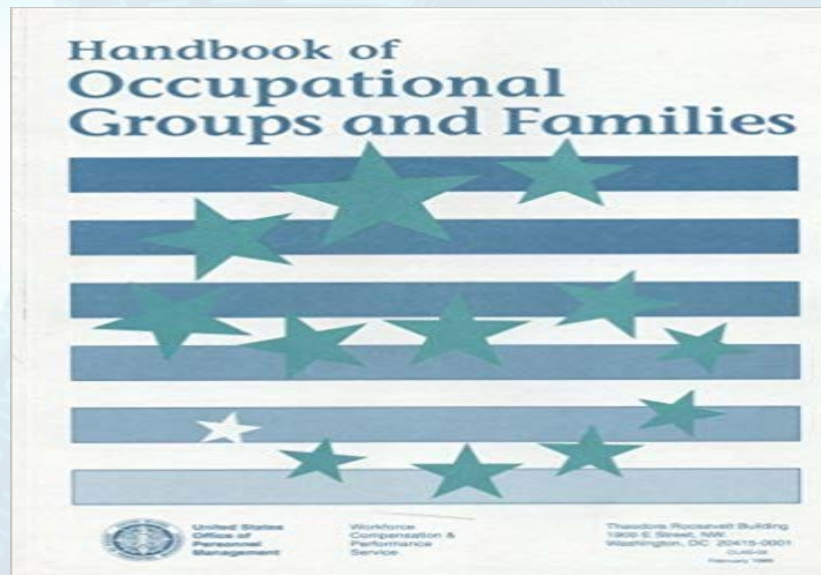
CES Grades

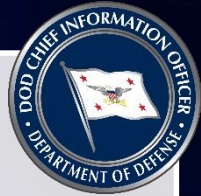
- Applies only to graded compensation structure
- A single rate range that establishes the range of pay for a work category, work level, and grade
- Multiple grades are encompassed by a single work level:
 - CES has 15 grades, 10 steps (extend range procedures up to step 12), and a GG pay plan
- Work aligned to a grade must be paid within the range for that grade and evaluated against standards appropriate for work at that grade level
- CES Volume 3007 provides a Grading Standard to facilitate the appropriate grade determination, after the mission category, work category, and work levels have been determined



Occupational Groups and Series

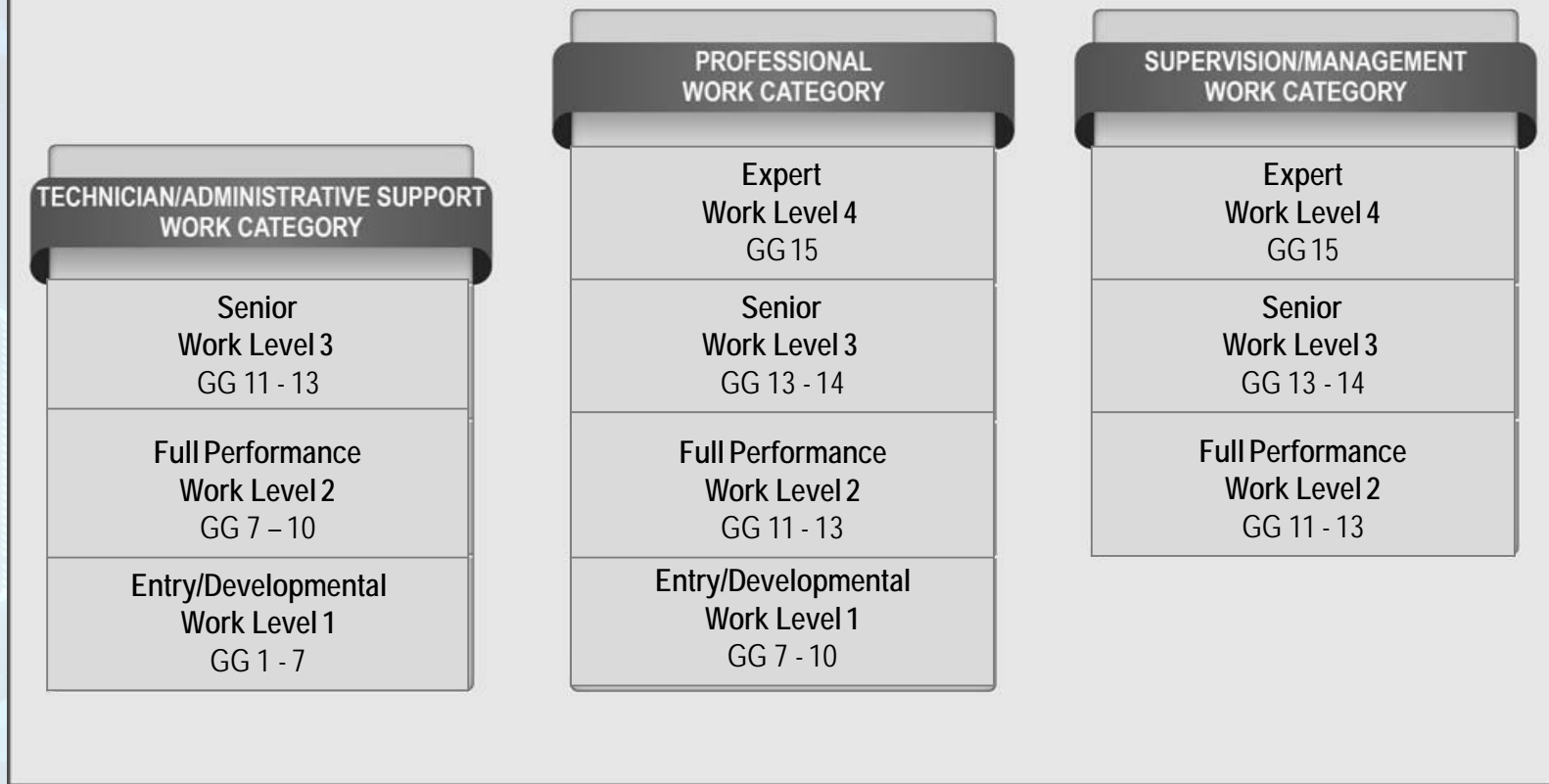
- **Occupational Groups:**
 - One or more functionally related occupations, specialties, families, or classes of positions that share distinct, common technical qualifications, competency requirements, career paths, and progression patterns
- **Occupational Series:**
 - Classes of positions that share distinct, common technical qualifications, competency requirements, career paths, and progression patterns



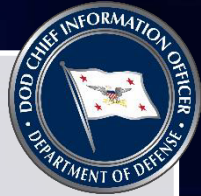


Position Alignment

CES OCCUPATIONAL STRUCTURE



Alignment relates to the placement of positions in the CES Occupational Structure and follows a top-down approach



Position Alignment Process

- Using a description of work:
 - Step 1: Select Occupational Group
 - Step 2: Select Occupational Series and Position Title
 - Step 3: Select Mission Category
 - Step 4: Select Work Category
 - Step 5: Select Work Level
 - Step 6: Select Grade
- Components will have the discretion to execute their own position classification and position management programs in accordance with CES Volume 3007





Position Alignment

Building on the CES Position Management:

- Mission Category
- Work Category
- Work Level
- Grade
- Occupational Group
- Occupational Series
- Position Title

CES Alignment Considers:

- Position's level of difficulty
- Mission of the organization
- Relationship to CES Volume 3007 Standards

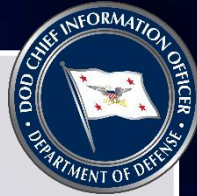
The basis of a position's alignment is work that:

- Performs on a regular and recurring basis
- Crucial to the position's primary purpose
- Governs the position's primary qualifications
- Doesn't include temporary assignments or one-time projects



Position Descriptions

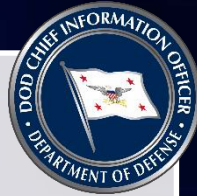
- **Documentation of all CES position alignment decisions must include:**
 - Narrative description of the work performed by the position
 - Mission Category
 - Work Level
 - Grade
 - Job Title and Occupational Series
 - Supervisory Status
 - Career Program Coverage (e.g. developmental progression, DAWIA)
 - Qualifications (competencies and/or specialized experience) for placement into the position
 - Conditions of employment such as drug testing requirements, suitability/ fitness, and security clearance requirements
 - License or Language requirement are additional factors
 - Fair Labor Standards Act Status (5 CFR Part 551)



Fair Labor Standards Act (FLSA)

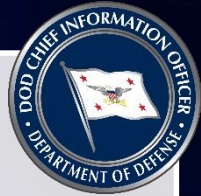
- CES positions are subject to FLSA - 5 CFR Part 551
 - Provides the minimum standards for both wages and overtime entitlements
 - Delineates administrative procedures by which covered worktime must be compensated
- Exemption status:
 - Exempt status is based on the job duties, not the employee
 - Exempt position is **not** covered by FLSA
 - Non-exempt position is covered by FLSA





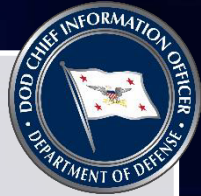
CES Implementation Considerations

- **"As-Is" Conversions to CES:**
 - No change in title, occupational series, grade, or duties can occur at the point of conversion
- **Position Description Cover Sheet:**
 - Align current position to CES occupational elements
- **New/Vacant CES Positions:**
 - Complete position classification with CES occupational elements and grading standard
- **Component Classification Programs:**
 - In accordance with CES Volume 3007, position classification authority for CES positions is delegated to the components
 - Components must still maintain their billet structure and classification, desk audit, and appeal procedures in accordance with local established guidance



Position Alignment Exercise

- **Instructions:**
 - Each group will be given 20 minutes to review and assess an assigned position description:
 - Task:
 - Identify the appropriate work category and work level
 - Record the rationale for each determination
 - Deliver a 5 to 8 minute presentation to the larger group with your findings



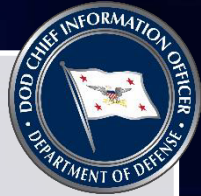
Lesson Review

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Back-up Slides



Pay Bands

- Only applicable to an established pay banded compensation structure
- A single rate range that establishes the range of pay for a work category and work level
- Current CES Occupational Structure supports 5 pay bands
- Work aligned to a band must be paid within the range for that band and evaluated against standards appropriate for work at that band level



Note: In accordance DoDI 1400.25, Volume 3007, CES will be implemented 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 USD(P&R) for approval prior to implementation.