

CES HR Elements Course

Lesson 3- CES Occupational Structure

Participant Activity Sheet

Position Alignment Exercise: Example #1

Position: Security Assistant

Work Category _____

Work Level _____

Assists security specialists with the training of personnel and administering policies for the utilization and protection of collateral security information and materials from unauthorized disclosure or sabotage. Possess practical knowledge of a specific body of rules and procedures pertinent to the specialized function supported to perform assignments.

Applies and references security regulations and directives to provide technical advice and guidance to employees on issues such as classification, declassification, and handling of classified documents and materials.

Assists security specialists in research and preparation of reports tracking trends and potential areas for improvement. Helps develop new and revised standard operating procedures or processes. Makes decisions based on the application of regulations and practices and initiates actions that affect various organization units; errors could prove costly in terms of delay and waste of time and resources.

Conducts projects that are limited in scope relating to managing sensitive compartmented information accesses. Provides findings and recommendations to security specialists. Uses judgment in interpreting and applying available and established guidelines and procedures such as the agency program policies, regulations, SOPs, and work direction for application to specific cases or problems.

Responsible for analyzing results and recommending changes to improve processes or identify problems. Completed work is reviewed for accuracy, quality, and adherence to instructions and established procedures. Accomplishes routine tasks with responsibilities remaining clearly defined.

Supports internal committees and working groups to develop and resolve security practices and issues. Indoctrinates employees who meet specific criteria for the appropriate special unique accesses. Plans and carries out successive steps and handles problems and deviation in the assignment by instructions, previous training, and accepted practices.

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Alignment Exercise: Example #2

Position: Management Analyst

Work Category _____

Work Level _____

Conducts or participates in moderately difficult management projects and studies productivity enhancements, strength management, accountability, and other projects and actions based on existing or forecasted problems, needs, opportunities, or other areas requiring resolutions and the development of new or substantially modified business practices. Maintains knowledge of a wide range of management concepts, principles, and skills in applying knowledge to difficult and complex work assignments. Possesses a thorough and detailed understanding of and expertise in using analytical and evaluative techniques for developing new or modified work methods, approaches, or procedures; and identifying, evaluating, and recommending solutions to complex issues or problems. The supervisor makes assignments by defining objectives, priorities, and deadlines and assists the employee with unusual situations that do not have clear precedents. Finished work is reviewed for accuracy, quality, and compliance with more complex instructions and guidelines.

Identifies issues and collects relevant data from records, reports, regulations, policies, directives, and other pertinent sources to define the problem area. Assesses collected data and utilizes analytical tools to measure and evaluate data. Develops statistical and narrative reports, graphs, and charts to justify changes and recommendations. Maintains in-depth knowledge of qualitative and quantitative techniques for analyzing and measuring the effectiveness and efficiency of programs meeting established goals and objectives.

Researches and investigates new or improved business and management practices for application to agency programs. Plans and advises management on the implementation of new ideas, procedures, processes, methods, or approaches of continuous improvement initiatives. Able to develop research strategies by identifying required sources and the means of collecting and synthesizing information, tactfully persevere in obtaining information by reaching out to the most appropriate source, articulate a problem or objective statement to clarify the main questions to be answered, identify interrelationships and dependencies of disparate information to understand the situation better, extract key points from information to forecast potential issues and problems, identify gaps in data based on knowledge of the organization or subject matter,

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research new or improved business and management practices to support changes in organizational programs and operations, and conduct research to identify and validate trends related to organizational strategy development.

Drafts internal instructional and informational materials for use in improving and standardizing business practices. Maintains a basic knowledge of organizational culture, business processes, and organizational needs. Able to respond straightforwardly to questions using knowledge of the specific program, discipline, and organizational mission; identify the impact of changes to existing policies and programs to communicate required organization activities, and articulate the impact of the revisions to existing policies and programs. Uses judgment in interpreting and adapting guidelines such as the agency's policies, regulations, and precedents and analyzes results and recommends changes.

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Alignment Exercise: Example #3

Position: Human Resources Specialist (Generalist)

Work Category _____

Work Level _____

Analyzes, modifies, and adapts systems or techniques to solve a variety of compensation problems or conditions by applying comprehensive knowledge of policies and regulations. Monitors compensation data and analyzes trends or anomalies and their significance to ongoing agency programs and operations. Develops and recommends changes to directives within the framework of policies and established procedures. Human Capital guidelines are available but are not entirely applicable to the work or have gaps in specificity. Uses judgment in interpreting and adapting guidelines such as the agency's human capital policies, regulations, precedents, and work directions for application to specific cases or problems. Analyzes results and recommend changes. Finished work is reviewed for accuracy, quality, and compliance with more complex instructions and guidelines.

Provides position management and classification advisory services to managers and employees of assigned organizations. Supported organizations and activities typically include complex positions and organizational structures with closely aligned responsibilities. Advises employees and managers on the position classification process and position management. Advises on position management policies including supervisory ratios, appropriate use of leadership positions, fragmented organizational structures, job restructuring, the impact of positions or employees with planned reorganizations, and provides recommendations for improvements in position and organization structures.

Provides advisory services on recruitment and placement actions requiring identification and analysis of management staffing problems, and development of solutions considering the total human resource management viewpoint. Exercises persuasiveness, creativity, and insight in preparing and presenting recommendations to management. Advises management on recruitment strategies, sources, and special programs. Makes suggestions and offers advice concerning the best-qualified candidates in keeping with agency staffing goals and programs. Completes assignments on a wide range of human resources principles, concepts, and techniques to accomplish difficult and complex work assignments and develop new methods, approaches, or procedures. Able to generate practical guidance for employees and management on a wide range of human-capital issues and initiatives, provide practical

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advice on implementing human-capital programs based on an extensive understanding of organizational needs, problems, and issues in partnership with other organizations. Facilitates change, initiating it when necessary.

Advises managers about appropriate disciplinary or other corrective techniques that are responsive to a range of conduct and performance problems, interprets facts and events, and gathers background information and prepares formal correspondence on a full range of disciplinary actions. Advises and assists employees, managers, and supervisors on grievance procedures and appropriate options for proper resolution of conflicts or problems. Ensures that official case files are adequately maintained with documentation to support recommended or final action. Coordinates with legal officials, as appropriate. Reviews and advises management on performance plans and provides technical information on performance management systems. Interprets policies and provides advice on other personnel issues.

Administers the employee benefits program and provides full-scope consultation, guidance, and assistance on employee benefits issues to include retirement, injury compensation, life and health insurance benefits, and Federal Retirement Savings Plan and flexible spending accounts.

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Alignment Exercise: Example #4

Position: Electronics Engineer

Work Category _____

Work Level _____

Produces finished cyber products for the agency, Department of Defense (DoD), national and international cyber publications, and organizations. Researches, analyzes, interprets, evaluates, and integrates all source data; conducts and prepares detailed engineering assessments and designs of complex and unique foreign electronic surface-to-air missile systems or subsystems; and documents and disseminates information through reports and briefs. Develops and recommends complex analytical approaches to problems and situations for which data is incomplete, controversial, or for which no precedent exists. Completes assignments requiring professional knowledge of a wide range of scientific, engineering, and cybersecurity principles, concepts, and techniques to accomplish difficult and complex work assignments and develop new methods, approaches, or procedures. Specific knowledge requirements include cybersecurity, cyber threat analysis, electronics, electrical, and other related engineering fields to include computer modeling and simulation and engineering analysis tools.

Exploits and analyzes collected cyber missile data; and develops complex models and computer software simulations to test and predict missile electronic systems capabilities, vulnerabilities, opportunities, threats, and targets to develop potential ways of eliminating risks. Monitors and integrates cyber by obtaining and using available analysis and collection tools and systems as well as collaborating with other government organizations, analysts, and collectors. Develops innovative analytical approaches and validation of analytical conclusions. Maintains an in-depth knowledge of cyber collection systems; their capabilities and limitations and appropriate tasking methods; and comprehensive knowledge of electronic systems, subsystems, and technologies pertaining primarily to missile system microelectronics, electronic hardware, circuits, sensors, guidance and control, signals, electromagnetic, or other similar associated electronic and electrical characteristics of surface-to-air missile systems.

Coordinates, monitors, integrates valid data and information, ensuring timely, comprehensive, and accurate responses. Identifies gaps, specifies collection requirements to fill gaps of information, evaluates results collected in response to requirements, and determines analytical approach. Able to bound new or unique

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analysis problems without creating limits to solutions; identify outdated and unjustifiable assumptions to maintain objectivity and suspend judgment; challenge differing perspectives on similar and related analytic efforts by using argument evaluation and validated analytic methodologies; explore innovative applications of accepted or experimental structured analytic methods and techniques; efficiently form and manage logical and plausible competing hypotheses; and guide the implementation of methods and processes for conducting comprehensive research on complex topics.

Maintains currency in advances and developments related to or which have a potential impact on assigned area. Develops and projects data, draws conclusions, and estimates probabilities based upon knowledge of current and past situations. Identifies significant trends within assigned subject-matter area and proposes new or revised analytical projects to alert decision-makers to new developments and to meet customer requirements. Develops and recommends complex engineering and systematic approaches to problems and situations for which data are incomplete, controversial, or for which no precedent exists. Electronic engineering policies and precedents are applicable but are stated only in general terms. Guidelines for performing the work are scarce or of limited use. Uses initiative and resourcefulness in deviating from traditional methods or researching trends and patterns to develop new techniques, criteria, or proposed new policies.

Develops and strengthens substantive ties with other cyber government organizations, international agencies, and the DoD. Advises and briefs leadership regarding foreign cyber and missile threats and trends. Represents the agency's position to senior policymakers in briefings on electronic systems of missiles. Provides input to policymakers on key trends. The supervisor sets the overall objectives and resources available. Develops deadlines and projects jointly with Supervisor. Informs the supervisor of any controversial issues. Finished work and methods are reviewed accuracy and effectiveness and for compliance with instructions and guidelines.

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Alignment Exercise: Example #5

Position: Financial Manager

Work Category _____

Work Level _____

Applies managerial and technical competencies in managing the integration of significant parts of the comptroller's program as a second-level manager. Responsible for the integration and coordination of the agency's budget execution with the accounting and management-financial reporting functions and serves as an advisor on matters about agency financial operations, the agencies internal control program, and financial management policy. Serves as the deputy comptroller.

Exercises broad responsibility and authority, directly and through subordinate supervisors for planning and managing the overall efficiency, effectiveness, and integration of budget execution with accounting and management-financial reporting operations for the entire agency. At this level, a greater variety of work and activities requiring frequently shifting work assignments and diversified occupational specialties exists. Assigns and reassigns personnel and consults with superiors on major technical and administrative problems. Responsible for the effective use of assigned personnel and the quality and quantity of work produced.

Organizes, plans, supervises, and directs work through subordinate supervisors, with full technical responsibility and authority for financial programs. Exercises technical and administrative supervision over a diverse staff who oversee budgeting, accounting, or management-financial reporting. The incumbent has the authority to develop plans and schedules for the guidance of subordinate supervisors for the accomplishment of work to meet program goals, objectives, and broad priorities a higher level of management establishes. Guidelines exist, but judgment and ingenuity in interpreting their intent are required. May be required to make and lead significant or novel adaptations to existing guidance or policy to accomplish the mission of the element.

Participates in the development, management, and execution of the organization's financial strategic plan and ensures financial management policy, the agency's internal control program, and operational requirements align with the organization's strategic plan overall.

Provides long-range continuity and expertise in the programming, budgeting, analysis, and accountability activities for all the organizational resources, manpower, and dollars.

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Participates in the review, evaluation, and performance and budget integration of agency programs.

Represents the agency within the Department of Defense on external boards, committees, and forums and is recognized as an expert in financial management. Serves as a senior defense cyber resource advisor to the comptroller and represents the agency in financial hearings and other Congressional engagements.

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Position Alignment Exercise: Example #6

Position: Computer Engineer

Work Category _____

Work Level _____

Maintains state-of-the-art knowledge in assigned scientific area; and based, upon analysis of scientific and technical (S&T) requirements, develops processes or methods to improve S&T analytic capabilities for addressing current and future S&T issues and challenges (such as tool development, collection, and research). Consults with cyber analysts, engineers, and scientists to evaluate scientific and engineering requirements. Works with software engineers in hardware or software development and the daily operational testing and integration of tools and techniques within the S&T environment.

Uses knowledge of the operating principles of surface-to-air missiles; short-range ballistic missiles; antitank guided munitions; and associated command, control, and communications used to perform analysis of the design, construction, and operation of computer systems, including hardware and software and their integration to advise on and produce scientific and technical cyber assessments. Establishes the validity and applicability of data to specific cyber issues using comprehensive scientific, engineering, methods and practices. Advises customers on methods to articulate S&T issues, needs, and requirements.

Provides network-system administration oversight for capabilities, testing, functioning, and troubleshooting and maintains computer hardware and software. Coordinates with team members to review current and long-range plans to upgrade and integrate all new software and hardware with the operating system. Provides a constructive review of peers' S&T analysis and results.

Uses initiative to deviate from traditional methods to develop new processes or techniques to address current and future S&T requirements aligned to objectives established by the supervisor. Responsible for carrying out assignments independently; complying with complicated instructions and guidelines, requesting assistance if a controversial issue arises.

Interfaces with customers, contractors, telecommunications and computer specialists, senior managers, and budget officers to accomplish mission objectives. Provides

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detailed training for internal as well as external customers and is responsible for the set-up, installation, and implementation of software at customer facilities as required.

Possesses knowledge of government contracting and procurement. Serves as a technical point of contact on contractual efforts involving an area of expertise as required. Prepares contractual statements of work describing requirements critical to developing software models and ensures conformity to standards and connectivity with other hardware models and simulations.