DoD Cyber Excepted Service (CES) Personnel System

Train the Trainers Exercise

DoD CIO

Group 1

Cyber Excepted Service Overview

Agenda

- Introduction
- Cyber Excepted Service Overview
- Key Roles
- Implementation
- Closing Remarks

Cyber Mission Imperatives

Human Capital Challenges:

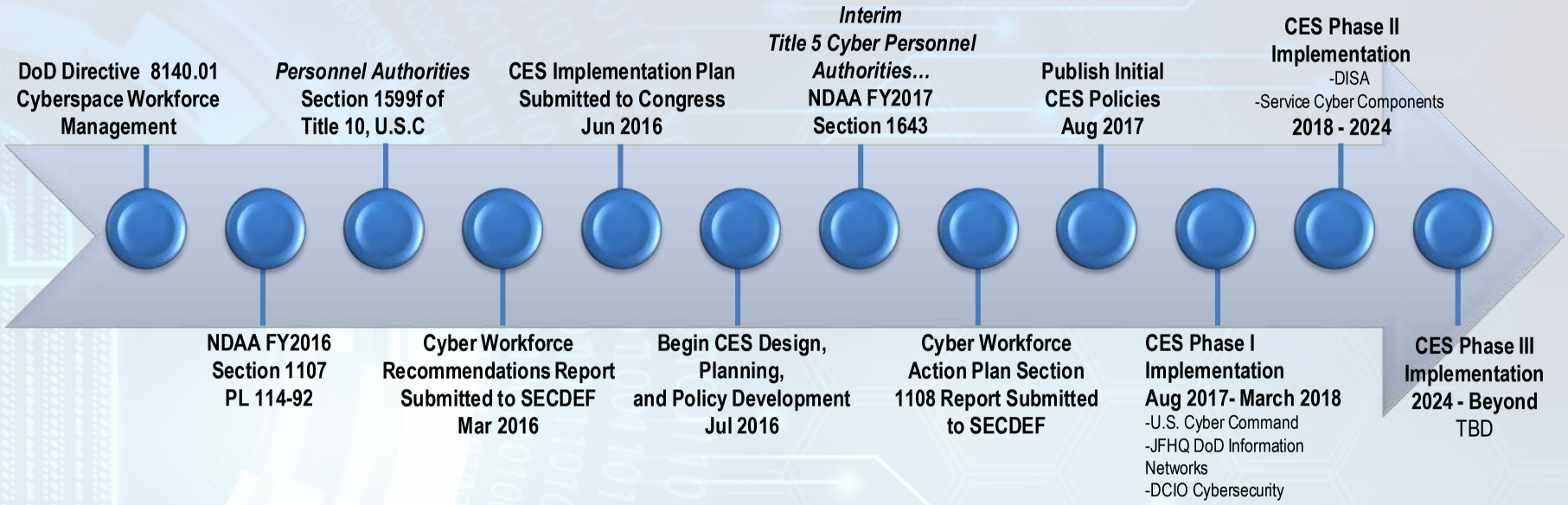
- Increasing Cyber Threats
- Multi-Faceted Cyber Domains
  - –Unstable Mission Scope
  - –Inconsistent Workforce Identification
- Hyper-Competition for Top Talent
- Disparate Workforce
  - – Geographic Location
  - – Personnel Systems
  - – Disjointed Approaches for Professional Development

Cyber Mission Imperatives

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

CES History


DoD Directive 8140.01 Cyberspace Workforce Management
NDAA FY2016 Section 1107 PL 114-92
Personnel Authorities Section 1599f of Title 10, U.S.C
Cyber Workforce Recommendations Report Submitted to SECDEF Mar 2016
CES Implementation Plan Submitted to Congress Jun 2016
Begin CES Design, Planning, and Policy Development Jul 2016
Interim Title 5 Cyber Personnel Authorities... NDAA FY2017 Section 1643
Cyber Workforce Action Plan Section 1108 Report Submitted to SECDEF
Publish Initial CES Policies Aug 2017
CES Phase I Implementation Aug 2017- March 2018
-U.S. Cyber Command
-JFHQ DoD Information Networks
-DCIO Cybersecurity
CES Phase II Implementation
-DISA
-Service Cyber Components
2018 - 2024
CES Phase III Implementation 2024 - Beyond
TBD

Cyber Excepted Service (CES)

- A mission-focused 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 mission
- 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
- Further advances the strategic goals of 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…

CES Design Concepts

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

CES 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

CES Policies

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

- Initial Personnel Policies for CES Implementation:
  - Title 10 DoD Instruction1400.25:
    - 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

Key CES 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
  - Only preference-eligible candidates with a Military Service-connected disability of 30 percent or more will be specifically identified and documented
- **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

What is NOT changing?

What CES is Not?

- Defense Civilian Intelligence Personnel System (DCIPS)
- National Security Personnel System (NSPS)
- Rank-in-Person
- Pay Bands
- Pay for Performance
  - Employee base pay is not aligned to performance
- Non-Competitive Promotions
- Adjustment–In-Force
- A mechanism to circumvent due process
- Intelligence Community Joint Duty Assignments

Key Roles and Responsibilities

- HR Practitioners
- Managers/Supervisors
- Employees
- Leaders

Group 2

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

Preparing for CES

- **Solicit Feedback From Your Staff**
  - Engage in two-way dialogue as frequently as possible
  - Monitor the quality of communications among employees and supervisors
  - Identify misconceptions or incorrect information 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**
  - Offer timely and accurate information
  - Promote open communication to minimize confusion
  - Provide access to resources that will inform and educate employees on CES
  - Make yourself available to answer questions and address concerns as they arise

Supporting the CES

- **It is Essential that You:**
  - Share what you learn with your staff
  - Attend CES engagements and training
  - Utilize all available resources to stay informed
  - Encourage employees and supervisors to attend all training courses
  - Allow adequate time for your organizational and servicing HR Office to prepare for CES implementation

Leading the CES

- **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 Your Staff Understands the Key Benefits of CES:**
  - Empowering them to ownership of their own careers
  - Ensuring that all successful performance is recognized throughout the year
  - Promoting professional development and advancement opportunities

CES Employee Implications

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…

CES Supervisor/Manager Implications

- 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

Group 3

Cyber Excepted Service Employees

Preparing For CES

- **Educate Yourself**
  - Familiarize yourself with the CES Policies, Training, Fact Sheets, and Website
- **Stay Informed**
  - Attend CES Events, Briefs, Town Halls, and Road Shows
- **Communicate**
  - Talk to your Local CES Component Leads and Supervisors
- **Ask Questions**
  - Ask the DoD CIO CES Team Questions

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Group 4

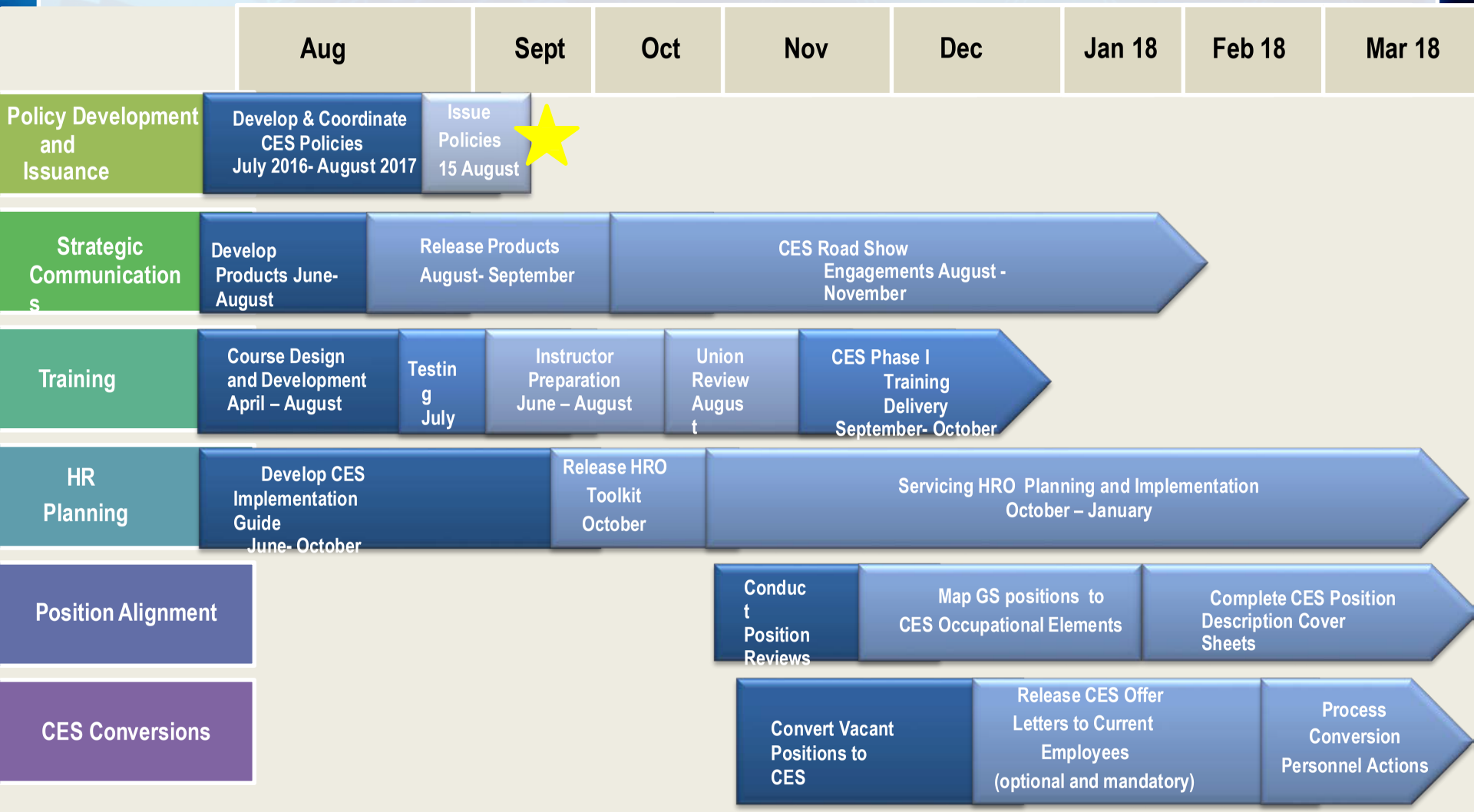
Cyber Excepted Service Implementation

CES Implementation Schedule

ORGANIZATIONS	PROJECTED TIMELINE
Phase 1: -U.S. Cyber Command -Joint Force HQ DoD Information Networks -DCIO Cybersecurity	**Aug 2017 - Mar 2018**
Phase 2: -Defense Information Systems Agency -Service Cyber Components	**Sept 2018 - 2024**
Phase 3: -Other DoD Organizations	**2025 – Beyond (TBD)**

CES Implementation Timeline

Phase 1: August 2017 - March 2018



CES Conversion Process

Continuous Engagements with Labor Relations Throughout

DoD Cyber Mission

Cyber Excepted Service Organizational Designation

- Section 1599f of Title 10
- DoD Tri-Chair Approval
- DoD Component Validation

Strategic Communications and Training

AWARENESS → INFORM → SUSTAIN

Position Alignment to CES Occupational Structure

- GG Pay Plan Level
- Mission Category (TBD)
- Work Category
- Work

Employee Offer Letters

- Vacant Positions & New Candidates
- Current Employees (Optional & Mandatory)

DCPDS Position and Employee Record Changes

- CES Position
- CES (accept) or DoD Cyber (decline)

Process Personnel Action

- Appointments
- Conversion or No Action

Lessons Learned

- Reporting

ORGANIZATIONS

PHASE I
U.S. Cyber Command
JFHQ-DODIN
DCIO CS

PHASE II
DISA
Service Cyber Components

PHASE III
TBD

CES Implementation Support

- DoD CIO 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

CES Training Courses

AUDIENCE	COURSE	OBJECTIVES
Component Trainers & HR Practitioners	***Train the Trainers*** Delivery: Power Point and Interactive Modules Course (~16.00hrs)	-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*
HR Practitioners	***CES HR Elements*** Delivery: Interactive Module-Based Course (~12.00hrs)	-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
DoD Leaders	***CES Leaders Orientation*** Delivery: Executive Power Point Brief and Q&A (~2.00hrs)	-Familiarize leaders with the core tenets of CES -Labor obligations responsibilities -Equip leaders with the requisite knowledge for CES implementation in their organizations
General Workforce	***CES Workforce Orientation*** Delivery: Comprehensive Power Point Presentation and Q&A (~3.00hrs)	-Familiarize employees with the core tenets of CES -CES conversion opportunities -Explain the CES organizational and workforce implications

Group 5

Employment and Placement

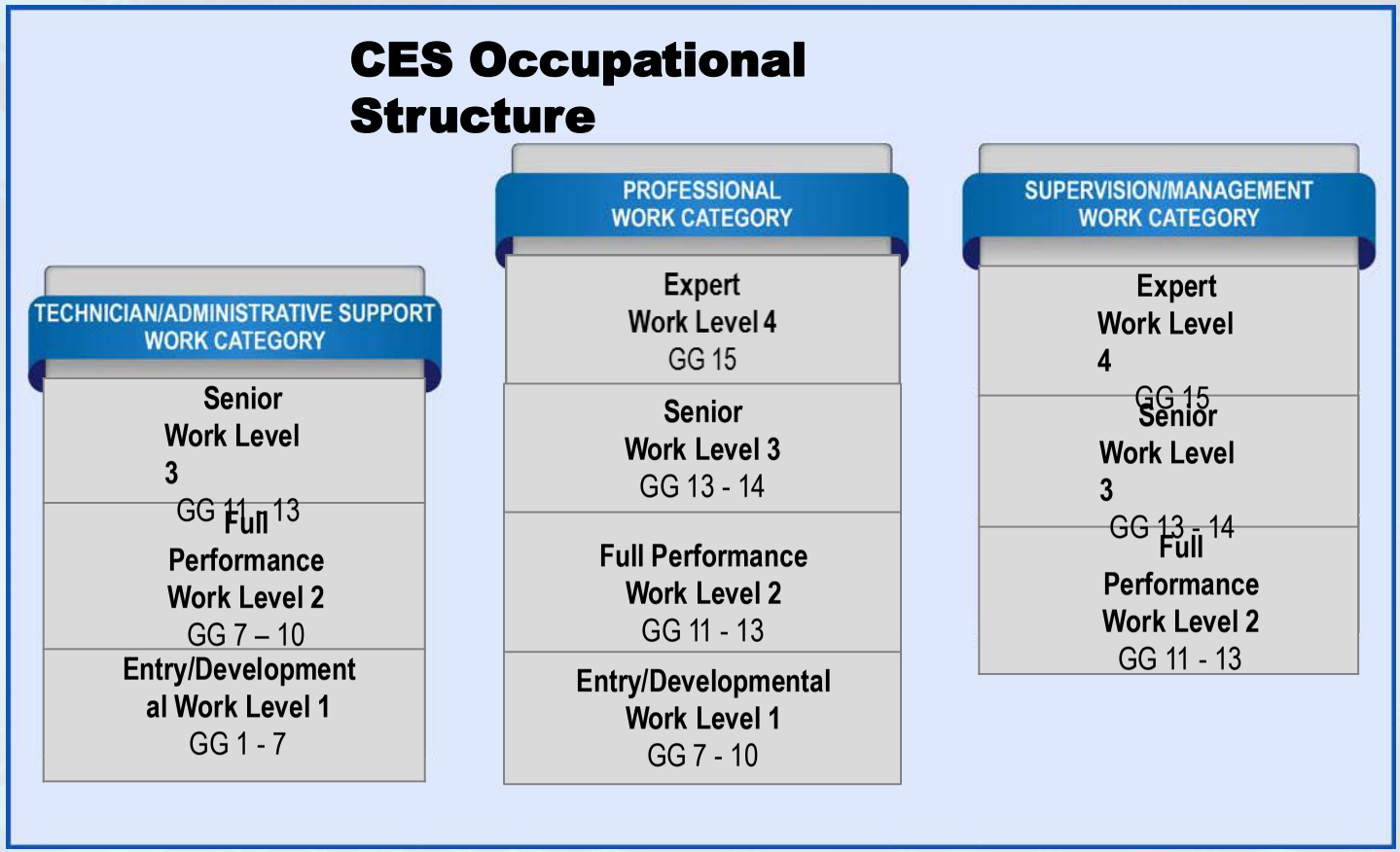
CES Recruitment and Staffing

- **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
  - Only preference-eligible candidates with a Military Service-connected disability of 30 percent or more will be specifically identified and documented
- **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

Group 6

Occupational Structure

CES Occupational Structure



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.

CES 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, grade

- New or Vacant Positions:
  - Requirement:
    - Complete position classification with CES Occupational Elements and CES Grading Standards
    - CES Volume 3007

Group 7

Compensation

CES Compensation

Basic Pay = Base Pay + Local Market Supplement (LMS) OR Targeted Local Market Supplement (TLMS)

- **Current Employee CES Conversions:**
  - No change in pay; Documented career –ladders will continue
- **Promotions:**
  - 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)

CES 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**

Group 8

Labor Relations and Performance Management

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…

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"

NEW BEGINNINGS

Three-Level Rating Pattern

Outstanding (5)

Fully Successful (3)

Unacceptable (1)

Questions

Background

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:	
	24th AF/Air Force Cyber Command	
	10th Fleet/ Navy Fleet Cyber Command	
	Marine Corps Network Operations and Security Center	
	Marine Forces Cyber Command	
	Marine Corps Cyberspace Warfare Group	
	2ND Army (NETCOM)	
	Army Cyber Command	
		~Aug 2017- Aug 2019
Phase III		
	Other DoD Organizations:	
	-Additional DoD Organizations and Selected Positions (e.g., additional DISA elements; 4th Estate organizations; and other cyber /IT positions, as appropriate)	
		~Jan 2019- Dec 2020

ORIGINAL

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
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