Cyber Excepted Service (CES) HR Elements Course

Lesson 2

Introduction to the DoD Cyber Excepted Service Personnel System

DoD CIO
Learning Topics

- Cyber Mission Imperatives
- CES History
- CES Design Concepts
- CES Scope and Applicability
- Personnel Policies
- CES Overview
- Key Roles and Responsibilities
- Implementation Schedule and Support
- Conversion Process
- Employee Implications
- Manager and Supervisor Implications
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
Personnel Authorities Section 1599f of Title 10, U.S.C
CES Implementation Plan Submitted to Congress Jun 2016
Interim Title 5 Cyber Personnel Authorities...
NDAA FY2017 Section 1643
Publish Initial CES Policies Aug 2017
CES Phase II Implementation - DISA - Service Cyber Components 2018 - 2024

NDAA FY2016 Section 1107 PL 114-92
Cyber Workforce Recommendations Report Submitted to SECDEF Mar 2016
Cyber Workforce Action Plan Section 1108 Report Submitted to SECDEF
CES Phase I Implementation Aug 2017 - March 2018 - U.S. Cyber Command - JFHQ DoD Information Networks - DCIO Cybersecurity

CES Phase III Implementation 2024 - Beyond TBD

Cyber Workforce Action Plan Section 1108 Report Submitted to SECDEF

Cyber Workforce Recommendations Report Submitted to SECDEF Mar 2016


Publish Initial CES Policies Aug 2017

CES Phase II Implementation - DISA - Service Cyber Components 2018 - 2024
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.

- **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

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**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 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
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?

- Rights of Employees, Unions, or Management
- Performance Management DPMAP
- Federal Benefits
- Retirement
- Leave Accrual
- Appeal Rights
- Protections
- Completed Probationary Periods
- With-In Grade Step Waiting Periods
- Current Grade and Salary
- Attained Career Status
- CES Does NOT Change...
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
- Leaders
- Managers/Supervisors
- Employees
# CES Implementation Schedule

<table>
<thead>
<tr>
<th>ORGANIZATIONS</th>
<th>PROJECTED TIMELINE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Phase 1:</strong></td>
<td>Aug 2017 - Mar 2018</td>
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<tr>
<td>- U.S. Cyber Command</td>
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<tr>
<td>- Joint Force HQ DoD Information Networks</td>
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<tr>
<td>- DCIO Cybersecurity</td>
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<tr>
<td><strong>Phase 2:</strong></td>
<td>Sept 2018 - 2024</td>
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<tr>
<td>- Defense Information Systems Agency</td>
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<tr>
<td>- Service Cyber Components</td>
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<tr>
<td><strong>Phase 3:</strong></td>
<td>2025 – Beyond (TBD)</td>
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<tr>
<td>- Other DoD Organizations</td>
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</table>
# CES Implementation Timeline

## Phase 1: August 2017 - March 2018

<table>
<thead>
<tr>
<th>Aug</th>
<th>Sept</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
<th>Jan 18</th>
<th>Feb 18</th>
<th>Mar 18</th>
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</thead>
<tbody>
<tr>
<td><strong>Policy Development and Issuance</strong></td>
<td>Develop &amp; Coordinate CES Policies July 2016- August 2017</td>
<td>Issue Policies 15 August</td>
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<tr>
<td><strong>Strategic Communications</strong></td>
<td>Develop Products June-August</td>
<td>Release Products August-September</td>
<td>CES Road Show Engagements August - November</td>
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<tr>
<td><strong>Training</strong></td>
<td>Course Design and Development April – August</td>
<td>Instructor Preparation June – August</td>
<td>Union Review August</td>
<td>CES Phase I Training Delivery September - October</td>
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<tr>
<td><strong>HR Planning</strong></td>
<td>Develop CES Implementation Guide June-October</td>
<td>Release HRO Toolkit October</td>
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<td>Servicing HRO Planning and Implementation October – January</td>
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<tr>
<td><strong>Position Alignment</strong></td>
<td>Conduct Position Reviews</td>
<td>Map GS positions to CES Occupational Elements</td>
<td>Complete CES Position Description Cover Sheets</td>
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</tr>
<tr>
<td><strong>CES Conversions</strong></td>
<td>Convert Vacant Positions to CES</td>
<td>Release CES Offer Letters to Current Employees (optional and mandatory)</td>
<td>Process Conversion Personnel Actions</td>
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**Key Dates:**
- Issue Policies: 15 August
- CES Road Show Engagements: August - November
CES Conversion Process

DoD Cyber Mission

Cyber Excepted Service Organizational Designation
Section 1599f of Title 10  DoD Tri-Chair Approval  DoD Component Validation

Strategic Communications and Training

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

Continuous Engagements with Labor Relations Throughout

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

PHASE II
DISA
Service Cyber Components

PHASE III
TBD

ORGANIZATIONS

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

AWARENESS  INFORM  SUSTAIN

Mission Category (TBD)
Current Employees (Optional & Mandatory)

CES Position

CES (accept) or DoD Cyber (decline)

Conversion or No Action

Reporting
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

<table>
<thead>
<tr>
<th>AUDIENCE</th>
<th>COURSE</th>
<th>OBJECTIVES</th>
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</table>
| 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 |
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
## 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

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**CES is a tool for managing your career...**
Lesson Review

- Cyber Mission Imperatives
- CES History
- CES Design Concepts
- CES Scope and Applicability
- Personnel Policies
- CES Overview
- Key Roles and Responsibilities
- Implementation Schedule and Support
- Conversion Process
- Employee Implications
- Manager and Supervisor Implications
Background
## 2016 Original Tri-Chair Approved CES Scope and Phasing Plan

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

<table>
<thead>
<tr>
<th>ORGANIZATION</th>
<th>COURSE</th>
<th>TRAINING LOCATION</th>
<th>INSTRUCTORS</th>
<th>PROJECTED TRAINING DATES</th>
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<tbody>
<tr>
<td>(WHS; DLA)</td>
<td>CES HR Elements – 12hrs.</td>
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<td>CES Leaders Orientation – 2 hrs.</td>
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<td>CES Workforce Orientation – 3 hrs.</td>
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<td>Senior Supvs. &amp; Mgrs. – 2 hrs.</td>
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<td></td>
<td>CES Workforce Orientation – 3 hrs.</td>
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*Consolidated Training Sessions