



## DoD INSTRUCTION 1400.25, VOLUME 3007

# DoD CIVILIAN PERSONNEL MANAGEMENT SYSTEM: CYBER EXCEPTED SERVICE (CES) OCCUPATIONAL STRUCTURE

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**Originating Component:** Office of the Under Secretary of Defense for Personnel and Readiness

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**Approved by:** A. M. Kurta, Performing the Duties of the Under Secretary of Defense for Personnel and Readiness

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**Purpose:** This instruction is composed of several volumes, each containing its own purpose. In accordance with the authority in DoD Directive (DoDD) 5124.02:

- This instruction establishes and implements policy, establishes procedures, provides guidelines and model programs, delegates authority, and assigns responsibilities regarding civilian personnel management within the DoD.
- This volume:
  - Is part of the 3000 Volume series of this instruction. In accordance with the authority in DoDDs 1400.25, 5124.02, 5144.02, and 8140.01, the 3000 Volumes establish policy, assign responsibilities, and provide guidance for the Cyber Excepted Service (CES) and are referred to as “the CES Volumes.”
  - Pursuant to section 1599f of Title 10, United States Code (U.S.C.), establishes the policies, responsibilities, procedures, and delegations for the design and administration of the CES occupational structure and supports the application of the occupational structure to individual positions covered by CES.

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## SECTION 1: GENERAL ISSUANCE INFORMATION

### 1.1. APPLICABILITY.

a. This issuance applies to OSD, the Military Departments, the Office of the Chairman of the Joint Chiefs of Staff and the Joint Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities within the DoD that employ individuals under the CES, referred to collectively in this issuance as the “DoD Components.”

b. This issuance does **not** apply to:

(1) Employees covered by the Defense Civilian Intelligence Personnel System or the Federal Wage System, or equivalent; non-appropriated fund employees; and foreign national employees employed under authority other than the CES.

(2) Employees in CES-designated cyber positions who declined the voluntary opportunity to convert to the CES.

(3) Employees in cyber positions that are not CES-designated.

(4) Employees in Senior Executive Service, senior level, scientific and professional, and equivalent positions, unless specifically addressed in the CES volumes of this instruction.

### 1.2. POLICY. It is DoD policy that:

a. Each position and title will be mapped to an occupational series and title established by the Office of Personnel Management.

b. Position classification practices for CES-covered positions will be categorized, classified, and aligned in accordance with the provisions of Sections 5 through 7 of this volume, DoDD 8140.01, and the National Initiative for Cybersecurity Education (NICE) Workforce Framework.

## **SECTION 2: RESPONSIBILITIES**

**2.1. UNDER SECRETARY OF DEFENSE FOR PERSONNEL AND READINESS (USD(P&R)).** In conjunction with the DoD Chief Information Officer (DoD CIO) and in coordination with the Under Secretary of Defense for Intelligence (USD(I)), the USD(P&R) establishes and maintains CES policies covered by this volume.

**2.2. USD(I).** The USD(I) coordinates on occupational structure issues that cross Defense Cyber and Defense Intelligence interests and makes recommendations to the DoD CIO and the USD(P&R).

**2.3. DoD CIO.** The DoD CIO oversees the implementation and management of this volume.

**2.4. DoD COMPONENT HEADS.** The DoD Component heads:

a. Establish procedures for the evaluation of CES positions using systematic application of CES position classification criteria to ensure an effective and efficient workforce alignment in support of the cyber mission.

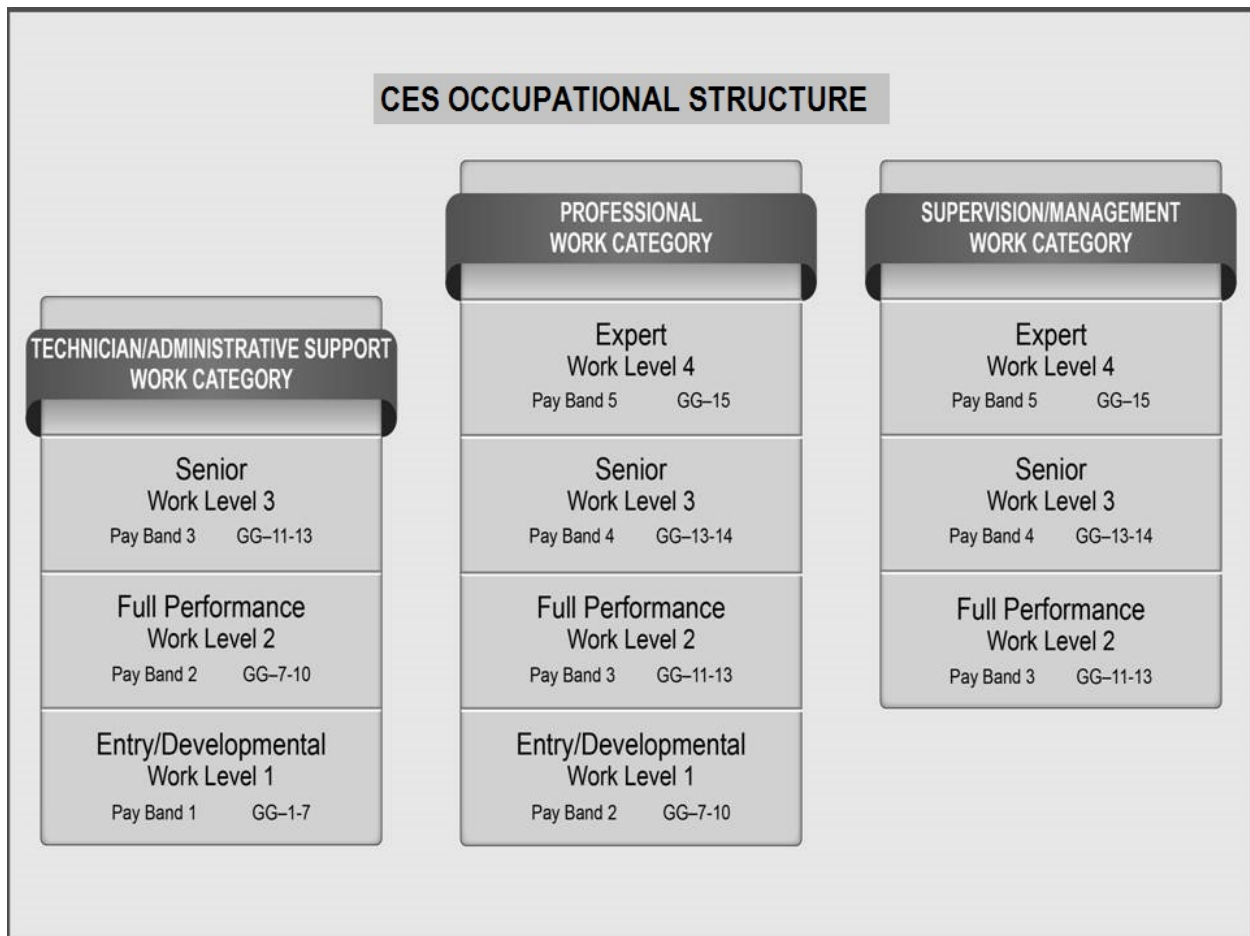
b. Ensure that each CES position is reviewed for appropriate classification as mission requirements change.

## SECTION 3: CES OCCUPATIONAL STRUCTURE PROCEDURES

### 3.1. GENERAL STRUCTURE.

a. The CES occupational structure, in Figure 1, aligns with the mission categories, work categories, and work levels to ensure positions are established and maintained to accomplish the DoD cyber mission, as prescribed in DoDD 8140.01. The CES occupational structure facilitates position classification procedures for aligning civilian cyber work to the appropriate pay band or grade range. Through the occupational structure, the CES allows for work to be assigned and positions to be organized in a way that best accomplishes the mission, while upholding the merit principle of equal pay for work of equal value.

**Figure 1. CES Occupational Structure**



b. The 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. DoD organizations operating under either a

rank-in-position or rank-in-person personnel management construct will use the CES occupational and position structure to establish workforce requirements that structure their recruitment, retention, and development programs in support of the DoD cyber mission.

c. The CES occupational structure provides the foundation for managing the CES pay structure. It consists of the following elements: mission categories, occupational groups and series, job titles, competencies, work categories, work levels, pay bands (for those DoD Components operating under the CES pay banded structure using pay plan IA), and grades (for those DoD Components operating under the GG graded structure using pay plan GG).

d. CES graded positions will be grouped in accordance with the work category and work level descriptors in Sections 2 and 3 of this volume. DoD Components will regularly review positions in accordance with Paragraph 3.2.a. of this volume to ensure they are properly aligned to mission category, occupational series, job title, work category, work level, and pay band (for those Components operating under CES pay bands), or grade (for those Components operating under the GG graded structure) based on work requirements.

### **3.2. MAINTAINING DOD COMPONENT POSITION STRUCTURES.**

a. DoD Components will maintain an ongoing program to assign all CES positions to the appropriate mission category, occupational series, job title, work category, work level, and pay band or grade, as applicable, in accordance with mission requirements of the respective Components.

b. Before DoD Components assign an employee to a CES position, they will verify that the position is appropriately aligned to the CES occupational structure in accordance with the guidance provided in this volume.

## **SECTION 4: CES MISSION CATEGORIES**

**4.1. GENERAL.** CES mission categories will be established in accordance with DoDD 8140.01 and the National Initiative for Cybersecurity Education (NICE) Workforce Framework.

**4.2. CES MISSION CATEGORIES.** CES mission categories will be established in accordance with the DoDD 8140.01, NICE Workforce Framework, and Joint Publication 3-12(R).



## SECTION 5: WORK CATEGORIES

**5.1. GENERAL.** Each CES position will be assigned to a work category according to the criteria in this section. These required work categories describe broad sets of related occupational groups characterized by common types of work within the CES enterprise. In applying these criteria, the DoD Components will base their decisions on the work category most applicable to the predominant type of work assigned to the position and performed by the incumbent (e.g., primary purpose of the work, required qualifications).

### 5.2. CES WORK CATEGORIES.

**a. Technician and Administrative Support.** This CES work category includes positions with duties and responsibilities that primarily involve support for the operations and functions of a particular type of work or organizational unit. Such support activities are technical or administrative, and qualifications generally are acquired through practical experience supplemented by on-the-job or skills-specific training. Such work generally has fewer career progression stages and work levels. Positions in this category typically are covered by Section 201 *et seq.* of Title 29, U.S.C., also known as the “Fair Labor Standards Act of 1938.”

**b. Professional.** This CES work category includes positions with duties and responsibilities that primarily involve professional or specialized work that requires the interpretation and application of concepts, theories, and judgment. At a minimum, all groups in this category require either a bachelor’s degree or equivalent experience for entry. However, some occupations in this category have positive education requirements (i.e., a requirement for a particular type or level of academic degree). This work category features multiple career progression stages and work levels.

**c. Supervision and Management.** This CES work category includes positions with duties and responsibilities that primarily involve planning, directing, and coordinating the operation of units within DoD Components; overseeing daily operations, managing material, financial or human resources; developing and executing strategy; and formulating and implementing policies.

## SECTION 6: WORK LEVEL DESCRIPTIONS

**6.1. GENERAL.** DoD Components will use the work level descriptions in this section to describe and classify the work of CES positions in each of the work categories established in Section 4 of this volume. Positions at the Full Performance, Senior, or Expert Work Levels in the Professional Work Category may also be defined as supervisors or managers, if appropriate, based on the functional role the positions are designed to fulfill.

### 6.2. CES WORK LEVELS.

**a. Entry and Developmental.** In both the Professional and the Technician and Administrative Support Work Categories, work at this foundational level includes learning and applying basic procedures and acquiring competencies through training or on-the-job experience. Positions in the Technician and Administrative Support Work Category at this level may involve independent performance of duties. Technician and Administrative Support positions should be placed in this work level when their primary function is performing established office procedures and standard program practices, and when typical career patterns for the occupation do not extend to the complexity, variety, and scope of the Full Performance Work Level.

**b. Full Performance.** Work at this journeyman level involves independently performing the full range of non-supervisory duties assigned to the employee. Employees at this level have successfully completed required entry-level training or developmental activities either within the employing organization or before joining the organization. Employees at this work level have a full understanding of the technical or specialty field, independently handle situations or assignments with minimal day-to-day instruction or supervision, and receive general guidance and direction on new projects or assignments. Within established priorities and deadlines, Full Performance employees exercise independent judgment in selecting and applying appropriate work methods, procedures, techniques, and practices in accomplishing their duties and responsibilities. Actions at this level may have impact beyond the work unit and, as a result, employees at this level typically collaborate internally and externally with their peers.

**c. Senior.** Work at this mastery level involves a wide range of complex assignments and non-routine situations that require extensive knowledge and experience in the technical or specialty field. Receiving broad objectives and guidelines from their supervisors, Senior Work Level employees independently handle a wide range of complex assignments and non-routine situations, and exercise independent judgment to identify and take alternative courses of action. Following broad objectives and guidelines, employees act independently to establish priorities and deadlines within expectations established by their supervisor and exercise individual judgment to choose alternative guidelines to complete assignments. Employees may lead and coordinate special projects, teams, tasks, and initiatives, and may be required to build and use collaborative networks with key contacts within and outside of their immediate organization. Actions at this level are likely to have an impact beyond the employee's immediate organization.

**d. Expert.** Work at this level involves an extraordinary degree of specialized knowledge or expertise to perform highly complex and ambiguous assignments that normally require

integration and synthesis of a number of unrelated disciplines and disparate concepts. Employees at this level set priorities, goals, and deadlines and make final determinations on how to plan and accomplish their work. DoD Components rely on employees at this level for the accomplishment of critical mission goals and objectives, and as a result, employees may lead the activities of senior and other expert employees, teams, projects, or task forces. Employees at this level create formal networks involving coordination among groups across DoD and other external organizations.

### **6.3. APPLYING CES WORK LEVELS TO THE SUPERVISION AND MANAGEMENT WORK CATEGORY.**

**a. Supervision.** Work of this type involves planning, directing, assigning, leading, and monitoring the work of the unit; hiring or selecting employees; managing and appraising employee and organizational performance; disciplining employees; resolving employee complaints; and supporting the development of employees. Supervisors make decisions that impact the resources (people, budget, materials) of the work unit, ensure the technical quality and timeliness of the work produced by employees in the unit, and collaborate with supervisors across the organization in unstructured situations.

**b. Management.** Work of this type involves supervision of other subordinate managers or supervisors or direction of units, functions, or projects that may be staffed by civilian or military personnel. Managers are responsible for justification, direction, and allocation of resources (people, budget, material) across the organization through one or more levels of supervision and for setting organizational goals, objectives, and priorities. They handle highly complex, sensitive, or ambiguous challenges facing the organization; interact with, influence, and persuade high-ranking officials within and outside the organization, agency, and other external organizations; and make decisions that have an impact within and outside of the immediate organization and agency.

## SECTION 7: CES GRADING STANDARD FOR GG GRADED POSITIONS

### 7.1. GENERAL.

a. CES organizations using the GG graded structure will use the guidance in this section to assign GG grades to nonsupervisory and supervisory and managerial positions following assignment of the CES mission category, work category, and work level, using guidance contained in Sections 1, 2, and 3 of this volume.

b. The CES grading standard for GG positions is the standard for assigning grades in the alignment of all CES positions in the GG grade structure, grades GG-1 through GG-15. The standard is derived from the Office of Personnel Management's Factor Evaluation System Primary Standard in the "Introduction to the Position Classification Standards." This CES standard consists of two parts: Part I provides grading criteria for nonsupervisory positions; Part II provides grading criteria for supervisory and managerial positions.

**7.2. PART I: GRADING CRITERIA FOR CES NON-SUPERVISORY POSITIONS.** The grading criteria for nonsupervisory CES positions is used to assess five job-content factors that when appropriately applied and summed allow for consistent placement of CES positions into the CES work level and GG structure across occupations and work categories. For each factor below, a degree of difficulty and its associated point total is assigned to a position (See Table 1 for CES nonsupervisory grade conversion and Figure 1 for CES occupational structure alignment).

**a. Factor A Essential Knowledge.** This factor measures the nature and extent of information or facts that employees must understand to do acceptable work (e.g., steps, procedures, practices, rules, policies, theories, principles, and concepts) and the nature and extent of the skills needed to apply this knowledge.

(1) **Degree A-1 – 5 Points.** The work requires: knowledge of simple, routine, or repetitive tasks or operations that typically include step-by-step instructions and require little or no previous training, experience, or skill to operate simple equipment requiring little or no previous training or experience.

(2) **Degree A-2 – 15 Points.** The work requires knowledge of basic or commonly used rules, procedures, or operations that typically require some previous training or experience; or basic skills to operate equipment that requires some previous training or experience, such as keyboard equipment or reproduction equipment.

(3) **Degree A-3 – 20 Points.** The work requires knowledge of a body of standardized rules, procedures, or operations requiring considerable training and experience in order to perform the full range of standard clerical and non-clerical assignments and resolve recurring problems; or the skill, acquired through considerable training and experience, to operate and adjust varied equipment for purposes such as performing numerous standardized tests or operations.

(4) Degree A-4 – 30 Points. The work requires:

(a) Knowledge of an extensive body of rules, procedures, or operations that require extended training and experience to perform a wide variety of interrelated or non-standard procedural assignments and resolve a wide range of problems; or

(b) Practical knowledge of standard procedures in a technical field, requiring extended training or experience in order to perform such work as adapting equipment, when this requires:

1. Considering the functioning characteristics of equipment;
2. Interpreting results of tests based on previous experience and observations (rather than directly reading instruments or other measures); or
3. Extracting information from various sources when this requires considering the applicability of information and the characteristics and quality of the sources.

(5) Degree A-5 – 40 Points. The work requires knowledge (such as would be acquired through a pertinent baccalaureate educational program or its equivalent in experience, training, or independent study) of basic principles, concepts, and methods of a professional or administrative occupation and skill in applying this knowledge in carrying out elementary assignments, operations, or procedures; or, in addition to the practical knowledge of standard procedures in Degree A-4, practical knowledge of technical methods to perform assignments such as carrying out limited projects that involve use of specialized, complicated techniques.

(6) Degree A-6 – 60 Points. The work requires knowledge of the principles, concepts, and methods of a professional or administrative occupation as previously described in Degree A-5 that has been supplemented either by:

(a) Skill gained through job experience to permit independent performance of recurring assignments;

(b) Expanded professional or administrative knowledge gained through relevant graduate study or experience, which has provided skill in carrying out assignments, operations, and procedures in the occupation that are significantly more difficult and complex than those covered by Degree A-5; or

(c) Practical knowledge of a wide range of technical methods, principles, and practices similar to a narrow area of a professional field and skill in applying this knowledge to such assignments as the design and planning of difficult, but well preceded projects.

(7) Degree A-7 – 80 Points. The work requires knowledge of a wide range of concepts, principles, and practices in a professional or administrative occupation, such as would be gained through extended graduate study or experience and skill in applying this knowledge to difficult and complex work assignments; or a comprehensive, intensive, practical knowledge of a technical field and skill in applying this knowledge to the development of new methods, approaches, or procedures.

(8) **Degree A-8 – 95 Points.** The work requires a mastery of one or more professional or administrative fields. The employee at this level applies experimental theories and new developments to problems that cannot be resolved with traditionally accepted methods; or makes decisions or recommendations that significantly change, interpret, or develop important policies and programs.

(9) **Degree A-9 – 115 Points.** The work requires a mastery of a professional or administrative field to generate and develop new hypotheses and theories. The employee at this level is a leading authority in the specialty within the joint organization or throughout DoD.

**b. Factor B – Guidelines.** This factor measures the nature of the guidelines the employee uses (e.g., regulations, procedures, precedents, methods, techniques, and forms of governance over the work) and the degree of interpretation required of these references, including judgment and originality, to perform their assigned responsibilities.

(1) **Degree B-1 – 10 Points.** Specific, detailed guidelines covering all-important aspects of the assignments are provided to the employee. The employee works in strict adherence to the guidelines; deviations must be authorized by the supervisor.

(2) **Degree B-2 – 25 Points.** Procedures for performing the work are established, and a number of specific guidelines are available. The number and similarity of guidelines and work situations require the employee to use judgment in locating, selecting, and applying the most appropriate guidelines, references, and procedures for application and in making minor deviations to adapt the guidelines in specific cases. Adaptability and versatility are required to meet changing work situations.

(3) **Degree B-3 – 50 Points.** Guidelines are available, but are not completely applicable to the work or have gaps in specificity. The employee uses judgment in interpreting and adapting guidelines, such as the policies, regulations, precedents, and work directions for application to specific cases or problems. The employee analyzes results and recommends changes.

(4) **Degree B-4 – 70 Points.** Administrative policies and precedents are applicable, but are stated only in very general terms. Guidelines for performing the work are scarce or of limited use. The employee uses initiative and resourcefulness in deviating from traditional methods or researching trends and patterns to develop new methods, criteria, or proposed new policies.

(5) **Degree B-5 – 95 Points.** Guidelines are broadly stated and nonspecific, such as broad policy statements and basic legislation that require extensive interpretation. The employee must use judgment and ingenuity in interpreting the intent of guides that do exist and in developing applications to specific areas of work. Frequently, the employee is recognized as an authority in the development and interpretation of guidelines.

(6) **Degree B-6 – 115 Points.** Guidelines are virtually non-existent. Precedents are obscure or not available. Originality, creativity, or extensive experience are required to deal with or to plan theoretical, experimental, or complex programs of such advanced and novel character that new concepts and methods must be developed. The lack of guidelines requires the employee



to develop definitive plans and head pioneering efforts to solve problems that require an extension of theory.

**c. Factor C – Scope of Authority and Effect of Decisions.** This factor covers the relationship between the nature of the work (e.g., purpose, breadth, and depth of assignments) and the effect of the work products or services within and outside the organizational element. Effect also measures such things as whether the work output facilitates the work of others, provides timely service of a personal nature, or impacts on the adequacy of research conclusions.

(1) **Degree C-1 – 15 Points.** The employee takes or recommends actions on routine assignments or portions of special assignments where errors in decisions or commitments can be readily detected and corrected. The primary consequence of error is localized loss of time.

(2) **Degree C-2 – 30 Points.** The employee makes decisions on the application of established procedures and initiates actions that affect various organizational units within the DoD Component. Errors in decisions or commitments are not immediately apparent, but are revealed in subsequent operations. An error may result in loss of time in other organizational units within the Component or activity.

(3) **Degree C-3 – 50 Points.** The employee makes decisions based on the interpretation of regulations and practices and initiates actions that affect various organizational units. Commitments do not involve interpretation of policy or the setting of precedents, but may have an adverse effect upon the activities of the assigned element. Errors could prove costly in terms of delay and waste of time and resources within the element.

(4) **Degree C-4 – 70 Points.** The employee makes decisions and initiates actions that involve the interpretation of policy or the setting of precedents. The employee makes authoritative determinations and advises on technical problems. Decisions and commitments often involve large expenditures of resources and have a strong impact on important programs.

(5) **Degree C-5 – 90 Points.** The employee makes recommendations and decisions that materially affect the scope and direction of large, complex, and significant programs, or technical and scientific activities of crucial importance to the DoD activity, Component's, or DoD's mission. Commitments may result in the initiation of major programs or the cancellation or modification of existing major programs.

**d. Factor D – Work Relationships.** This factor includes contacts with persons not in the supervisory chain and is based on what is required to make the initial contact, the difficulty of communicating with those contacted, and the degree to which the employee and those contacted recognize their relative roles and authorities. Also considered by this factor are the purposes of the contacts, which range from factual exchanges of information to situations involving significant or controversial issues and differing viewpoints, goals, or objectives.

(1) **Degree D-1 – 5 Points.** Person-to-person work relationships occur, but generally are of an incidental nature and do not constitute a significant part of the work.

(2) **Degree D-2 – 15 Points.** Person-to-person work relationships are a regular and necessary part of the job and are for the purpose of giving or obtaining factual information that is easy to convey and simple to understand.

(3) **Degree D-3 – 35 Points.** Person-to-person work relationships are for the purpose of giving or obtaining information on problems where some explanation or interpretation of facts is required to render service, implement regulations and policies, or maintain coordination.

(4) **Degree D-4 – 55 Points.** Person-to-person work relationships are for the purpose of giving or obtaining information on non-routine problems requiring not only explanation or interpretation of facts, but also discussion and inferences to gain concurrence or persuade to action.

(5) **Degree D-5 – 75 Points.** Person-to-person work relationships are for the purpose of discussing policy matters and major changes in program emphasis to provide authoritative advice on their effect and feasibility, to gain necessary cooperation and support, or to persuade to action.

(6) **Degree D-6 – 95 Points.** Person-to-person work relationships are for the purpose of securing acceptance or indispensable support of or explaining and defending policies and programs that represent the most controversial or crucial phases of the DoD or joint organization's programs. Personal contacts are typically with high-ranking officials at national or international levels, with executives of large industrial firms or with specific policy makers and senior staff of other DoD, federal organizations, or joint organizations.

**e. Factor E – Supervision Received.** This factor covers the nature and extent of direct or indirect controls exercised by the supervisor, the employee's responsibility, and the method for reviewing completed work.

(1) **Degree E-1 – 5 Points.** The supervisor gives specific assignments to the employee and provides clear, detailed, and specific instructions. As the employee gains familiarity with the work, instructions are not detailed for repetitive tasks, but the employee's responsibilities remain clearly defined. The employee works as instructed and consults with the supervisor as required on matters not covered in the original instructions. The supervisor maintains control through review of the work for such things as accuracy, adequacy, and adherence to instructions and established procedures.

(2) **Degree E-2 – 20 Points.** The supervisor maintains control over work by checking for accuracy, adequacy, and adherence to instructions. The instructions the supervisor gives to the employee are well defined, but the employee may recommend modifications to those instructions if the assignment is new, difficult, or unusual. The employee carries out routine assignments, but unforeseen problems and unusual situations may be referred to the supervisor for help or decisions.

(3) **Degree E-3 – 35 Points.** The supervisor makes assignments by defining objectives, priorities, and deadlines, and assists the employee with unusual situations that do not have clear precedents. The employee plans and carries out successive steps and handles problems and deviations in the work assignment in accordance with instructions, previous training, or accepted



practices in the occupation. The supervisor reviews finished work for accuracy, quality, and compliance with more complex instructions and guidelines.

(4) **Degree E-4 – 55 Points.** The supervisor sets the overall objectives and resources available. The employee and supervisor, in consultation, develop the deadlines and projects. The employee is responsible for planning and carrying out the assignment, resolving most of the conflicts that arise and interpreting policy in terms of established objectives. The employee keeps the supervisor informed of progress and any controversial matters. The supervisor reviews finished work and methods for accuracy and effectiveness and for compliance with complex instructions and guidelines.

(5) **Degree E-5 – 75 Points.** The supervisor generally provides only administrative direction, with assignments made in terms of broadly defined missions or functions. The employee has responsibility for planning, designing, and carrying out programs, projects, studies, or other work independently. The employee keeps the supervisor informed of significant developments. The supervisor reviews completed work only from an overall standpoint in terms of feasibility, compatibility, effectiveness or expected results, and contribution to the overall project or program.

(6) **Degree E-6 – 95 Points.** Assignments are made in terms of the overall organizational mission and policies. The employee selects objectives, plans, and methods independent of any review. Delegated authority is complete. Broad policy questions or major problems of coordination are resolved in conference with advisors or personnel in other activity or Component elements. Recommendations for new projects and alterations of objectives are usually evaluated for such considerations as availability of funds and other resources, broad program goals, or national priorities. Results of completed work are considered technically authoritative and are normally accepted without significant change.

(7) **Degree E-7 – 115 Points.** The employee is often the most authoritative professional in a particular field with the DoD or joint organization. The work is generally considered to be pioneering in a particular specialty. Supervision is virtually nonexistent. The independence of action inherent at this level is hampered only by the constraint on the availability of funds or other resources or major program goals and national priorities.

**Table 1. Grade Conversion Chart for CES Non-supervisory Positions**

Total Points	GG Grade Level	CES Work Category and Work Level Descriptor (defined in Sections 5 and 6)
< 45	1	Entry and Developmental Work Level for the Technician and Administrative Support Work Category
	2	
	3	
45-79	4	
80-104	5	
105-129	6	
130-159	7	
130-159	7	Entry and Developmental Work Level for the Professional Work Category; Full Performance Work Level for the Technician and Administrative Support Category
160-179	8	
180-204	9	
205-224	10	
225-244	11	Senior Work Level for the Technician and Administrative Support Work Category; Full Performance Work Level for the Professional Work Category
245-294	12	
295-339	13	Senior Work Level for the Professional Work Category
295-339	13	
340-379	14	Expert Work Level for the Professional Work Category
380 and above	15	
When applying this grade conversion chart, all work is aligned first to the Work Category and Work Level using the guidance contained in this volume, and then to the appropriate GG grade based on this chart.		

**7.3. PART II: GRADING CRITERIA FOR CES SUPERVISORY POSITIONS.** The following are the factor and degree descriptors for CES supervisory and managerial positions. When applying the grading guidelines below, they should be applied in the context of the total job. For those positions with mixed supervisory and non-supervisory responsibilities, the position should be titled as a supervisor if the position meets the requirements for designation as a supervisor, as prescribed in Section 5 of this volume; however, the final grade of the position should be assigned based on the highest level of work the individual performs on a regular and recurring basis (see Table 2 for CES supervisory and managerial positions grade conversions and Figure 1 for CES occupational structure alignment).

**a. Factor A – Guidelines.** This factor measures the degree to which judgment and originality play a role in the supervisor’s assignment. It is the availability and degree to which they apply, or the degree to which guidelines are absent, that determines the level of independent judgment and initiative in a supervisory position.

(1) **Degree A-1 – 15 Points.** The supervisor works in strict adherence to guidelines, and their immediate supervisor must authorize any deviations.

(2) **Degree A-2 – 35 Points.** The supervisor works in adherence to guidelines, but may use some independent discretion in locating and selecting the most appropriate guidelines or references.

(3) **Degree A-3 – 55 Points.** The supervisor uses judgment, resourcefulness, and initiative in adapting and applying guidelines, and is responsible for analyzing results and recommending changes to deal with the more difficult or unusual assignments.

(4) **Degree A-4 – 75 Points.** Guidelines exist, but the supervisor must use judgment and ingenuity to interpret the intent of these guides. The supervisor may be required to make major or novel adaptations to existing guides to accomplish the mission.

(5) **Degree A-5 – 95 Points.** Guidelines have only limited application in the most significant areas of supervised work. The supervisor exercises a very high degree of originality and judgment in formulating, evaluating, and monitoring the organization's programs in instances where new concepts or technologies are developed, where there are no precedents or guidelines to use to predict expected results, and where few if any existing guidelines can be used to develop appropriate criteria, methods, procedures, and techniques. Inherent in a position at this level are the exercise of judgment and ingenuity in guiding personnel in the analysis of unique problems, and the development of new and improved techniques and methods for accomplishing the organization's mission.

(6) **Degree A-6 – 115 Points.** The only available guidelines are broad statements of policy, and precedents are obscure or non-existent. A supervisor at this level has full and final technical responsibility for the work of the organization and is responsible for developing plans and programs related to pioneering efforts. The limited guidelines pose a significant and continuing requirement for a high level of ingenuity and originality to lead and supervise the organization.

**b. Factor B – Scope and Variety of Operations.** This factor is intended to measure the extent to which size, workload, and variety of functions of the organization supervised contribute to the difficulty of the supervisor's position.

(1) **Degree B-1 – 25 Points.** The supervisor is responsible for supervising the day-to-day work of an element in which the operations are well defined and work methods are firmly established. Only one kind of work is normally represented. The supervisor directs workflow, guides employees in the application of established procedures, assigns new or additional work when required, trains new employees, and initiates personnel actions. The supervisor reviews work in progress or upon completion for compliance with instructions and overall quality.

(2) **Degree B-2 – 65 Points.** The supervisor is responsible for planning and supervising the work of a work unit for which the programs and objectives are clearly defined and the organizational structure is fully established. At this level of supervision, more than one kind of work may be present, requiring an additional body of knowledge, and moderate variations in workload may be imposed on the supervisor due to cyclic fluctuations. The supervisor plans workflow and makes work assignments, adjusting workloads and adapting or modifying procedures to alleviate backlogs or delays. The supervisor reviews completed work for technical

adequacy and for compliance with instructions and is responsible for the quality and quantity of completed work.

(3) **Degree B-3 – 95 Points.** The supervisor is responsible, directly or through subordinate supervisors, for organizing, planning and directing the work program of an organization that has established program objectives and limitations. At this level of supervision, a greater variety of work and activities requires frequently shifting work assignments and diversified occupational specialties. The supervisor may be required to alter the organizational structure of the immediate organization under his or her control or work methods to meet changes in requirements and shifts in workload. The supervisor assigns and reassigns personnel and consults with superiors on major technical and administrative problems. He or she is responsible for the effective use of assigned personnel and for the quality and quantity of work produced.

(4) **Degree B-4 – 125 Points.** The supervisor is responsible for directing and coordinating diverse work programs through intermediate levels of supervision. Within the framework of policy, the supervisor determines organizational structure and approves work plans and methods to efficiently and economically manage personnel and material resources. At this level, additional supervisory problems may exist, such as subordinates located in widely separate locales; frequent changes to assignments and deadlines; frequent, often abrupt and unexpected changes in work assignments and goals; a wide variety of distinct occupations; or supervision of shift operations, i.e., activities that are carried out over two or more shifts. Work at this level requires the supervisor to be constantly adjusting to the unpredictable consequences of added pressure.

(5) **Degree B-5 – 150 Points.** The supervisor is responsible for executing a primary mission of the organization by managing and administering a group of major work programs. The supervisor is fully accountable for the economy and efficiency of operations, for compliance with activity or Component policy, and for accomplishing program goals and objectives. The variety and nature of the work supervised is often at the technical frontier of not only the activity or Component but DoD.

**c. Factor C – Work Relationships.** This factor measures the difficulty of accomplishing work goals and objectives through personal contacts within and outside the organization and the nature, frequency, and purpose of person-to-person relationships that the duties of the position requires.

(1) **Degree C-1 – 15 Points.** Contacts are with personnel in the supervisor's immediate organization and are either so highly structured or of such an incidental nature that they do not play a role in overall performance.

(2) **Degree C-2 – 35 Points.** Person-to-person work relationships are required, but are not essential in overall daily work performance. Contacts at this level would normally be within the supervisor's organization to explain changes in work patterns or to explain deviations in work processes or methods. Occasional coordination with other organizations having a similar mission relationship may occur if guidelines or instructions require joint coordination to avoid backlogs or delays.

(3) **Degree C-3 – 55 Points.** Contacts are a regular and necessary part of the function and are generally to clarify or give facts or information if the subject matter requires some interpretation. At this level, most contacts are within the supervisor's own assigned organization; however, occasional contacts may be with external organizations whose missions differ considerably from the supervisor's.

(4) **Degree C-4 – 75 Points.** Daily contact is required with personnel in a wide variety of organizations that have mission-related activities and occasionally with operating personnel within DoD. The purpose of contacts at this level is to resolve non-routine problems affecting the overall activities of the organization. At this level, the supervisor must persuade or influence others to gain concurrence on major issues that affect the supervisor's organization.

(5) **Degree C-5 – 95 Points.** Person-to-person work relationships are for the purpose of justifying, demanding, negotiating, or settling matters involving significant or controversial issues. Contacts are generally with high-ranking officials both within and outside the supervisor's organization. The supervisor is expected to provide authoritative advice and guidance, to be a spokesperson for the organization, and be able to win support for the organization's programs.

(6) **Degree C-6 – 115 Points.** Person-to-person work relationships are to negotiate or solve issues relating to the most significant programs of the organization. The supervisor must defend extremely controversial or critical long-range plans of the organization, frequently at the highest levels of the activity or Component, with ranking officials of other DoD or federal agencies, or with executives of corporations having dealings with the activity or Component.

**d. Factor D – Supervision Exercised.** This factor measures the degree to which the supervisor is responsible for the various facets of technical and administrative supervision or management; his or her involvement in such things as work planning and organization, work assignment and review, and the exercise of supervisory personnel functions. This is, in effect, an expression of the extent of supervision received from higher levels and the extent of the supervisor's own responsibility for the work produced.

(1) **Degree D-1 – 25 Points.** At this level, the supervisor performs only basic supervision, such as ensuring that work schedules are met, staffing is adequate to accomplish assigned tasks, and adequate equipment and supplies are available for employees. The supervisor reviews work in progress or upon completion, explains any special instructions, and ensures that new employees are given proper training to perform the work. The supervisor also oversees attendance and leave, approves sick and annual leave and vacation schedules, and evaluates the performance of subordinates through the CES or other appropriate DoD performance appraisal systems. Any controversial or disciplinary measures are referred to higher level supervisors for adjudication.

(2) **Degree D-2 – 65 Points.** At this level of supervision, the supervisor typically:

(a) Plans work schedules and sequences of operations for assigned personnel, ensuring that deadlines are met and that there is even flow of work.

(b) Revises work schedules to meet changes in workload, including use of overtime or alternate work schedules.

(c) Gives special instructions on difficult or different operations, and answers technical questions about the work.

(d) Informs higher level supervisors of anticipated vacancies, increases in workload, or other circumstances requiring replacement or additional staff.

(e) Informally recommends promotions, reassignments, and recognition and rewards outstanding performance.

(f) Resolves employees' informal complaints that are within his or her jurisdiction, and contacts higher levels of supervision for information and correction of unsatisfactory conditions.

(g) Directs on-the-job training for employees and provides back-up skills by cross training.

(h) Advises employees of the performance requirements of their positions and provides ongoing feedback on progress toward meeting requirements.

(i) Holds correcting interviews with employees and refers disciplinary problems to higher level supervisors in the chain of command, in accordance with local policies and procedures.

(j) Prepares formal evaluations of employee performance and provides feedback on the evaluation.

(k) Explains to employees the main features and general procedures of promotion plans, training programs, and other opportunities, and seeks answers to more technical questions from higher level supervisors or staff specialists.

(l) Informs employees about the policies, procedures, and goals of management as they relate to the work of the organization.

(3) **Degree D-3 – 95 Points.** The supervisor at this level has authority to plan for and make changes in the organization of work to achieve efficient and economical operations within allowable budget, staffing levels, and policies established by higher organizational levels. While the normal work situation typically provides resources the supervisor can use for advice and assistance on particularly difficult and out-of-the-ordinary technical problems, the supervisor does have substantial responsibility for the technical soundness of work. This responsibility includes the authority to define work quality standards and to prepare and issue internal instructions and procedures for employees to use to accomplish their work. In addition to responsibilities for keeping employees and higher level supervisors informed of administrative, budgeting, and personnel matters that affect them, the supervisor at this level has authority to prepare formal and follow-up actions for most supervisory personnel functions, including providing the primary input for promotions and award recommendations.

(4) **Degree D-4 – 125 Points.** At this level, the supervisor has full technical responsibility for the work of the organization and oversees an organization through one or more levels of subordinate supervisors. In addition to the authority to make changes in the organization of work within allowable budget and established policy, the supervisor has the authority to develop plans and schedules that guide subordinate supervisors in meeting program goals, objectives, and broad priorities established by higher level management. The supervisor establishes quality standards and internal instructions and procedures, and establishes operating guidelines to coordinate activities of subordinate supervisors in all substantive and management areas. The supervisor at this level approves, modifies, or rejects personnel actions initiated by subordinate supervisors.

**e. Factor E – Complexity of Work Supervised.** This factor measures the nature, level, and difficulty of the nonsupervisory work being supervised or managed for two or more employees. The degree level selected for this factor should represent the highest full-performance level of nonsupervisory work found in the subordinate work unit.

- (1) **Degree E-1 – 35 Points.** Supervises grades GG-1 through GG-4.
- (2) **Degree E-2 – 40 Points.** Supervises grades GG-5 and GG-6.
- (3) **Degree E-3 – 45 Points.** Supervises grades GG-7 and GG-8.
- (4) **Degree E-4 – 50 Points.** Supervises grades GG-9 and GG-10.
- (5) **Degree E-5 – 55 Points.** Supervises grades GG-11.
- (6) **Degree E-6 – 60 Points.** Supervises grades GG-12.
- (7) **Degree E-7 – 65 Points.** Supervises grades GG-13.
- (8) **Degree E-8 – 70 Points.** Supervises grades GG-14.
- (9) **Degree E-9 – 75 Points.** Supervises grades GG-15.



**Table 2. Grade Conversion Chart for CES Supervisory and Managerial Positions**

<b>Total Points</b>	<b>GG Grade Level</b>	<b>CES Work Category and Work Level Descriptor (defined in Sections 5 and 6)</b>
228-249	11	CES supervisory and managerial work is considered to be professional work, and begins at the Full Performance Work Level (2) in the Professional Work Category. Positions that are found to have point totals less than the minimum shown on this chart will be aligned using the CES nonsupervisory grading criteria.
250-289	12	
290-344	13	
290-344	13	Senior Work Level for the Supervision and Management Work Category.
345-394	14	
395 and above	15	Expert Work Level for the Supervision and Management Work Category.
When applying this grade conversion chart, all work is aligned first to the Work Category and Work Level using the guidance contained in this volume, and then to the appropriate GG grade based on this conversion chart.		



## GLOSSARY

### G.1. ACRONYMS.

CES	Cyber Excepted Service
DoD CIO	Department of Defense Chief Information Officer
DoDD	DoD directive
NICE	National Initiative for Cybersecurity Education
U.S.C.	United States Code
USD(I)	Under Secretary of Defense for Intelligence
USD(P&R)	Under Secretary of Defense for Personnel and Readiness

**G.2. DEFINITIONS.** These terms and their definitions are for the purposes of this volume and serve as the basic occupational structure taxonomy for CES positions.

**activity.** Organizational entities subordinate to a DoD Component.

**competencies.** The measurable or observable knowledge, skills, abilities, behaviors, and other characteristics needed to perform a type of work or function.

**DoD cyber mission.** Those activities that fall within the responsibility of the DoD CIO, as defined in DoDDs 5144.02 and 8140.01.

**GG.** The pay plan used for CES positions in the graded structure.

**grade.** The numerical designation, GG-1 through GG-15, grouped by work levels, which differentiate the required qualifications, difficulty, and responsibilities of the position.

**IA.** The pay plan used for CES positions in the pay-banded structure.

**job titles.** The labels DoD Components apply to systematically defined sets of work activities that identify specialized tasks and competencies needed to perform a specific job.

**mission categories.** Broad classifications of work that reflect DoD cyber missions and functions. CES mission categories will be established in accordance with DoDD 8140.01 and the NICE Workforce Framework.

**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.

**occupational structure.** A common lexicon for structuring, defining, and categorizing CES positions across DoD. Mission categories, occupational groups, work categories, work levels, grades, and pay bands comprise the CES occupational structure.

**pay band.** A single rate range within the CES compensation structure that establishes the range of pay for a work category, occupational group, and work level.

**rank-in-person.** Personnel management construct in which the organization's position structure establishes aggregate workforce requirements at the occupational and work levels for the purposes of planning recruitment, development, and assignment activities based on aggregate assessment of workforce capabilities, but in which individual personnel capabilities are separately assessed against mission requirements to establish title and grade or pay band level of an employee of the organization. The 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.

**rank-in-position.** Personnel management construct in which the organization's position structure establishes workforce requirements at both the occupational and work levels and provides the basis for establishing the title and grade or pay band level of an employee assigned to a position in the organization.

**work categories.** Broad sets of related occupational groups that are characterized by common types of work (e.g., Technician and Administrative Support; Professional; and Supervision and Management).

**work levels.** General descriptions that define work in terms of increasing complexity, span of authority and responsibility, level of supervision (received or exercised), scope and impact of decisions, and work relationships associated with a particular work category.

## **REFERENCES**

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- DoD Directive 5144.02, “DoD Chief Information Officer (DoD CIO),” November 21, 2014
- DoD Directive 8140.01, “Cyberspace Workforce Management,” August 11, 2015
- Joint Publication 3-12(R), “Cyberspace Operations,” February 5, 2013
- National Initiative for Cybersecurity Education (NICE) Workforce Framework, current edition, <http://csrc.nist.gov/nice/framework/>
- United States Code, Title 10, Section 1599f
- United States Code, Title 29
- U.S. Office of Personnel Management, “Introduction to the Position Classification Standards,” August 2009, <https://www.opm.gov/policy-data-oversight/classification-qualifications/classifying-general-schedule-positions/positionclassificationintro.pdf>