

The Director

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT Washington, DC 20415

March 17, 2023

Memorandum for Chief Human Capital Officers

From:	Kiran A. Ahuja
	Director

Subject: Guidance for Implementing Federal Rotational Cyber Workforce Program

I am pleased to issue implementation guidance for the new Federal Rotational Cyber Workforce Program. This Government-wide Program is developed in accordance with the <u>Federal</u> Rotational Cyber Workforce Program Act of 2021, which was enacted June 21, 2022.

The Program allows for 6-month to 1-year interagency details of cyber employees to cyber rotations where they can improve and develop knowledge and skills to not only support their own professional growth but also bring new skills back to their home agency. The Program will help Federal agencies continue to enhance their cyber workforce by developing critical cyber skills and creating environments where employees have ongoing learning and development opportunities. Such rotational opportunities align with an objective in the <u>White House National</u> <u>Cybersecurity Strategy</u> to strengthen the Federal cyber workforce by developing and retaining talent. Cyber rotations help advance career opportunities and support employee engagement, satisfaction, and retention.

The Program will have a coordinated, Government-wide open period annually in November when all agencies can advertise rotation opportunities. Agencies will also have flexibility to announce rotations at any time of the year.

As with other cyber workforce initiatives, this Program will be implemented most effectively through a partnership between your office and your agency's Chief Information Officer (CIO) and Chief Information Security Officer (CISO) offices.

Please see the attached guidance for comprehensive information on the Program. We ask Chief Human Capital Officers (CHCO) Act Agencies to identify a Program Liaison within 30 days of the issuance of this memorandum. You may send the Program Liaison contact information and any questions you have to Jodi Guss at Jodi.Guss@opm.gov.

We appreciate the input received from your agency representatives and the CHCO, CIO, and CISO Councils in developing the guidance. We look forward to launching the Federal Rotational Cyber Workforce Program with you this year.

Attachment (see 508-conformant PDF below)

cc: Chief Information Officers Council, Deputy Chief Human Capital Officers and Human Resources Directors



U.S. Office of Personnel Management

Federal Rotational Cyber Workforce Program Guidance

The Federal Rotational Cyber Workforce Program Act of 2021 (Public Law No: 117-149) requires the Office of Personnel Management to issue a Federal Rotational Cyber Workforce Program operation plan providing policies, processes, and procedures for detailing employees among rotational cyber workforce positions at agencies.



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Program Overview

1.1 Background

This Government-wide program is established in accordance with the <u>Federal</u> <u>Rotational Cyber Workforce Program Act of 2021</u> (Public Law 117-149). The Act establishes a rotational program for the Federal cyber workforce. This guidance is applicable to Federal agencies in the Executive Branch and is supported and preceded by the Office of Personnel Management's (OPM's) <u>Guidance for Federal Cybersecurity</u> <u>Rotational Assignments</u>, dated November 18, 2020.

1.2 Program Objectives

The Federal Rotational Cyber Workforce Program is designed to provide rotations (details) in cyber workforce positions to gain knowledge, skill, and on-the-job experience in information technology (IT), cybersecurity, or other cyber-related functions. Specifically, the rotation should result in the following objectives.

- Detailees who complete service in a rotational assignment achieve a higher skill level, or attain a skill level in a different area, with respect to IT, cybersecurity, or other cyber-related functions.
- Rotations under the Program promote intra-agency and interagency integration and coordination of cyber practices, functions, and personnel management.

1.3 Agencies, Positions Covered

Agencies in the Executive Branch may participate in this Program. Cyber workforce positions eligible for rotations are those with at least one <u>OPM cyber code</u>, or Work Role, assigned signifying the position has IT, cybersecurity, or other cyber-related functions. Employees eligible to apply for and serve in rotations (details) must be in positions with at least one OPM cyber code, or Work Role, assigned signifying the position has IT, cybersecurity.

Rotational assignments may be established in both the competitive and excepted service. See Section <u>2.10 Competitive/Excepted Service</u> for further information.

The Program is designed to facilitate interagency details whereby employees may apply for and serve in rotations at agencies other than their own, and agencies may advertise rotations to, and select, employees from other Federal agencies.

1.4 Rotation, Program Duration

Detail rotational assignments will be for a period of not less than 180 days and not more than 1 year. The Federal Rotational Cyber Workforce Program will run through June 2027, the date the original authority expires, unless the Program is extended.

1.5 Roles and Responsibilities

Agency Responsibility

- Support and participate in the Program by offering rotational assignments and allowing eligible employees to apply for rotational assignments. Carry out the Program in accordance with the guidelines in this document. See Section 4, <u>Program Administration Requirements</u>, and <u>Appendix H – Program Due Dates</u>, <u>Deliverables</u>, <u>Timelines</u>, for descriptions of the immediate deliverables and due dates, and activity timelines for 2023 and 2024.
- Ensure coordination between the Chief Human Capital Officer (CHCO), Human Resources (HR), Chief Information Officer (CIO), and Chief Information Security Officer (CISO) Offices in creating rotational assignments, encouraging cyber workforce employee participation, and socializing the Program within the agency.
- Report annually to OPM on the level of participation in, and the effectiveness of, the Federal Rotational Cyber Workforce Program.

OPM Responsibility

- Provide Program guidance to agencies.
- Work with agency representatives to implement the Program.
- Provide training on using the Open Opportunities site where rotational assignments will be posted and managed.
- Collect and assess annual agency reports.
- Share with agencies and stakeholders, at least annually, a list of agency rotational assignments offered to employees.

GAO Responsibility

- Assess the operation and effectiveness of the Federal Rotational Cyber Workforce Program.
- Report assessment results to Congress no later than September 2026.

Rotation Requirements

2.1 Agency Approval Required

2.1.1 Agency Approval to Offer Rotations

The head of an agency (or designee) will determine what cyber workforce positions in that agency are eligible to be offered as rotational assignments under the Federal Rotational Cyber Workforce Program.

Positions eligible for rotations are those with at least one <u>OPM cyber code</u>, or Work Role, assigned signifying the position has IT, cybersecurity, or other cyber-related functions. In addition to this criterion, agencies may follow these recommended approaches to identify and narrow the possible rotational assignments they will offer.

- Consider cyber positions that support: 1) agency strengths or unique capabilities; 2) Presidential initiatives, such as work described in the Executive Order on <u>customer experience</u> or the <u>President's Management Agenda</u>; 3) Security Operations Centers; or 4) 6-month to 1-year project-related work.
- Partner and coordinate with other agencies to identify mutually beneficial rotation areas.

2.1.2 Agency Approval to Allow Employee Participation

An employee's participation in the Federal Rotational Cyber Workforce Program must be approved by the head of an employing agency (or designee) and endorsed by the supervisor. This approval allows the employee to apply for and serve in rotations at other agencies. See <u>Appendix D - Agency Approval Template</u>.

Agencies may use discretion in the order in which they secure approvals. For example, the head of the employing agency (or designee) may first broadly approve eligible employees' participation, followed by individual supervisory endorsement. Or, an employee's supervisor may first endorse an employee's participation, followed by approval from the agency head (or designee).

Agencies may also use discretion in having supervisors provide either a blanket approval or case-by-case approval for an employee to apply for and serve in rotation opportunities.

2.2 Advertise Rotational Assignments (Details)

2.2.1 Information to Include in Rotation Advertisement

Agencies will post advertisements for their rotational assignments on Open Opportunities, which is described more in the next Section, <u>2.3 Open Opportunities</u>. The rotation advertisement will include the following information (to the extent it does not disclose sensitive national security information):

- title of the position;
- o occupational series of the position;
- o grade level or work level of the position;
- o cyber code(s), or Work Role(s), assigned to the position;
- o agency and sub-agency in which the position is located;
- o duty location or remote work eligibility of the position;
- o telework eligibility of the position;
- o background investigation level required for the position;
- o security clearance level required for the position, if applicable;
- major duties and functions of the position; and
- o agency contact.

2.2.2 Annual Cyber Rotation Open Period

Agencies will follow an open period cycle for posting rotation advertisements each year in November. This coordinated, Government-wide open period will help create conditions to maximize potential Program participation. For example, giving highlevel, Government-wide attention once a year to promoting the Federal Rotational Cyber Workforce Program will help encourage: 1) agencies to develop and post rotations, 2) cyber employees to apply for rotations, and 3) supervisors and managers to endorse their cyber employees' rotation applications.

2.2.3 Option to Post Rotation Advertisements at Any Time of Year

Regardless of the annual open period, agencies may post rotation announcements at any time throughout the year. This flexibility accommodates agencies' need to host rotations on a different schedule, including those tied to project work.

2.2.4 Notify OPM Prior to Posting Rotation Advertisements

Agencies will provide OPM (at <u>CyberHRStrategy@opm.gov</u>) a copy of their rotation advertisement prior to posting and it will include the list of items outlined above in subsection <u>2.2.1 Information to Include in Rotation Advertisement</u>. OPM will use this information to build a comprehensive list of agencies' advertised rotations. For reference, see Section <u>4.3 OPM Shares List of Rotation Opportunities</u>.

2.3 Open Opportunities

Agencies will post and manage the application process of their rotational assignments on the <u>Open Opportunities</u> platform, at no cost to them.

Open Opportunities is a website under the auspices of USAJOBS that hosts Government-wide or agency-specific development opportunities for current Federal employees. It facilitates collaboration and knowledge sharing across the Federal Government. It's comprised of communities, such as Cyber Professionals, that highlight specific details and opportunities of interest to members.

Agencies will post rotational assignments to the <u>Cyber Professionals Community Page</u> of the Open Opportunities site and employees will view and apply for rotational assignments from this page.

OPM will provide training to agencies on how to use Open Opportunities within 120 days of the release of this Federal Rotational Cyber Workforce Program Guidance.

2.4 Voluntary Participation

Participation in the Federal Rotational Cyber Workforce Program by an employee is voluntary. As explained in subsection <u>2.1.2 Agency Approval to Allow Employee</u> <u>Participation</u>, an employee who voluntarily wants to participate in a rotational assignment must receive approval from the head of the employing agency (or designee) and endorsement by the supervisor before pursuing a rotation.

2.5 Non-Reimbursable Detail

The detail of an employee to a rotational cyber workforce position under the Federal Rotational Cyber Workforce Program is on a non-reimbursable basis, as required by the Federal Rotational Cyber Workforce Program Act of 2021 (Public Law 117-149).

2.6 Agencies May Form Exchange Partnership

Agencies may agree to partner on exchanges to ensure the employing (home) agency of an employee who participates in the rotational cyber workforce program is able to fill the position vacated by the employee. Agencies will coordinate the exchanges on their own, without OPM guidance. This is not a requirement to participate in the program.

2.7 Employee Rights, Administrative Processes

2.7.1 Right to Return to Position

Upon the end of a detail to a rotational cyber workforce position under the Federal Rotational Cyber Workforce Program, an employee is entitled to return to the position held by that employee, or an equivalent position, in the home agency without loss of pay, seniority, or other rights or benefits to which the employee would have been entitled had the employee not been detailed.

2.7.2 Discretion of Employing Agency

The home agency retains discretion with respect to the assignment of its employee under the Federal Rotational Cyber Workforce Program and may end the detail if needs of the home agency necessitate it.

2.7.3 Retain All Rights

An employee detailed to a rotation under the Federal Rotational Cyber Workforce Program in a host agency will have all the rights that would be available to the employee if the employee were detailed under a provision of law other than the Federal Rotational Cyber Workforce Program Act from the home agency to the host agency.

2.7.4 Not a Change in Conditions

Participation by an employee in the Federal Rotational Cyber Workforce Program does not constitute a change in the conditions of the employment of the employee.

2.7.5 Administrative Processes While on Detail

Instructions on administrative issues affecting a detailed employee, such as time and attendance, leave approval, telework, travel, etc., are outlined in <u>Appendix F – Sample Memorandum of Understanding</u>.

2.8 Performance Evaluations

An employee participating in the Federal Rotational Cyber Workforce Program will receive performance evaluations relating to service in the Program in a participating agency that are:

• Prepared by an appropriate officer, supervisor, or management official of the home agency, acting in coordination with the supervisor at the host agency;

- Based on objectives identified in this guidance with respect to the employee (see Section <u>1.2 Program Objectives</u>);
- Based in whole or in part on the contribution of the employee to the host agency, as communicated from that agency to the home agency of the employee; and
- Conducted every 6 months, including a final performance evaluation at the end of the rotational assignment.

See <u>Appendix B – Detailee Performance Evaluation Template</u>.

An employee participating in the Federal Rotational Cyber Workforce Program will complete a performance self-assessment after the detail has ended and the employee has returned to the home agency. See <u>Appendix G – Detailee's After-Detail</u> <u>Performance Self-Assessment and Evaluation of Rotation Template</u>.

2.9 Employee Eligibility to Submit Application

An employee is eligible to submit an application for detail to a rotational cyber workforce position posted on the Cyber Professionals Community Page of Open Opportunities if the employee is:

- Assigned to a cyber-coded position in an agency,
- Approved for participation by the head of the employing agency (or designee) and endorsed by the supervisor (see subsection <u>2.1.2 Agency Approval to Allow</u> <u>Employee Participation</u> and <u>Appendix D - Agency Approval Template</u>),
- Rated at least fully successful on the most recent annual performance appraisal, and
- In possession of security clearance at the level required for the rotational assignment position.

Given an employee meets these criteria, they may apply for a detail at the same, lower, or higher grade level than what they are currently assigned.

2.10 Competitive/Excepted Service

Details of employees under the Federal Rotational Cyber Workforce Program will be made in accordance with 5 CFR 300.301:

- An agency may detail an employee in the competitive service to a position in either the competitive or excepted service.
- An agency may detail an employee in the excepted service to a position in the excepted service and may also detail an excepted service employee serving

under Schedule A, Schedule B, or a Veterans Recruitment Appointment, to a position in the competitive service.

Any other detail of an employee in the excepted service to a position in the competitive service may be made only with the prior approval of OPM or under a delegated agreement between the agency and OPM. To request approval or delegation from OPM for such details, agencies may use templates unique to the Federal Rotational Cyber Workforce Program, found in <u>Appendix E – Template to Request Detail from Excepted Service to Competitive Service</u>.

2.11 Detail Selection, Term, and Extension

2.11.1 Selection

The head of an agency, or designee, will select an employee for a rotational cyber workforce position under the Federal Rotational Cyber Workforce Program in a manner that is consistent with the merit system principles under section 2301(b) of title 5, U.S.C. Agencies will follow their internal procedures for selecting employees into details. Employees do not have to meet qualification requirements for the detail position, except for education requirements.

2.11.2 Term

Except as provided in the following paragraph, <u>2.11.3 Extension</u>, and notwithstanding section 3341(b) of title 5, U.S.C., a detail to a rotational cyber workforce position will be for a period of not less than 180 days and not more than 1 year.

2.11.3 Extension

The Chief Human Capital Officer (or designee) of the host agency may extend the period of a detail described in the preceding paragraph, <u>2.11.2 Term</u>, for a period of 60 days unless the Chief Human Capital Officer (or designee) of the home agency objects to that extension.

2.12 Documenting the Personnel Action

Document the detail in accordance with the <u>Guide to Processing Personnel Actions</u>. Agencies may use either Standard Form (SF) 50, Notification of Personnel Action, or SF 52, Request for Personnel Action, to document a detail. For details under the Federal Rotational Cyber Workforce Program, agencies are encouraged to use the SF 50 so the assignment is formally recognized, and the employee may easily access the documentation through the electronic Official Personnel Record.

2.13 Personnel Vetting

An agency may require rotational assignment applicants to have undergone the necessary level of personnel vetting appropriate for the advertised position. Agencies should exercise reciprocity in accepting background investigations, adjudicative decisions, and security clearances, as applicable. Reciprocity guidance can be found in 5 CFR 731, <u>Security Executive Agent Directive-7</u>, and other personnel vetting policy directives issued by the OPM and Office of Director of National Intelligence Directors, in their capacity as the Suitability, Credentialing, and Security Executive Agents.

Applicants should apply only for rotations for which they have been properly vetted, based upon existing investigation type and security clearance, as applicable.

An employee who has been properly vetted, or is in the process of undergoing vetting, but does not possess a security clearance or one at the right level may apply and be selected for rotational assignments pending the granting of a clearance.

2.14 Written Continued Service Agreement

- In General. The detail of an employee to a rotational cyber workforce position will be contingent upon the employee entering into a written service agreement with the home agency under which the employee is required to complete a period of employment with the home agency following the conclusion of the detail that is equal in length to the period of the detail.
- Other Agreements and Obligations. A written service agreement under the preceding subparagraph will not supersede or modify the terms or conditions of any other service agreement entered into by the employee under any other authority or relieve the obligations between the employee and the home agency under such a service agreement. Nothing in this subparagraph prevents an employing agency from terminating a service agreement entered into under any other authority under the terms of such agreement or as required by law or regulation.

See <u>Appendix C – Continued Service Agreement Template</u>.

2.15 Orientation for Detailee

The host agency will provide detailees an orientation. Suggested topics include the following.

• Overview of the department/agency/unit mission and functions.

- Administrative issues, such as agency-issued computer and phone, time and attendance reporting, telework schedules and forms, travel procedures, etc.
- Expectation for performance evaluations by host and home supervisors every 6 months.
- Expectation to conduct a performance self-assessment after the rotational assignment is over.
- Introduction to supervisor and key staff.
- Other information that benefits the detailee and facilitates a positive rotational assignment.

2.16 Career Development, Feedback for Detailee

The host supervisor will provide frequent performance feedback to detailees to ensure their success in learning and performing the assigned duties. When appropriate, the host supervisor may advise on career development paths of benefit to detailees. A related resource is the <u>Cyber Career Pathways Tool</u>.

2.17 Memorandum of Understanding Between Three Parties

Participants in the Federal Rotational Cyber Workforce Program, specifically the detailee, host supervisor, and home supervisor, will sign a memorandum of understanding that outlines the rotational detail agreement between the parties. See <u>Appendix F – Sample Memorandum of Understanding</u>.

How the Program Works

3.1 Employee Perspective

The illustration below shows different steps for an employee participating in the Program.

Figure 1. Flow Chart Showing How Program Works from Employee Perspective



3.2 Supervisor Perspective

The illustration below shows different steps for someone supervising a rotational assignment in the Program.

Figure 2. Flow Chart Showing How Program Works from Rotation Supervisor Perspective



Program Administration Requirements

4.1 Agency Point of Contact for OPM and Network of Agency Coordinators

CHCO Act Agencies (listed in <u>Appendix A – Definitions</u>) will identify a Federal Rotational Cyber Workforce Program Liaison (Liaison) to coordinate with OPM. The Liaison will be the agency's main contact to receive program information and requests from OPM and provide updates and reports to OPM. CHCO Act Agencies must provide to OPM (at <u>CyberHRStrategy@opm.gov</u>) their Liaison within 30 days of the release of this Federal Rotational Cyber Workforce Program Guidance.

Non-CHCO Act Agencies that intend to participate in the Program by advertising and hosting rotations, and approving their employees to apply for and serve in rotations at other agencies should also provide their Liaison information to OPM (at <u>CyberHRStrategy@opm.gov</u>) within 30 days of the release of this Program Guidance.

To the extent possible, agencies should identify and rely on internal coordinators throughout component levels to socialize the program; provide guidance and answer questions; manage internal and external participants; maintain Program data; and help supervisors identify, post, and select for rotational opportunities within the agency.

4.2 Program Due Dates, Deliverables, Timelines

Immediate deliverables and due dates, and activity timelines for 2023 through 2024, the first two years of the Program, are outlined in <u>Appendix H – Program Due Dates</u>, <u>Deliverables, Timelines</u>.

Materials to help agencies roll out and communicate the Program are provided in <u>Appendix I – Program Communications Package</u>.

4.3 OPM Shares List of Rotation Opportunities

OPM will develop a comprehensive list of agencies' rotation opportunities based on notifications received prior to advertisements being posted (as described in subsection <u>2.2.4 Notify OPM Prior to Posting Rotation Advertisements</u>). OPM will provide this list to agencies and stakeholders at least annually.

4.4 Recordkeeping

Agencies must keep Program records through June 2028, one year after the Federal Rotational Cyber Workforce Program expires. This timeframe ensures records are available for GAO's audit and agency evaluation of the Program.

4.5 Agency Annual Reporting

All CHCO Act Agencies must report to OPM beginning in June 2024, and annually thereafter, through June 2027 (or longer if the Federal Rotational Cyber Workforce Program is extended). All other agencies (i.e., non-CHCO Act Agencies) should also report to OPM annually if they have participated in the Program by advertising or hosting rotations, or having employees request approval to apply for or serve in rotations at other agencies.

Agencies will report on the evaluation measures described in the next Section, <u>4.6</u> <u>Program Evaluation Measures</u>. These measures capture the extent to which: 1) agencies advertised rotational opportunities, hosted detailees from other agencies in rotations, and had employees detailed to other agencies' rotational assignments, and 2) rotational service led to detailees gaining higher or different skills and applying newly learned ideas or practices back at their home agencies. A report template will be provided at a later date.

4.6 Program Evaluation Measures

GAO is required to assess and report to Congress on the operation and effectiveness of the Federal Rotational Cyber Workforce Program by September 2026, using the measures listed below, at a minimum. OPM and Federal agencies participating in the Federal Rotational Cyber Workforce Program will also use these measures, at a minimum, to evaluate program effectiveness. The measures will form the basis of the annual report to OPM, as described in Section <u>4.5 Agency Annual Reporting</u>.

Program Evaluation Measures

- 1. The extent to which agencies have participated in the Federal Rotational Cyber Workforce Program, including whether the head (or designee) of each such participating agency has:
- identified and advertised positions within the agency that are rotational cyber workforce positions;
- had employees from other participating agencies serve in advertised rotational cyber workforce positions; and

 had employees of the agency request to serve in rotations under the Federal Rotational Cyber Workforce Program in participating agencies, including a description of how many such requests were approved.

These measures will be assessed via information from agency records and administrative data contained in Open Opportunities.

- 2. The experiences of employees serving in rotational cyber workforce positions under the Federal Rotational Cyber Workforce Program, including an assessment of:
- the period of service;
- the positions (including grade level and occupational series or work level) held by employees before completing service in a rotational cyber workforce position under the Federal Rotational Cyber Workforce Program;
- the extent to which each employee who completed service in a rotation under the Federal Rotational Cyber Workforce Program achieved a higher skill level, or attained a skill level in a different area, with respect to IT, cybersecurity, or other cyber-related functions; and
- the extent to which service in rotational cyber workforce positions has affected intra-agency and interagency integration and coordination of cyber practices, functions, and personnel management.

These measures will be assessed via information from agency records; administrative data contained in Open Opportunities; performance evaluations of detailees (see <u>Appendix B – Detailee Performance Evaluation Template</u>); detailee rotation evaluations and performance self-assessments (see <u>Appendix G – Detailee's After-Detail Performance Self-Assessment and Evaluation of Rotation Template</u>); and participant, home supervisor, and agency program staff perspectives.

Intra-agency and interagency integration and coordination of cyber practices and functions are evidenced by the degree to which experiences, knowledge, ideas, and best practices are gained during rotation in a host agency and brought back to the home agency. Intra-agency and interagency integration and coordination of personnel management are facilitated through the HR processes necessary to make the cyber rotations happen across agencies.

Appendix A – Definitions

Chief Human Capital Officers (CHCO) Act Agencies are those named to the Chief Human Capital Officers Council in accordance with 31 U.S.C. 901. They include Department of Agriculture, Department of Commerce, Department of Defense, Department of Education, Department of Energy, Department of Health and Human Services, Department of Homeland Security, Department of Housing and Urban Development, Department of the Interior, Department of Justice, Department of Labor, Department of State, Department of Transportation, Department of the Treasury, Department of Veterans Affairs, Environmental Protection Agency, National Aeronautics and Space Administration, Agency for International Development, General Services Administration, National Science Foundation, Nuclear Regulatory Commission, Office of Personnel Management, Small Business Administration, and Social Security Administration.

Competitive Service is that defined in 5 U.S.C. 2102.

Detail is a temporary assignment to a different position for a specified period when the employee is expected to return to his or her regular duties at the end of the assignment. An employee who is on detail is considered for pay and strength count purposes to be permanently occupying his or her regular position. A detail may be to a position at the same, higher, or lower grade level, or with promotion potential. (See the <u>Guide to Processing Personnel Actions</u>.)

Excepted Service is that defined in 5 U.S.C. 2103.

Executive Agency is that referred to in 5 U.S.C. 105, except that it does not include the Government Accountability Office.

Home agency is the employing agency of the employee detailed under the Federal Rotational Cyber Workforce Program.

Host agency is the agency to which an employee is detailed under the Federal Rotational Cyber Workforce Program.

Open Opportunities is a website under the auspices of USAJOBS that hosts Government-wide or agency-specific development opportunities for current Federal employees. **Rotational Cyber Workforce Position (Cyber Position, Rotational Assignment)** is a position under the Federal Rotational Cyber Workforce Program having at least one <u>OPM cyber code</u> signifying the position has IT, cybersecurity, or other cyber-related functions, as required by the Federal Cybersecurity Workforce Assessment Act of 2015. The OPM cyber codes represent the functions, or Work Roles, described in the National Initiative for Cybersecurity Education (NICE) <u>Workforce Framework for Cybersecurity</u>.

Appendix B – Detailee Performance Evaluation Template

Federal Rotational Cyber Workforce Program: Performance Evaluation

Detailee Name:

Detail Position (Title, Pay Plan, Occupational Series, and Grade):

Detail Unit, Organization, Agency:

Host Supervisor/Rating Official Name:

Home Supervisor/Rating Official Name:

Appraisal Period:

During Appraisal Period, Detailee Responsible For (Duties and Responsibilities):

Host Supervisor Assessment of Detailee Contributions:

Host Supervisor Assessment of Degree to Which Detailee is Achieving Higher Skill Level / Attaining Skill Level in Different Area:

Home Supervisor Assessment of Degree to Which Detailee is Achieving Higher Skill Level / Attaining Skill Level in Different Area:

Signatures:

Date:

[Name]

Host Supervisor/Rating Official

[Name]

Date:

_____ Date: _____

Home Supervisor/Rating Official

[Name]

Detailee

Appendix C – Continued Service Agreement Template

Federal Rotational Cyber Workforce Program: Continued Service Agreement

As required by the Federal Rotational Cyber Workforce Program Act of 2021, Public Law 117-149, the detail of an employee under the Federal Rotational Cyber Workforce Program is contingent upon the employee entering into this written service agreement with the employing agency. Under this agreement, the employee is required to complete a period of employment with the employing agency following the conclusion of the detail that is equal in length to the period of the detail.

This service agreement will not supersede or modify the terms or conditions of any other service agreement entered into by the employee under any other authority or relieve the obligations between the employee and the employing agency under such a service agreement. Nothing in this service agreement prevents an employing agency from terminating a service agreement entered into under any other authority under the terms of such agreement or as required by law or regulation.

I certify that I have read and understand the terms of this service agreement.

Date:

[Name]

Detailee

Witnessed by:

[Name]

Home Agency Official

Date:

Appendix D – Agency Approval Template

Federal Rotational Cyber Workforce Program: Agency Approval for Employee to Apply for Rotation (Detail)

[Employee Name], an employee of the [Agency/Department], is approved to apply for and serve in a [6-month] [1-year] [6-month to 1-year] cyber rotation detail under the Federal Rotational Cyber Workforce Program.

Signatures:

[Name]

Employee's Supervisor/Manager

[Name]

Home Agency Official

Date:

Date:

Appendix E – Template to Request Detail from Excepted Service to Competitive Service

Federal Rotational Cyber Workforce Program: Template to Request a Detail from an Excepted Service Position to a Competitive Service Position (*Caseby-case request for an individual or group of individuals*)

Kimberly A. Holden Deputy Assistant Director, Talent Acquisition, Classification, and Veteran Programs U.S. Office of Personnel Management Washington DC 20415

Dear Ms. Holden:

In accordance with 5 CFR 300.301(c), the {**name of requesting agency**} requests OPM approval for the detail of an excepted service employee, {**insert employee name**}, from the {**insert employing agency of employee**} to a competitive service position at {**name of host agency**}. The following information is provided in support of the request.

Purpose of the Detail: To participate in the Federal Rotational Cyber Workforce Program authorized under P.L. 117-149.

Information on the excepted service position

• [List the position title, series, and grade of the employee's position of record]

Information on the competitive service position

• [List the position title, series, and grade of the position to be filled during the detail]

Anticipated length of the detail [Indicate how long the detail is expected to last.]

The point of contact for this request is {**agency POC**} and he/she may be contacted at (XXX) XXX-XXXX or electronic mail at _____.

Sincerely,

{Name of Requestor} {Title}

Federal Rotational Cyber Workforce Program: Template to Request a Detail from an Excepted Service Position to a Competitive Service Position (Delegation for agencies with excepted service positions outside of title 5)

Kimberly A. Holden Deputy Assistant Director, Talent Acquisition, Classification, and Veteran Programs U.S. Office of Personnel Management Washington DC 20415

Dear Ms. Holden:

The {**name of requesting agency**} requests OPM approval for a delegated agreement to detail excepted service employees to competitive service positions under 5 CFR 300.301(c). The purpose of the delegation is to allow the detail of excepted service employees to the competitive service positions pursuant to the Federal Rotational Cyber Workforce Program (Program) authorized under P.L. 117-149. The Federal Rotational Cyber Workforce Program is designed to provide rotations (details) in cyber workforce positions to gain knowledge, skill, and on-the-job experience in IT, cybersecurity, or other cyber-related functions.

Identification of the occupations/positions that might be filled by detail under this delegated authority. [Provide the types of competitive service positions for which the agency's excepted service employees will be detailed.]

Expected duration of details. [Provide the expected duration of the details under this Program OR the following general statement based on the statutory authority: *Detail assignments will be for a period of not less than 180 days and not more than 1 year.*]

We are requesting this delegation agreement for the duration of the Federal Rotational Cyber Workforce Program which will expire at the end of June 2027, unless extended.

The point of contact for this delegation request is {**agency POC**} and he/she may be contacted at (XXX) XXX-XXXX or electronic mail at _____.

Sincerely,

{Name of Requestor} {Title}

Appendix F – Sample Memorandum of Understanding

Sample Memorandum of Understanding for Federal Rotational Cyber Workforce Details

1. Overview

The Federal Rotational Cyber Workforce Program provides interagency detail assignments (rotations) for a period of not less than 180 days and not more than 1 year that enable Federal cyber employees to expand and gain cyber competencies, knowledge, skills, and abilities; broaden their organizational experiences; and foster networks they can leverage in the future. The Program operates in accordance with <u>Federal Rotational Cyber Workforce Program Act of 2021</u>, Public Law 117-149.

2. Purpose

This Memorandum of Understanding (MOU) outlines the agreement for:

 (the "Participant") to complete a non-reimbursable assignment to
 (the "Host Agency") from
 (the "Home Agency").

3. Period of Agreement

The terms and conditions described are effective from [insert beginning date of the detail] to [insert end date of the detail].

4. Scope of Work/Assignment

Position Title: During this detail the Participant will be responsible for:

5. Goals of the Detail Assignment

6. Controls Over Work

The Participant will report to [insert name of Host Supervisor] for the duration of this assignment. Participant [will/will not] supervise employees employed by the Host Agency.

7. Duration, Extension, and Termination of Assignment

- A. This assignment is for full-time, 80 hours per pay period beginning [insert date] and ending [insert date], subject to the availability of appropriations.
- B. This agreement may be amended, extended, or terminated by mutual consent of the parties, with reasonable notice to the Participant. The desire for such activity by any party should be declared in writing at least one month in advance of the effective date for such action, unless good cause exists for immediate termination. The Host Agency Chief Human Capital Officer (or designee) may extend the period of a detail for a period of 60 days unless the Home Agency Chief Human Capital Officer (or designee) objects to that extension. An extension must be documented as an amendment and personnel action, as appropriate.
- C. A detail under the Federal Rotational Cyber Workforce Program does not constitute a change in the conditions of employment of the Participant.
- D. At the conclusion of the detail, the Participant will return to the position of record, or an equivalent position, with the Home Agency, without loss of pay, seniority, or other rights or benefits to which the Participant would have been entitled had the employee not been detailed.

8. Rights and Benefits

- A. The workweek and hours of duty will be determined by the Host Agency, subject to applicable Federal regulations. This detail assignment will allow for maximum flexibility, including telework and flextime, to the extent such an arrangement meets the needs of the Host Agency.
- B. The Participant will continue to accrue annual and sick leave in accordance with the Home Agency's provisions for Attendance and Leave. Use of leave will be approved by the Host Agency Supervisor designated for the period of assignment. The Host Agency will advise the Home Agency of any leave taken by submitting to the Home Agency approved time and attendance records on a bi-weekly basis. The Home Agency will continue to maintain the Participant's

official time and attendance record. The Participant's supervisor at the Home Agency, or designee, must sign all time and attendance records submitted.

- C. The Participant's coverage under Federal retirement, group health benefits, life insurance, and Thrift Savings Plan (if applicable) will continue during the period of assignment. The Participant's share of costs for such coverage will continue to be withheld from his or her salary.
- D. The Host Agency Supervisor, in coordination with the Home Agency Supervisor, will provide a written performance evaluation of the Participant's work during the detail at the Host Agency every 6 months, including a final performance evaluation at the end of the detail.
- E. The Participant will complete a performance self-assessment and an evaluation of the rotation after the detail has ended and the employee is back at the Home Agency.

9. Legal Authority

The legal authority for details under the Federal Rotational Cyber Workforce Program is the Federal Rotational Cyber Workforce Program Act of 2021, Public Law 117-149.

10. Non-Reimbursable Detail

- A. In accordance with the Federal Rotational Cyber Workforce Program Act of 2021, the detail of an employee under the Federal Rotational Cyber Workforce Program is on a non-reimbursable basis. Therefore, the Home Agency will continue to pay the Participant's annual salary and benefits.
- B. The Host Agency Supervisor must not order and approve and/or suffer or permit the Participant to work overtime or any other hours of work that would entitle the employee to premium pay (e.g., Sunday premium pay). Should the Host Agency need the Participant to work compensatory time or credit hours, the Host Agency Supervisor will consult the Home Agency as to the Home Agency's procedures for granting such compensation.

11. Rules, Regulations, and Policies

A. The Participant is subject to the Federal statutory and regulatory provisions that govern ethical and other standards of conduct, conflicts of interest, suitability, security, and limitations on political activity (18 U.S.C. §§ 203, 205, 208 and 209

and 5 CFR parts 2635); and to any applicable state and local government statutory and regulatory provisions.

- B. The Federal Tort Claims Act and any other Federal tort liability statutes shall apply to the Participant.
- C. The rules and policies that govern the internal operation and management of the Host Agency are applicable to the Participant.
- D. Records retention. The Participant agrees to preserve information worked on for the Host Agency in accordance with the Federal Records Act, Host Agency Records Management Policy, and any applicable preservation/litigation holds. Additionally, the Participant agrees to only use the assigned official Host Agency email account to complete work for the Host Agency. The Participant will not conduct Host Agency business using the email account assigned by the Home Agency.
- E. Unauthorized disclosure of Host Agency information. The Participant will not disclose non-public Host Agency information to outside parties, including the Participant's employing agency, without prior approval from the Host Agency Supervisor. If the Participant improperly discloses the Host Agency's non-public information, the Home Agency agrees to pursue appropriate steps.
- F. These provisions are consistent with and do not supersede, conflict with, or otherwise alter the employee obligations, rights, or liabilities created by existing statute or Executive order relating to (1) classified information, (2) communications to Congress, (3) the reporting to an Inspector General of a violation of any law, rule, or regulation, or mismanagement, a gross waste of funds, an abuse of authority, or a substantial and specific danger to public health or safety, or (4) any other whistleblower protection. The definitions, requirements, obligations, rights, sanctions, and liabilities created by controlling Executive orders and statutory provisions are incorporated into this agreement and are controlling.
- G. Travel, transportation, and related allowances may be authorized only in accordance with the Federal Travel Regulations when such expenses will be funded (or reimbursed) by [the Home Agency OR the Host Agency]. The Participant will use [travel system name] travel system for approval and reimbursement of all authorized travel expenses for travel undertaken on behalf of the Host Agency.

12. Roles and Responsibilities

The Home Agency will:

- Maintain records for the Participant, including official time and attendance, performance evaluations, and related formal discussions; coordinate with Host Agency regarding approvals of leave;
- Remain actively engaged and proactively seek performance input from the Host Agency Supervisor;
- Be clear with the Participant about how their performance will be evaluated during detail assignment (performance elements or standards in annual plan);
- Make arrangements to transition the Participant's work during the detail assignment;
- Stay available to Participant and continue to maintain all records related to this detail assignment; and
- Support the Participant's transition back to their Home Agency.

The Host Agency will:

- Alert Participant to any security requirements/procedures, conflicts of interest, confidentiality issues, etc.;
- Provide a workspace, computer, phone, building access, etc.;
- Agree on work schedule and flexibilities (i.e., AWS, telework);
- Be prepared to support the Participant's development throughout the entire detail assignment;
- Conduct a helpful orientation to accelerate the Participant's ability to perform on the job;
- Craft meaningful developmental assignments, tasks, and duties; and evaluate his/her progress throughout the term of the detail assignment; and
- Give frequent feedback/coaching to Participant and supply performance review input to Home Agency Supervisor and Participant.

The Participant will:

- Ensure work transition and continuity in home office;
- Ensure that his/her annual performance plan includes goals for detail assignment;
- Prepare for the detail assignment, including researching the Host Agency's history and programs;
- Be proactive in ensuring the rotational experience is meaningful and meets his/her developmental needs;
- Work with Host Agency Supervisor to develop a plan to maintain contact with the home organization (i.e., keep Home Agency Supervisor informed of progress, ensure Home Agency Timekeeper is aware of leave taken, etc.);
- Participate in all activities related to the detail assignment;
- Alert Home Agency Supervisor if problems/issues occur;
- Establish relationships and expand his/her network;
- Be prepared to evaluate the rotation experience;
- Document experience for individual professional use and as examples for those who follow; and
- Do his/her part to make it a great experience!

13. Personnel Vetting

This agreement is contingent upon the Participant having already undergone the necessary level of personnel vetting appropriate for the detail assignment in the Host Agency. Generally, the Host Agency will exercise reciprocity in accepting background investigations, adjudicative decisions, and security clearances, as applicable. Reciprocity guidance can be found in 5 CFR 731, <u>Security Executive Agent Directive-7</u>, and other personnel vetting policy directives issued by the OPM and Office of Director of National Intelligence Directors, in their capacity as the Suitability, Credentialing, and Security Executive Agents.

14. Contact Information

Provide contact information for the Home Agency Supervisor and Host Agency Supervisor.

Home Agency Supervisor

Name:

Work Address:

Work Email:

Work Phone:

Host Agency Supervisor

Name:

Work Address:

Work Email:

Work Phone:

15. Signatures

The following individuals approve this detail assignment.

	Date:	
[insert name]		
Home Agency Supervisor		
	Date:	
[insert name]		
Host Agency Supervisor		
	Date:	
[insert name]		

Participant
Appendix G – Detailee's After-Detail Performance Self-Assessment and Evaluation of Rotation Template

Federal Rotational Cyber Workforce Program: Performance Self-Assessment and Evaluation of Rotation After End of Detail

Your Name:

Home Agency:

Host Agency:

Official Position (Title, Pay Plan, Occupational Series, and Grade):

Detail Position (Title, Pay Plan, Occupational Series, and Grade):

Length of Detail: Began on _____ Ended on _____

1. Was your rotation a worthwhile experience?

Yes or No:

Elaborate on your answer:

2. During your rotation, did you achieve a higher skill level, or attain a skill level in a different area, than what you had before the rotation?

Yes or No:

If yes, describe (or given examples of) the areas in which you enhanced your skills:

If yes, can you apply these in your official job or in the future?

3. During your rotation, were you exposed to new ideas, practices, or contact networks?

Yes or No:

If yes, can you apply/use these in your official job or in the future?

- **4.** What could be improved to make the rotation experience better, the process smoother, etc.?
- **5.** Are you satisfied with the level of support you received before, during, and after your detail from your **home** supervisor and **home** agency officials? (Mark the appropriate box on this 5-point scale.)

Very	Unsatisfied	Neutral	Satisfied	Very
Unsatisfied				Satisfied
1	2	3	4	5

Elaborate on the reasons for your satisfaction score:

6. Are you satisfied with the level of support you received before, during, and after your detail from your **host** supervisor and **host** agency officials? (Mark the appropriate box on this 5-point scale.)

Very	Unsatisfied	Neutral	Satisfied	Very
Unsatisfied				Satisfied
1	2	3	4	5

Elaborate on the reasons for your satisfaction score:

7. Are you satisfied with the level of coordination between your home and host agencies (e.g., on human resource or administrative questions/issues)? (Mark the appropriate box on this 5-point scale.)

Very	Unsatisfied	Neutral	Satisfied	Very
Unsatisfied				Satisfied
1	2	3	4	5

Elaborate on the reasons for your satisfaction score:

Appendix H – Program Due Dates, Deliverables, Timelines

Federal Rotational Cyber Workforce Program Timeline for 2023-2024 (as of March 2023)

Phase	Timelines, Dates	Deliverables, Activities	Comments
Program Rollout	March 2023 April 2023	 OPM issues Government- wide (GW) Program Guidance Agencies provide Program 	Email to
	April 2023	Liaison names to OPM	<u>CyberHRStrategy@opm.gov</u>
	May 2023	• Agencies identify Internal Coordinators throughout components	Optional
Training, Socializing, Marketing	May-July 2023	 OPM/Agency Liaison meetings, information sharing Open Opportunities training Agencies socialize program internally to HR, CIO, CISO offices; managers, supervisors; etc.; generate interest in creating rotation assignments OPM encourages agencies to create rotation assignments through briefings/ coordination with CHCO, CIO, Chief Learning Officers Councils; Office of the National Cyber Director (ONCD); Office of the Federal Chief Information Officer 	

Phase	Timelines, Dates	Deliverables, Activities	Comments
Training, Socializing, Marketing	August- September 2023	 Agencies solicit rotation opportunities and submit list to OPM 	
	September- October 2023	 Agencies socialize program to cyber employees; encourage cyber employees to participate in applying for rotations OPM socializes program to cyber employees via GW cyber networks (e.g., NICE, ONCD); encourages cyber employees to participate in applying for rotations OPM provides list of GW rotation opportunities to agencies 	Also socialize program via October Cybersecurity Awareness Month activities The law requires OPM to share the list at least once a year
Prepare for Open Opportunities Launch	October 2023	 Agencies upload rotation announcements to Open Opportunities (will open announcements on November 1) 	
1 st Annual Cyber Rotation	November 1, 2023	 Rotation opportunities announced/launched on Open Opportunities 	
Open Period	November 2023- January 2024	 Agencies interview and select detailees; otherwise manage their postings, applications, etc. on Open Opportunities OPM/Agency Liaisons meet regularly to share information, resolve problems 	

Phase	Timelines, Dates	Deliverables, Activities	Comments
Program Evaluation	February- March 2024	 OPM/Agency Liaisons conduct after-action analysis, determine lessons learned 	
	June 2024	 Agencies provide annual report to OPM 	Email to CyberHRStrategy@opm.gov
			Report covers number of: rotations posted, outside- agency employees serving in rotations, agency employees serving in other agency rotations. If 6- month rotations were completed, report covers extent to which skills were developed and interagency integration occurred.
Ontional	May 2023	Agencies may post	
Optional Rotation Postings Throughout Year	May 2023- December 2024	rotation announcements at any time throughout the year, regardless of annual open period	

Appendix I – Program Communications Package

Communications Plan for Rollout of Federal Rotational Cyber Workforce Program in 2023-2024

Stakeholders/ Audience	Communications / Actions	Materials	Timeframe	Comments
Agency Program Liaison and Internal Coordinators; OPM Program Manager	1. Agency provides Program Liaison name to OPM	Email to OPM	Due April 30, 2023	Email <u>CyberHRStrategy@opm.gov</u> Program Liaison is main contact to 1) receive program information and requests from OPM, and 2) provide updates and reports to OPM
	2. Agency solicits and identifies Internal Coordinators at component levels	Internal emails	May 2023	Coordinators assist Program Liaison by: socializing program; providing guidance, answering questions; managing internal, external rotation participants; maintaining program data; helping supervisors identify, post, select for rotational opportunities
	 2. OPM meets regularly with Agency Liaisons 3. OPM provides Open Opportunities (Opps) training 	Virtual meetings Virtual training	May-July 2023 May-July 2023	Discuss requirements, questions, next steps

Stakeholders/	Communications	Materials	Timeframe	Comments
Audience	/ Actions			
Agency	4. Agency	Email to OPM	Due	Email
Program	Liaison submits		September	CyberHRStrategy@opm.gov
Liaison and	list of rotation		2023	
Internal	assignments to			
Coordinators;	OPM			
OPM Program	5. OPM provides	TBD	September	
Manager	list of		2023	
-	Government-			
	wide (GW)			
	rotation			
	assignments to			
	agencies			
	6. Agency	Open Opps	October	Rotation
	uploads rotation	advertisements	2023	advertisements will
	advertisements			open on Nov 1
	to Open Opps			1
	7. Agency	Emails, Open	Due	Notify stakeholders of
	launches	Opps	November	open period
	rotation open	11	1, 2023	1 1
	period; rotation		,	
	advertisements			
	go live			
	8. Agency	Open Opps	November	
	manages		2023-	
	postings and		January	
	applications;		2024	
	interviews and			
	selects detailees			
	9. OPM meets	Virtual	November	Share information,
	regularly with	meetings	2023-	resolve problems
	Agency Liaisons	Č	January	-
			2024	
Agency CHCO,	1. Agency	Briefings,	May-July	
HR, CIO, CISO	Liaison &	emails,	2023	
Staff; Cyber	Coordinators	presentations,		
Managers/	socialize	"Quick Facts"		
Supervisors	program with	material from		
	internal agency	OPM Program		
	stakeholders	Guidance		

Stakeholders/	Communications	Materials	Timeframe	Comments
Audience	/ Actions			
Agency CHCO,	2. Agency	Briefings,	August-	
HR, CIO, CISO	Liaison &	emails,	September	
Staff; Cyber	Coordinators	presentations	2023	
Managers/	encourage			
Supervisors	participation			
	and solicit			
	rotation			
	assignments			
	from internal			
	organizations			
	3. OPM	Briefing	May-July	Brief at monthly
	socializes	material: PPT	2023	meetings of CHCOC,
	program and			CIOC, CISOC, CLOC,
	encourages			ONCD
	agency			
	participation			
	through CXO			
	Council			
	briefings			
Agency Cyber	1. Agency	Briefings,	September-	Also socialize program
Employees	Liaison &	emails, GW list	October	via October
	Coordinators	of rotations,	2023	Cybersecurity
	socialize	"Quick Facts"		Awareness Month
	program with	material from		activities
	their cyber	OPM Program		
	employees	Guidance		
	2. OPM	Briefings,	September-	Also socialize program
	socializes	emails, GW list	October	via October
	program to	of rotations,	2023	Cybersecurity
	cyber	"Quick Facts"		Awareness Month
	employees via	material from		activities
	Government-	OPM Program		
			1	1
	wide cyber	Guidance		
	wide cyber workforce	Guidance		
	•	Guidance		

Quick Facts About the Federal Rotational Cyber Workforce Program

What is the Federal Rotational Cyber Workforce Program?

- This Government-wide program provides opportunities for employees performing IT, cybersecurity, and cyber-related functions to apply for and serve in rotational assignments (or details) at agencies outside of their home agency.
- These non-reimbursable details last from 6 months to 1 year.
- Rotational assignments will be advertised at least once a year in November, starting in 2023.

What positions/employees are eligible for rotations?

- This program focuses on cyber employees and cyber rotational assignments.
 - To be eligible to apply for a rotation, an employee must be in a "cyber-coded" position, which means the employee's official position is assigned a <u>cyber code</u> indicating it has IT, cybersecurity, or other cyber-related functions.
 - How do you know? Look at your Position Description for the cyber position code(s) or contact your supervisor or HR Office to find out.
 - The rotational assignments offered under this program are in "cyber-coded" positions, meaning the positions are assigned a cyber code indicating they have IT, cybersecurity, or other cyberrelated functions.
- To be eligible to apply for a rotation, a cyber employee also must have the supervisor's approval.

What is the purpose of the program?

- Cyber employees serving in rotations (details) gain on-the-job experience and achieve higher or different skill levels in IT, cybersecurity, or other cyber-related functions.
- Rotations promote intra-agency and interagency integration and coordination of cyber practices, functions, and personnel management.

I'm interested! How do I find and apply for rotations?

- The advertisements for rotations under the Federal Rotational Cyber Workforce Program will be posted on <u>Open Opportunities</u> on the <u>Cyber Professionals</u> <u>Community Page</u>.
- You may search for rotations and apply directly from the Open Opportunities site.

I'm a manager interested in hosting a rotation. How do I post a rotation?

- Work with your agency coordinator (listed below) to develop and post a rotation on Open Opportunities.
- You will be able to see and manage the applications from the Open Opportunities site.

Who to contact in my agency for more information?

[Insert Agency Contact Information]

Quick Facts About the Federal Rotational Cyber Workforce Program How Does It Work?

Figure 1. Flow Chart Showing How Program Works from Employee Perspective



Figure 2. Flow Chart Showing How Program Works from Rotation Supervisor Perspective





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