



Civilian Acquisition Workforce Personnel Demonstration Project

Training For Army's Implementation

Welcome

- Purpose
 - Address Concerns
 - Answer Questions
- Previous Training
 - Tutorials (Internet, CD-ROM, Paper, Audio)
- References
(<http://www.dacm.sarda.army.mil>)
 - Federal Register
 - DoD Operating Procedures
 - Army Operating Procedures

Training Schedule

○ Day One

- ❑ Demonstration: Purpose, Background, Labor Management Issues
- ❑ Demonstration Project Initial Transition
- ❑ Classification System
- ❑ Hiring and Appointment Authorities
- ❑ Pay Administration
- ❑ Contribution-based Compensation and Appraisal System

○ Day Two

- ❑ Realignment Initiative
- ❑ Reduction-in-Force
- ❑ Academic Degree and Certificate Training
- ❑ Sabbaticals
- ❑ Voluntary Emeritus Program
- ❑ Movement Out of the Demonstration Project
- ❑ Training
- ❑ Evaluation and Site Historian
- ❑ Army Acquisition Corps
- ❑ Personnel Policy Board

Introduction

Background

- Changing Times
 - ▣ DoD Redesign
 - ▣ Drastic Budget Cuts
- Acquisition Community Reform
 - ▣ Adopt New Practices
 - ▣ Streamline Existing Practices
- Reinvent the Personnel Management System

Now



Then



Introduction

Demonstration Project Waiver

Personnel Issues Affecting the Workforce

Title 5

- Delegated Examining Authority
- Extended Probationary Period
- Modified Reduction-in-Force Procedures
- Broadbanding
- Simplified Job Classification
- Contribution-based Compensation and Appraisal System

- Academic Degree and Certificate Training
- Sabbaticals
- Voluntary Emeritus Program

DoD

- High Grade Ceiling
- Priority Placement Program
- Realignment Initiative

References

(<http://www.dacm.sarda.army.mil>)

- Federal Register
 - 1st Register
 - 2nd Register
- DoD Operating Procedures
- Army Operating Procedures

Army Participants

Army Acquisition Executive Support Agency

Army Digitalization Office

Medical Command Health Care Acquisition Agency

Office of the Assistant Secretary of the Army (R,D&A)

8th Army Contracting Command Korea

US Army Operational Test and Evaluation Command

Joint Program Office–Biological Defense

National Guard Bureau PEO Reserve Component Automation Systems

Military Traffic Management Command

Defense Supply Services – Washington DC

PEO Ground Combat and Support Systems (GCSS)

PEO Intelligence, Electronics, Warfare, and Sensors (IEW&S)

PEO Standard Management Information Systems (STAMIS)

PEO Command, Control, and Communication Systems (C3S)

Acculturation Video

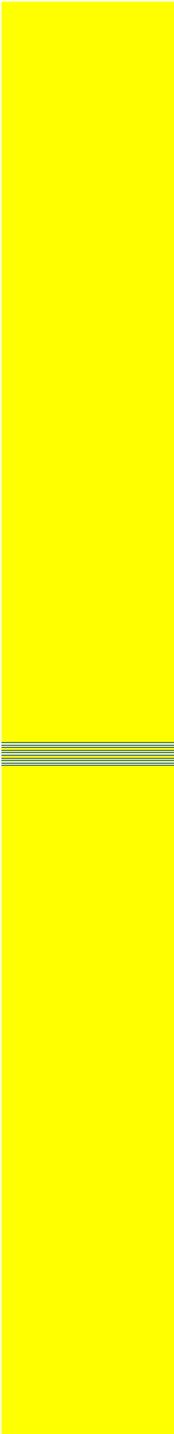
- Candid, Unscripted Interviews
- Fear of a New System
- Goals
 - Learn More About the New System
 - Work Together to Implement the Personnel Demonstration Smoothly and Effectively



Labor-Management Issues

- Bargaining Requirements
- Procedures
- Concerns
- Agreement Format
- Reporting Requirements
 - Completed Agreements Sent to SARDA
 - Forwarded to DoD
- Address:
 - DoD Acquisition Demonstration Project Office
 - 5203 Leesburg Pike, Suite 1404
 - Falls Church, VA 22041

Deputy Director
Acquisition Career Management (DDACM)
Attn: SARD-ZAC (Pers Demo), 10th Floor
2511 Jefferson Davis Highway
Arlington, VA 22202-3911



Section 2: Demonstration Project Initial Transition

Training For Army's Implementation

Demonstration Project Initial Transition

- TAPES Closeout
- Procedures for Transition
 - ▣ Full Employee Protection Approach
- Buy-ins

Performance Evaluation Closeout

Total Army Performance Evaluation System (TAPES) Rating Period		
Base System*	GS 1-4	December 1–November 30
	GS 5-6	January 1–December 31
	GS 7-8	February 1–January 31
* NOTE: Rating periods may vary by commands/agencies for the base system.		
Senior System	GS 9-12	November 1–October 31
	GS 13-15	July 1–June 30
EXCEPTIONS		
119 days or less on standards	No appraisal	
120 days or more on standards	Special appraisal Note: Performance award may not be issued based upon a special appraisal.	
120 days or less left in the rating period	Closeout appraisal	
Army Table 2-1		

Demonstration Project Initial Transition

Procedures for Transition

- **General Schedule Employees**
 - **Appropriate Broadband Based on Existing Grade**
- **Temporary Promotions or Details**
 - **Return to their Position of Record**
 - **Written Notification to Specific Cases**
- **Initial Transition**
- **Prepare Position Require Document (PRD)**
- **Prepare SF-52**

Internal and external priorities, including the DoD Stopper List, do not need to be cleared.

Demonstration Project Initial Transition

Permanent and Time Limited Appointments

- **Permanent Appointments
(Career or Career-Conditional)**
- **Temporary Appointment Not-to-Exceed
(NTE)**
- **Term Appointment**
- **Excepted Service**

Demonstration Project Initial Transition

Buy-ins

- **Adjust Employee's Base Salary for Step Increases and Non-Competitive Career Ladder Promotions**
- **Computed as of Implementation Date**
- **Locality Adjustment – Added After Base Salary Is Computed**
- **New Salary = (time in step/time between steps) * step increase + current salary**

- Performance Improvement Plan
- Career Ladder Promotion

Demonstration Project Initial Transition

Buy-in Example

Entering demonstration – GS-12/step 4.

- **Nominal time between step 4 and 5 = 104 weeks.**
 - **Assume employee has earned 90/104ths of a within grade increase, this employee's new salary will include:**
 - **GS-12/Step 4 base rate of \$48,265 + 90/104 of the \$1,463 within grade increase, for a new base salary \$49,530;**
 - **Placed in broadband level III**
 - **$\$49,530 = 90/104 * \$1,463 + \$48,265$**
- (This example uses calendar year 1998 General Schedule par rates.)**

Demonstration Project Initial Transition

Buy-ins

- **Retained Pay/Salary Exceeds Maximum Pay of Broadband Level**
- **Special Salary Rates Not Applicable**
- **Basic Pay for Special Salary Employees = Highest Adjusted Basic Pay ÷ Local Pay Factor**

Buy-ins

- **Withholding Step Increases for Less Successful Performance**
- **Performance-Improvement Plan**
- **Employees on Retained Pay/Retained Grade**
 - **Salary Exceeding Maximum of Broadband Level**
 - **Step 10 Employees Not Eligible**
- **Employees on Career Ladder Positions**

Demonstration Project Initial Transition

Buy-in Example: Career Ladder Positions

- Employee's Career Ladder Is GS 5-7-9
- Promoted to GS-801-5 Step 8 on January 12, 1998
- Next Promotion Is Due on January 12, 1999
- Due Within-Grade-Increase to Step 9 on January 12, 2001
- Converted into Demo Project on January 15, 1999
- Promote, no WGI Equity Adjustment
 - GS 5 Step 8 = \$24,631, promotion salary at least two steps increase (\$25,963)
 - \$25,963 is between GS 7 Step 2 and Step 3
 - Set pay equivalent as a GS 7 Step 3 at \$26,382
 - Convert to Demo Project as a broadband level II employee

Demonstration Project Initial Transition

Career Ladder Example #2

Assumptions

Career Ladder Promotion to GS 5/2:	July 12, 1998
Project Implementation:	January 12, 1999
Next Career Ladder Promotion to GS 7:	July 12, 1999
WGI to Step 3:	July 12, 1999

Step 1: Since the WGI (step 2 to step 3) is concurrent with the career ladder promotion, do a WGI adjustment first.

$$\text{New Salary} = (\text{time in step/time between steps}) * \text{Step Increase} + \text{Adjusted Base Salary}$$
$$\$20,968 = 26/52 * 666 + 20,635$$

Step 2: Do a career ladder promotion adjustment.

$$\text{New Salary} = (\text{time in grade/time between promotions}) * \text{Promotion Increase} + \text{Adjusted Base Salary}$$
$$\$23,018 = 26/52 * 4099 \text{ (GS 7/1 24,734 - GS 5/2 20,635)} + 20,968 \text{ (adjusted base salary from Step 1)}$$

Demonstration Project Initial Transition

Buy-in Example: Retained Grade

- **Entering Demonstration in the Retained Grade of GS-13 Step 6 at \$60,871**
- **Converted into Broadband Level II at \$60,871**

Demonstration Project Initial Transition

Buy-in Example: Special Rate

- **Entering Demonstration:**
 - \$50,000 Special Rate in Washington, DC
 - Locality Payment of 7.27% in DC
- **Assume Employee Has Earned WGI Buy-in of \$800**
- **This Employee's New Salary Will Include:**
 - **Special Rate Divided by Locality Payment Percentage for Demonstration Base Rate:** $\$50,000 / 1.0727 = \$46,611$
 - **Add WGI Buy-in to Demonstration Base Rate for the New Demonstration Base Salary:** $\$800 + \$46,611 = \$47,411$
 - **Placed in Broadband Level III**
- **Add New Base Salary and Locality Payment for New Total Salary:** $(\$47,411 * 0.0727) + \$47,411 = \$50,858$

(This example uses calendar year 1998 General Schedule pay rates.)

Demonstration Project Initial Transition

Buy-in Example: GM Conversion (Upper Limit)

- **Entering Demonstration:**
 - GM 15 in Washington, DC With Total Salary of \$101, 142
 - Locality Payment of 7.27%
 - Nominal Time Between Steps // 24 Months Served 19 Months
- **Determine Base Salary**
 - GM Pay Divided by Locality Payment Percentage = Base Salary
 $\$101,142 / 1.0727 = \$94,287$ as demo base salary
 - \$94,287 Is the Upper Limit of the Broadband, Therefore No Equity Adjustment
 - Placed in Broadband Level IV
- **Add New Base Salary and Locality Payment for New Total Salary**
$$(\$94,287 * 0.0727) + \$94,287 = \$101,142$$
- **No Change to Salary**

(This example uses calendar year 1998 General Schedule pay rates.)

Demonstration Project Initial Transition

Buy-in Example: GM Conversion (Step Increase)

○ Entering Demonstration:

- GM 15 in Fort Monmouth, NJ with Total Salary of \$89,576
- Locality Payment of 9.76%

○ Determine Base Salary and GS Grade and Step

- GM Pay Divided by Locality Payment Percentage = Base Salary
$$\$89,576 / 1.0976 = \$81,610$$
- \$81,610 is Between Step 4 and Step 5, Convert to GS15, Step 5

○ Buy-in

- Nominal Time Between Step 5 and 6 is 104 Weeks
- Within-Grade Increase Amount is \$2,418
- Assume Employee Has Earned 73/104ths Based on Their Last Equivalent Step Increase
$$\$81,610 + (73/104 * \$2,418) = \$83,307 \text{ as demo base salary}$$
- Placed in broadband level IV
- $\$83,307 + \text{Locality Payment } (\$83,307 * 9.76\%) = \$91,438 \text{ as new total salary}$

(This example uses calendar year 1998 General Schedule pay rates.)

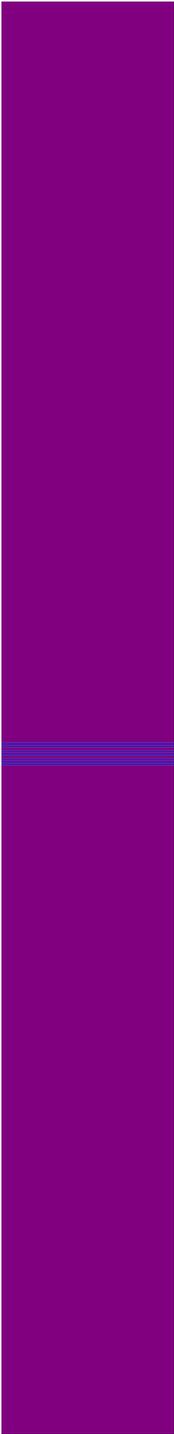
Demonstration Project Initial Transition

Buy-In Exercise

Formula for Conversion:

New Salary = (time in step/time between steps) * step increase + current salary

Demonstration Project Initial Transition



Section 3: Classification System

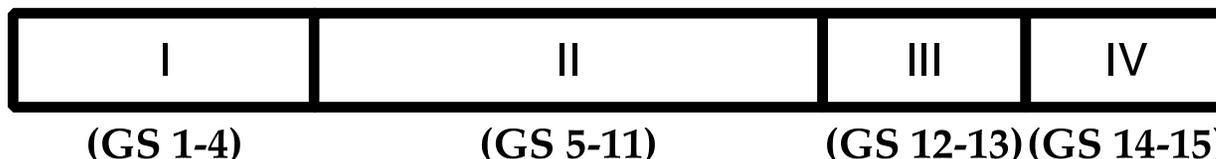
Training For Army's Implementation

Classification System

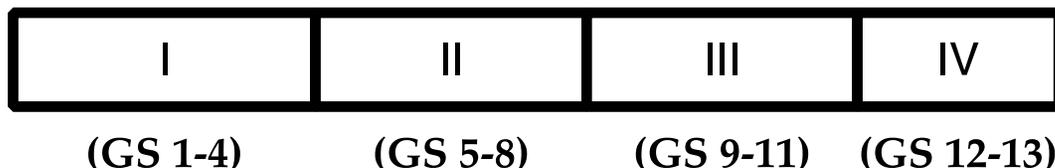
- **Managers**
 - **Authority**
 - **Control**
 - **Flexibility**
- **Employees**
 - **Retain**
 - **Recognize**
 - **Reward**

Career Paths and Broadband Levels

Business Management and Technical Management Professional (NH)



Technical Management Support (NJ)



Administrative Support (NK)



See Appendix B for Detailed Descriptions

Classification System

Classification Process

- **Classification Authority Resides with the Manager**
- **First-Level Supervisor Develops PRD**
- **Second-Level Supervisor Approves PRD**
- **Civilian Personnel Specialist Reviews PRD**

Position Classification

- **Position Requirements Document (PRD)**
 - Replaces DA 374
 - Combines Position Information, Staffing Requirements and Contribution Expectations
- **Objectives of PRD**
 - Simplify Descriptions
 - Provide More Flexibility
 - Provide More Useful Tool
- **To Be Developed When:**
 - Transition into Project
 - Change in Series, Title, Career Path, Broadband, and KSAs.

Classification System

Position Classification

- **COREDOC**
 - **Demo to Follow (Details in Appendix H)**
- **PRDs Should Include:**
 - **JYR Acquisition Position Category**
 - **JYL Acquisition Career Level Required**
 - **JYN Acquisition Position Type**
 - **JYP Acquisition Career Specialty-Primary Orientation**
 - **JYQ Acquisition Career Specialty-Secondary Orientation**
 - **JYS Acquisition Program Indicator**
 - **JYT Acquisition Special Assignment**

Classification System

Position Classification

- **Position Requirements Document**
 - **Title, Occupational Series, Career Path, Broadband Level**
 - **Mission/Purpose**
 - **CCAS Factors, Discriminators, Descriptors**
 - **Skills Required**
 - **Selective Requirements**
 - **Knowledge, Skills, and Abilities (for Qualification Purposes)**

Position Classification

- **Fair Labor Standards Act (FLSA)**
 - **Generic PRDs Not Sole Basis for FLSA Determination**
 - **Case-by-Case Evaluation**
 - **Final Review by Civilian Personnel Office**
 - **FLSA Determination Reviewed On a Case-by-Case Basis**
- **Competitive Levels Will Not Be Maintained**

Position Classification (Continued)

- **Classification Appeals**
 - **Occupational Series**
 - **Title**
 - **Broadband Level**
- **Notify Supervisor**
 - **In Writing Is Best**
- **DoD Appellate**
- **OPM**

High Grade

- **Employees participating in the Demonstration Project remain covered by the DoD Civilian High Grade Program to the same extent as other employees in DoD.**

Software: COREDOC Preparation of PRDs

- **Three Options:**
 - **Over 200 Have Already Been Created**
 - **Create From One of the Occupations that Are Included in COREDOC (over 120)**
 - **Create for an Occupation that Is Not Included in COREDOC**
- **Hands-on Demonstration**

COREDOC URL: <http://www.demo.wpafb.af.mil/>

Classification System



Section 4: Hiring and Appointment Authority

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Hiring and Appointment Authority

- **Managers Must Have:**
 - A Flexible Hiring System
 - Ability to Restructure
 - Ability to Compete with Industry
- **Project Provides:**
 - Streamlined and Responsive Hiring System

Appointment Authority

- **Permanent**
 - ▣ **Equates to Existing Career and Career-Conditional Appointments**
- **Modified Term**
 - ▣ **Based on Existing Term Appointments**
 - ▣ **5 + 1 Years**
- **Temporary**
 - ▣ **Equates to Existing Temporary Authority**

Modified Term Appointment Authority

- **New Appointment Authority**
- **May Extend Up to Five Years**
- **Commander May Approve One More Year:**
 - **Special Projects**
 - **Staffing Programs with Limited Duration**
 - **Fill Positions in Activities Undergoing Review for Reduction or Closure**
 - **Replace Permanent Employees Who Have Been:**
 - **Temporarily Assigned to Another Position**
 - **Are on Extended Leave**
 - **Who Have Entered Military Service**
- **May Be Considered for Career Conditional Appointment**

Hiring and Appointment Authority

External Hiring

- Delegated Examining Authority
- Scholastic Achievement Authority

Hiring and Appointment Authority

Delegated Examining Authority (DEA)

- **DEA May Be Used to Fill All Demo Positions**
- **Rating of Candidates**
 - **Minimum Qualifications–Based on OPM Criteria**
 - **Minimum Qualifications–Based on Lowest Grade**
- **Veterans Preference**
 - **Preference Eligibles will be Considered Before Non-Preference Eligibles**
 - **Will Receive 5 or 10 Additional Points**
- **Candidates Assigned to Quality Groups**
- **Selection**

Hiring and Appointment Authority

Delegated Examining Authority (DEA)

Selection

- **Positions Other Than Sci/Eng and Prof.**
 - **Eligibles With Disability of 10% or More Listed at Top of Highest Group Certified**
- **Scientific/Engineering and Professional**
 - **Referred by Quality Groups in Order of Numerical Ratings**
 - **If Number is Insufficient, Lower Group Certified in Rank Order**
 - **When Two or More Groups Certified, I.D. Candidates by Quality Group**

Hiring and Appointment Authority

Example of Rank Order

Example of Rank Order					
		For position with no positive education requirement		For position with positive education requirement	
		If local policy is at least 5 candidates on the referral list, then	If local policy is at least 12 candidates on the referral list, then	If local policy is at least 5 candidates on the referral list, then	If local policy is at least 12 candidates on the referral list, then
Quality Group 90 (QG90)	1AD-100	1AD-100	QG90 1AD-100	1AD-100	QG90 1AD-100
	1A-95	1A-95	QG80 1AD-90	1A-95	QG90 1A-95
	1B-90	1B-90	QC70 1AD-80	1B-90	QG80 1AD-90
	1B-90	1B-90	QG90 1A-95	1B-90	QG90 1B-90
	1B-90	1B-90	QG90 1B-90	1B-90	QG90 1B-90
Quality Group 8 (QG80)	1AD-90	1AD-90	QG90 1B-90	1AD-90	QG90 1B-90
	1A-85		QG90 1B-90		QG80 1A-85
	1B-80		QG80 1A-85		QG70 1AD-80
	1B-80		QG80 1B-80		QG80 1B-80
	1B-80		QG80 1B-80		QG80 1B-80
Quality Group 70 (QG70)	1AD-80	1AD-80	QG80 1B-80	1AD-80	QG80 1B-80
	1A-75		QG70 1A-75		QG70 1A-75
	1B-70		QG70 1B-70		QG70 1B-70
	1B-70		QG70 1B-70		QG70 1B-70

Army Table 4-1

Scholastic Achievement Authority

- **Allows for Appointment of Degreed Candidates if:**
 - ❑ **Meet OPM Standards**
 - ❑ **Occupation Has Positive Education Requirement**
 - ❑ **GPA > 3.5 in Occupational Fields of Study;
Overall GPA > 3.0**
 - ❑ **Appointment into Pay Level < Top Step GS-7**
 - ❑ **For Appointments at GS-9–GS-11, GPA at Least 3.7**

Hiring and Appointment Authority

Probationary Period

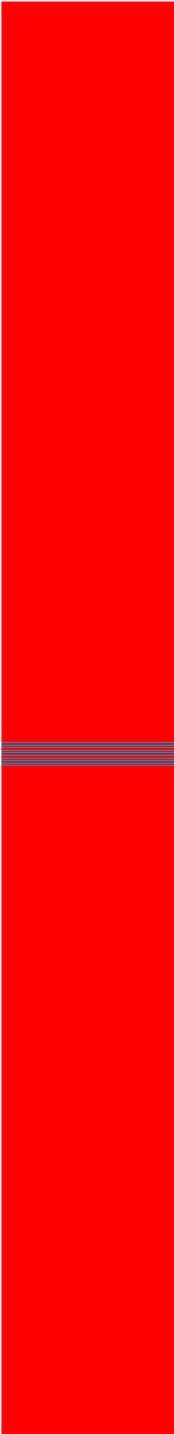
- Provide Sufficient Time to Properly, Objectively, and Completely Evaluate
- Excluding the Extension Period, All Other Features Are the Same
- May Extend Up to One Year for Training or Education
- Employee Informed in Advance in Writing

Internal Placement

- **Continue to Follow**
 - **Local Merit Promotion Plan**
 - **Union Agreements**
 - **Locally Approved Policies**
- **Reassignment Within the Demonstration Project**

Priority Placement Program

- Reassignment Procedures
- Streamlined Exception Process
- Streamlined Qualifications Dispute Process
- Option Codes to Identify DAWIA Requirements
- Spousal Preference



Section 5: Pay Administration

Training For Army's Implementation

Pay Administration

- **New Hires – Pay Set**
 - ❑ **Consistent with Qualifications**
 - ❑ **Based on Expected Contribution of Position**
- **Employees Entering after Implementation**
 - ❑ **Enter at Existing Rate of Pay or**
 - ❑ **Enter at Minimum Salary of the Broadband or**
 - ❑ **Enter at a Rate Determined by Management**

CCAS Annual Adjustments

Category	General Pay Increase	Contribution Rating Increase	Contribution Award	Locality Pay ¹
Inappropriately Compensated–A	Could be reduced or denied	NO	NO	YES
Appropriately Compensated	YES	YES ² —Up to 6%	YES ⁵	YES
Inappropriately Compensated–B	YES	YES ^{3,4} —Up to 20%	YES ⁵	YES

¹ Basic pay plus locality pay may not exceed Executive Level IV basic pay.

² May not exceed upper rail of NPR for employee’s OCS or maximum salary for current broadband level.

³ Over 20% requires local commander’s approval.

⁴ May not exceed 6% above the lower rail or the maximum salary for current broadband level

⁵ Pay pool manager approves up to \$10,000. Amounts exceeding \$10,000 require local commander’s approval.

Table 1. Compensation Eligibility Chart

CCAS Rules

- **If on October 1, 1999, the Command/Organization Was in the Project for Less than Six Months, Employees:**
 - ❑ **Are Not Eligible Under CCAS**
 - ❑ **Will Not Receive a CCAS Appraisal in 1999, and**
 - ❑ **Will Receive Their First CCAS Appraisal Ending September 30, 2000**
 - ❑ **Rating Period Will Be the Implementation Date through September 30, 2000**

For example, if the implementation date was June 1, 1999, the rating period would be June 1, 1999, through September 30, 2000.

Pay Administration

CCAS Rules (Continued)

- **CCAS Rating Process Takes Place from 1 October 2000 Through 31 December 2000**
- **CCAS Pay-Outs Will Be the First Pay Period in January 2001**
- **In this Situation, this Will Be the Initial (First Year) Pay-Out**
 - ❑ **Command/Agency Budgets Must Reflect Those Rates Required for the First Year**
 - ❑ **2.4% for the Contribution Rating Increase Pool, and**
 - ❑ **1.3% for the Contribution Award Pool.**

Pay Administration

Broadband Levels Movement

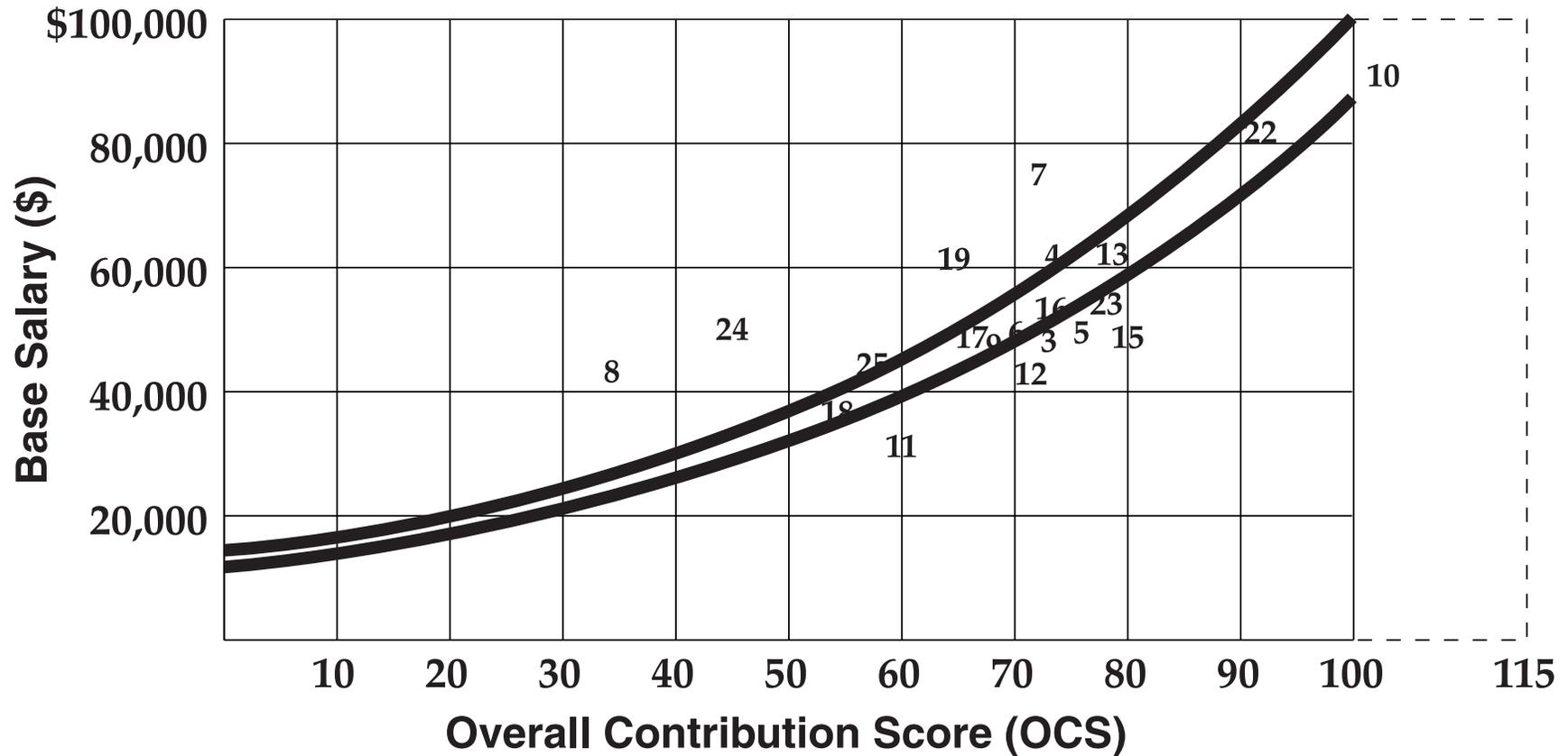
- **Movement Within a Broadband**
 - ▣ **Based on Contribution**
- **Movement Between Broadbands**
 - ▣ **Normally a Competitive Action**
 - ▣ **Noncompetitive Procedures Remain Viable**
- **Movement to a Lower Broadband May Be Voluntary or Involuntary**

Providing a Rating of Record

(Special Circumstances)

- **New Hires or Transfers into the Demo**
- **Moves Between Pay Pools – Less than 6 Months Before September 30**
- **Perform Union Duties Less than Full Time**
- **Perform Union Duties Full Time**
- **Circumstances Take an Employee Away from Normal Duties for an Extended Period**

Example Scatter Diagram: Army Table F-5



Scatter Diagram Army Table F-5

Pay Administration

Change in Assignment

- **CCAS Provides Greater Flexibility**
- **Promotions**
- **Temporary Promotions**
- **Competitive Selection – Higher Potential Salary**
- **Non-competitive Selection**
- **Voluntary Change to Lower Broadband**

Change in Assignment

- CCAS Provides Greater Flexibility
- **Promotions**
- Temporary Promotions
- Competitive Selection – Higher Potential Salary
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Change in Assignment

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Change in Assignment

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Change in Assignment

- CCAS Provides Greater Flexibility
- Promotions
- Temporary Promotions
- Competitive Selection – Higher Potential Salary
- **Non-competitive Selection**
- Voluntary Change to Lower Broadband

Change in Assignment

- CCAS Provides Greater Flexibility
- Promotions
- Temporary Promotions
- Competitive Selection – Higher Potential Salary
- Non-competitive Selection
- Voluntary Change to Lower Broadband

Change in Assignment (Continued)

- **Involuntary Change/Lower
Broadband/Without Reduction in Pay**
- **Involuntary Reduction in Pay/Change to
Lower Broadband/Adverse Action**
- **Involuntary Change/Lower
Broadband/Other than Adverse or
Contribution Action**
- **Reduction-in-Force**

Change in Assignment (Continued)

- **Return to Limited or Light Duty/Lower Broadband or Lower Salary**
- **Pay Retention**



Section 6: Contribution-Based Compensation & Appraisal System

Training For Army's Implementation

Contribution-Based Compensation & Appraisal System

- Provides an Equitable and Flexible System
- Contribution-Based (Not Performance-Based)
- Salary Adjustments are Based on Contributions to the Organization
- Increases Communication Between Supervisor and Employee

Contribution-Based Compensation & Appraisal System

Employee Contributions

- **Assessed by:**
 - **Factors**
 - **Discriminators**
 - **Descriptors**
- **No Modification or Supplementation**

Factors (Same for All Career Paths)

- Problem Solving
- Teamwork/Cooperation
- Customer Relations
- Leadership/Supervision
- Communications
- Resource Management

Contribution-Based Compensation & Appraisal System

Discriminators

- **Refine the Factors**
- **Are the Same for All Levels of Contribution**
- **No Modification**

Descriptors

- **Define Increasing Levels of Contribution**
- **Are Different for Each Career Path**
- **No Modification**

Factor, Discriminator, Descriptor

Factor #:

Factor Description:

Expected Performance Criteria:

Level Descriptors	Discriminators
Level I	
Level II	
Level III	
Level IV	

Contribution-Based Compensation & Appraisal System

Factor, Discriminator, Descriptor

(Example: Factor 4–Leadership/Supervision)

CAREER PATH: (1) BUSINESS MANAGEMENT & TECHNICAL MANAGEMENT PROFESSIONAL

FACTOR: 4 - LEADERSHIP/SUPERVISION

FACTOR DESCRIPTION: This factor describes/captures individual and organizational leadership and/or supervision. Recruits, develops, motivates, and retains quality team members in accordance with EEO/AA and Merit Principles. Takes timely/appropriate personnel actions, communicates mission and organizational goals; by example, creates a positive, safe, and challenging work environment; distributes work and empowers team members.

EXPECTED PERFORMANCE CRITERIA (Applicable to all contributions at all levels):
Work is timely, efficient, and of acceptable quality. Leadership and/or supervision effectively promotes commitment to mission accomplishment. Flexibility, adaptability, and decisiveness are exercised appropriately.

Descriptors indicate the type of contribution appropriate for the high end of each level. Descriptors are not to be used individually to assess contributions, but rather are to be taken as a group to derive a single evaluation of the factor.

Level Descriptors	Discriminators
LEVEL I <ul style="list-style-type: none"> • Takes initiative in accomplishing assigned tasks. • Provides inputs to others in own technical/functional area. • Seeks and takes advantage of developmental opportunities. 	<ul style="list-style-type: none"> • Leadership Role • Breadth of Influence • Mentoring/Employee Development
LEVEL II <ul style="list-style-type: none"> • Actively contributes as a team member/leader; provides insight and recommends changes or solutions to problems. • Proactively guides, coordinates, and consults with others to accomplish projects. • Identifies and pursues individual/team development opportunities. 	<ul style="list-style-type: none"> • Leadership Role • Breadth of Influence • Mentoring/Employee Development
LEVEL III <ul style="list-style-type: none"> • Provides guidance to individuals/teams; resolves conflicts. Considered a functional/technical expert by others in the organization; is regularly sought out by others for advice and assistance. • Defines, organizes, and assigns activities to accomplish project/program goals. Guides, motivates, and oversees the activities of individuals and teams with focus on project/program issues. • Fosters individual/team development by mentoring. Pursues or creates training development programs for self and others. 	<ul style="list-style-type: none"> • Leadership Role • Breadth of Influence • Mentoring/Employee Development
LEVEL IV <ul style="list-style-type: none"> • Establishes and/or leads teams to carry out complex projects or programs. Resolves conflicts. Creates climate where empowerment and creativity thrive. Recognized as a technical/functional authority on specific issues. • Leads, defines, manages, and integrates efforts of several groups or teams. Ensures organizational mission and program success. • Fosters the development of other team members by providing guidance or sharing expertise. Directs assignments to encourage employee development and cross-functional growth to meet organizational needs. Pursues personal professional development. 	<ul style="list-style-type: none"> • Leadership Role • Breadth of Influence • Mentoring/Employee Development

Contribution-Based Compensation & Appraisal System

Factor, Discriminator, Descriptor

(Example: Factor 4–Leadership/Supervision)

Level Descriptors	Discriminators
<p>LEVEL I</p> <ul style="list-style-type: none"> • Takes initiative in accomplishing assigned tasks. • Provides inputs to others in own technical/functional area. 	<ul style="list-style-type: none"> • Leadership Role • Breadth of Influence
<p>LEVEL II</p> <ul style="list-style-type: none"> • Actively contributes as a team member/leader; provides insight and recommends changes or solutions to problems. 	<ul style="list-style-type: none"> • Leadership Role
<ul style="list-style-type: none"> • projects. • Identifies and pursues individual/team development opportunities. 	<ul style="list-style-type: none"> • Mentoring/Employee Development
<p>LEVEL III</p> <ul style="list-style-type: none"> • Provides guidance to individuals/teams; resolves conflicts. Considered a functional/technical expert by others in the organization; is regularly sought out by others for advice and assistance. • Defines, organizes, and assigns activities to accomplish project/program goals. Guides, motivates, and oversees the activities of individuals and teams with focus on project/program issues. 	<ul style="list-style-type: none"> • Leadership Role • Breadth of Influence
<p>LEVEL IV</p> <ul style="list-style-type: none"> • Establishes and/or leads teams to carry out complex projects or programs. Resolves conflicts. Creates climate where empowerment and creativity thrive. Recognized as a technical/functional authority on specific issues. 	<ul style="list-style-type: none"> • Leadership Role
<ul style="list-style-type: none"> • fosters the development of other team members by providing guidance or sharing expertise. Directs assignments to encourage employee development and cross-functional growth to meet organizational needs. Pursues personal professional development. 	<ul style="list-style-type: none"> • Mentoring/Employee Development

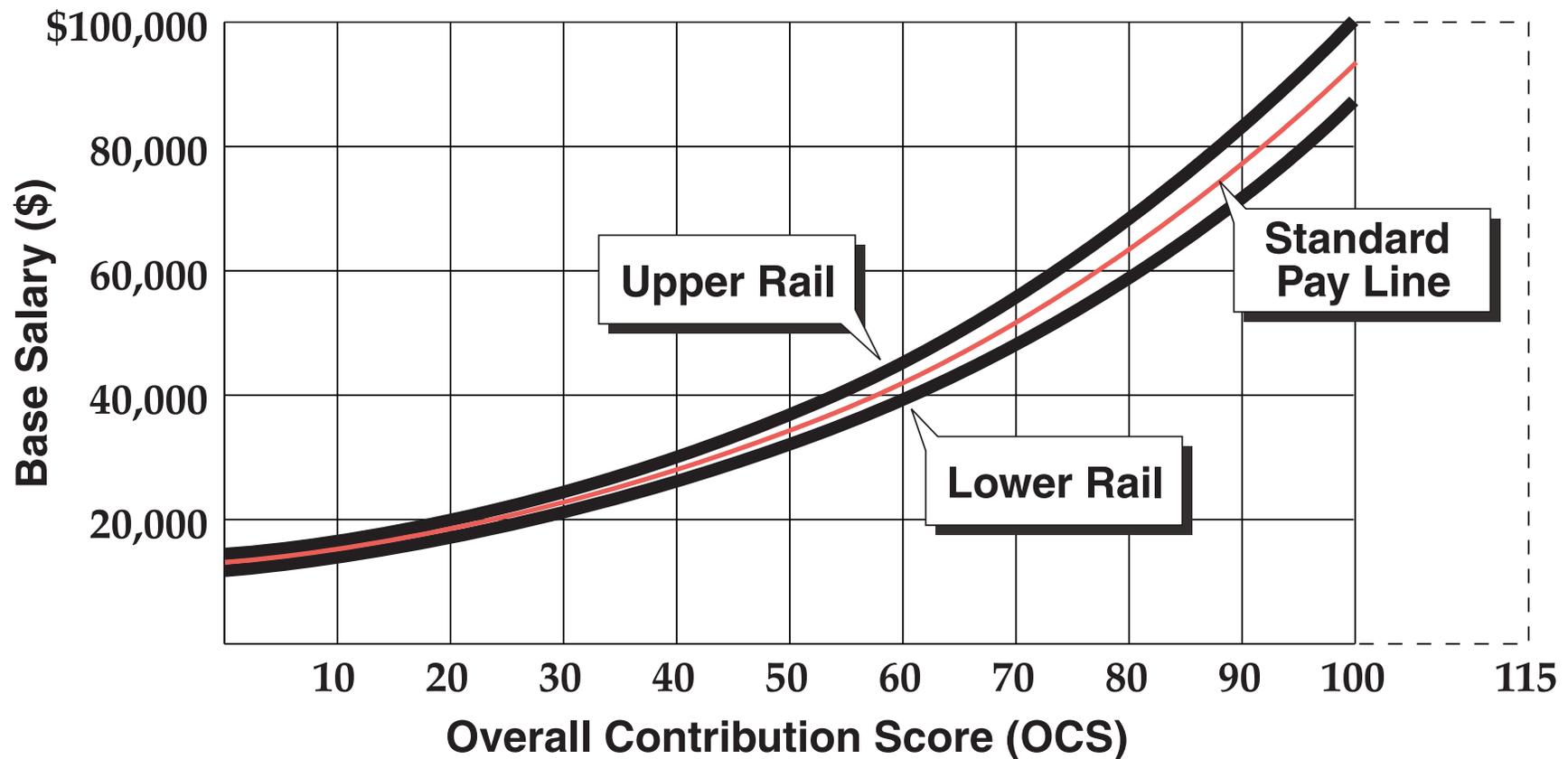
Contribution-Based Compensation & Appraisal System

Normal Pay Range

- Links Contribution to Salary
- Based on the Standard Pay Line (SPL)
- Begins at an Overall Contribution Score (OCS) of “0” and the Lowest Pay, GS-1 Step 1
- Ends at an OCS of “100” and the Highest Pay, GS-15 Step 10
- Distance from the SPL to the Rails for any Given Score is + or - 8% (about + or - 4 points in OCS)
- Normal Pay Range (NPR) Falls Between the Rails
- NPR is the Same for All Career Paths

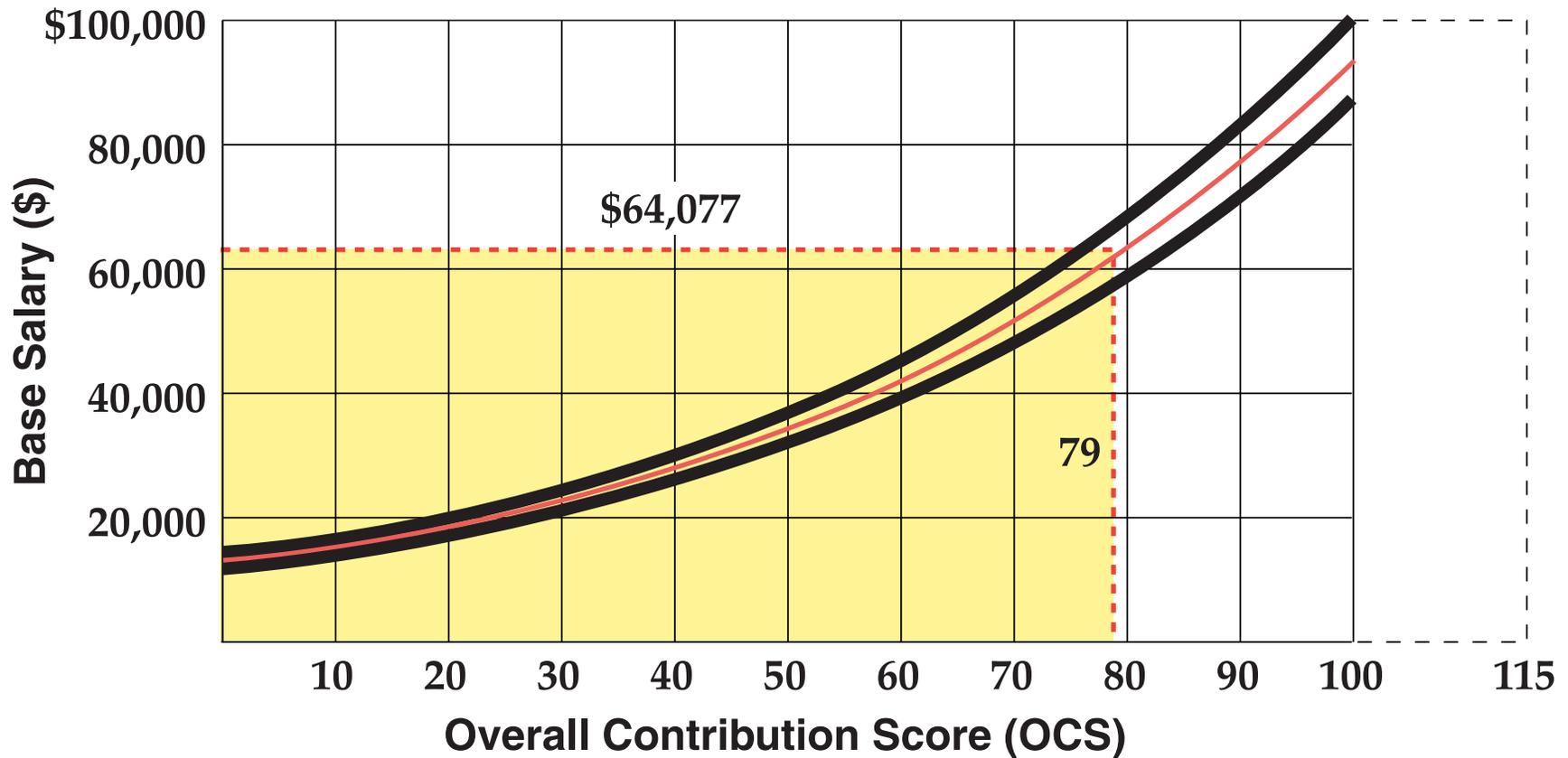
Contribution-Based Compensation & Appraisal System

Normal Pay Range/Standard Pay Line



Contribution-Based Compensation & Appraisal System

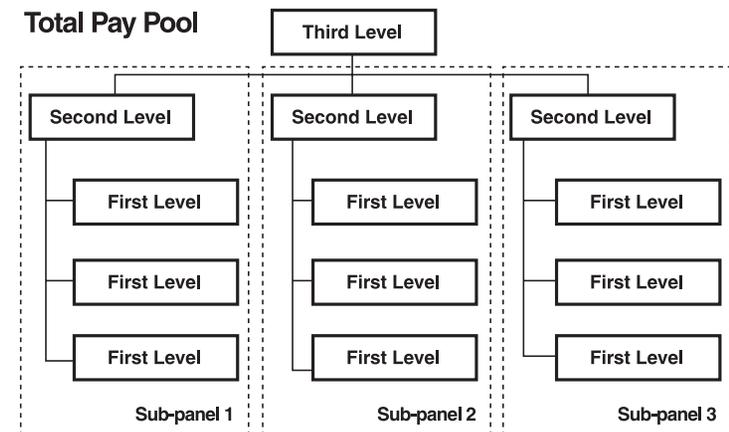
Normal Pay Range/Standard Pay Line



Contribution-Based Compensation & Appraisal System

Pay Pool Composition

- Group of Employees Who Share in CCAS Dollar Distribution
- Includes Employees of many Functional Areas
- Typically between 35 & 300 Employees
- Sub-panels if Required for Large Pay Pools



Contribution-Based Compensation & Appraisal System

Pay Pool Panel

- Made Up of Supervisors
- Directly Involved in Ratings and Salaries
- Shall Not Recommend His/Her Own Pay
- Headed by a Pay Pool Manager
 - Determinations May Be Subject to Higher Management

Contribution-Based Compensation & Appraisal System

Pay Pool–Dollar Availability

- General Schedule Pay Increase = General Pay Increase
- Quality Step/ Within Grade Increases / Promotions = Contribution Rating Increase
- Awards = Contribution Awards

Contribution-Based Compensation & Appraisal System

Video

- Pay Pool Process



Contribution-Based Compensation & Appraisal System

CCAS Process

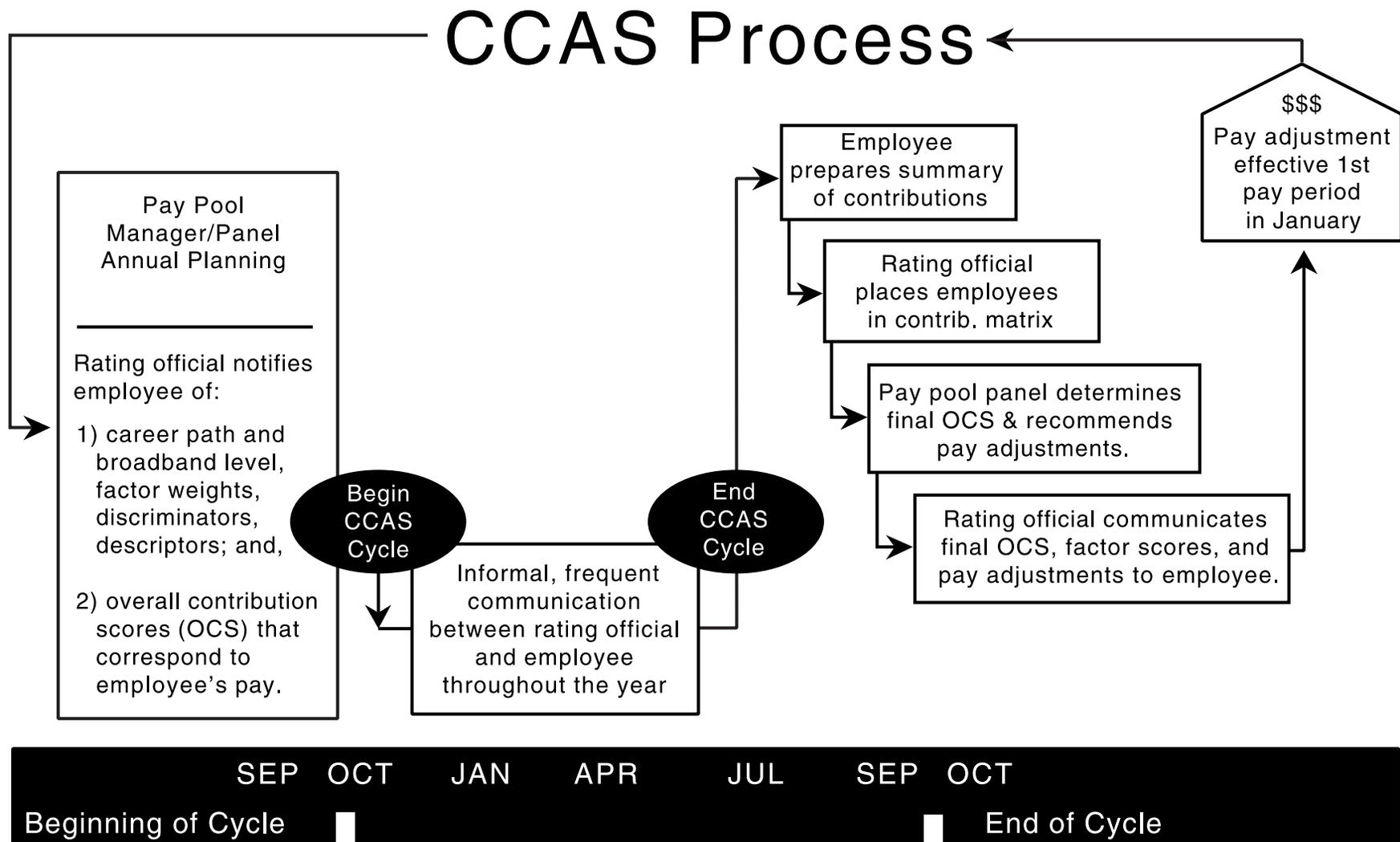


Figure 3. CCAS Process

Contribution-Based Compensation & Appraisal System

CCAS Communication Requirements

- Rating Official Notifies Employee of:
 - Career Path, Broadband Level, Factor Weights, Discriminators, Descriptors for Next Cycle
 - Overall Contribution Score which Corresponds to Employee's Pay for Next Cycle
 - Pay Out Plans/Process for Current Cycle
- Frequent, Informal Communication During the Year
- Eleven Step Contribution Assessment
- Pay Adjustments

Contribution-Based Compensation & Appraisal System

CCAS Process: Step 1

- **Supervisor Requests that the Employee Provide a Narrative Describing Yearly Contributions for each Factor**
- **CCAS Salary Appraisal Form Part III Is Used**
- **Employee is NOT Required to Submit Narrative Form**

Contribution-Based Compensation & Appraisal System

Step 1 Form: CCAS Appraisal Form, Part III

PART III Employee Self Assessment		Factor Weight:												
Instruction: Provide narrative comments regarding your contribution against each contribution factor during the current year.														
Problem Solving:		_____												
Teamwork/Cooperation:		_____												
Customer Relations:		_____												
Leadership/Supervision:		_____												
Communications:		_____												
Resource Management:		_____												
	<table border="1" style="border-collapse: collapse; width: 100%;"> <tr> <td style="padding: 2px;">Counseling</td> <td style="padding: 2px;">Initial Counseling</td> <td style="padding: 2px;">Mid-Point Counseling</td> </tr> <tr> <td style="padding: 2px;">Date</td> <td></td> <td></td> </tr> <tr> <td style="padding: 2px;">Employee's Initials</td> <td></td> <td></td> </tr> <tr> <td style="padding: 2px;">Supervisor's Initials</td> <td></td> <td></td> </tr> </table>	Counseling	Initial Counseling	Mid-Point Counseling	Date			Employee's Initials			Supervisor's Initials			
Counseling	Initial Counseling	Mid-Point Counseling												
Date														
Employee's Initials														
Supervisor's Initials														
_____ Employee Signature	_____ Date	Page 3												

Contribution-Based Compensation & Appraisal System

CCAS Process: Step 2

- Rating Official Rates Employees
 - Level per Factor
- Rating Official Considers:
 - Input from Employee
 - Personal Observations
 - Other Sources as Appropriate
- Rating Official Prepares Matrix
- Rating Official Completes Draft Evaluation Prior to First Pay Pool Meeting Using CCAS Salary Form Part II

Contribution-Based Compensation & Appraisal System

Step 2 Table

		FACTORS						
		Problem Solving	Teamwork/ Cooperation	Customer Relations	Leadership/ Supervision	Commun.	Resource Mgt	
Level	IV	Very High						
		High						
		Med						
		Low						
	III	High			X			
		Med	X					X
		Low				X		
	II	High						
		M-H						
		Med					X	
		M-L						
		Low		X				
	I	High						
		Med						
		Low						

Table 3. Sample Contribution for Business Management and Technical Management Professionals

Contribution-Based Compensation & Appraisal System

CCAS Process: Step 3

- **First Pay Pool Meeting**
- **Rating Officials Enter Names of All Employees in the Contribution Matrix**
- **Rating Officials Not Included**
- **Panel Reviews Each Cell for Equity, Consistency, and Grouping**
- **Adjustments Made – Pay Pool Manager Decides Problems**

Contribution-Based Compensation & Appraisal System

CCAS Process: Step 4

- **Before Adjourning:**
 - **Placement Converted to Numerical Contribution Score**
 - **Overall Contribution Score Calculated**
 - **Weights Applied if Applicable**
- **Pay Pool Manager Lists All in Order of OCS**
- **Distribution to Pay Pool Panel**
- **Rating Official Completes CCAS Appraisal Form Part II**

Contribution-Based Compensation & Appraisal System

Step 4 Table

LEVELS		Business and Technical Professional	Technical Support	Administrative Support
		Point Range	Point Range	Point Range
IV	Very High	115	95	70
	High	96–100	79–83	
	Med	84–95	67–78	
	Low	79–83	61–66	
III	High	79–83	62–66	57–61
	Med	67–78	52–61	47–56
	Low	61–66	43–51	38–46
II	High	62–66	47–51	42–46
	M-H	51–61	41–46	
	Med	41–50	36–40	30–41
	M-L	30–40	30–35	
	Low	22–29	22–29	22–29
I	High	24–29	24–29	24–29
	Med	6–23	6–23	6–23
	Low	0–5	0–5	0–5

Table 4. Point Ranges

Contribution-Based Compensation & Appraisal System

CCAS Process: Step 5

- **Second Meeting of the Pay Pool**
 - ❑ **Occurs One to Two Weeks after First Meeting**
 - ❑ **Identify Inconsistencies**
 - ❑ **Reconsiders the Placements after Additional Consideration**
 - ❑ **Makes Adjustments if Appropriate**

CCAS Process: Step 6

- Panel Turns List Over to Manager for Approval
- List is Officially Approved
- Becomes Employee's Rating of Record

CCAS Process: Step 7

The Current Salary Versus the OCS is Plotted for each Employee

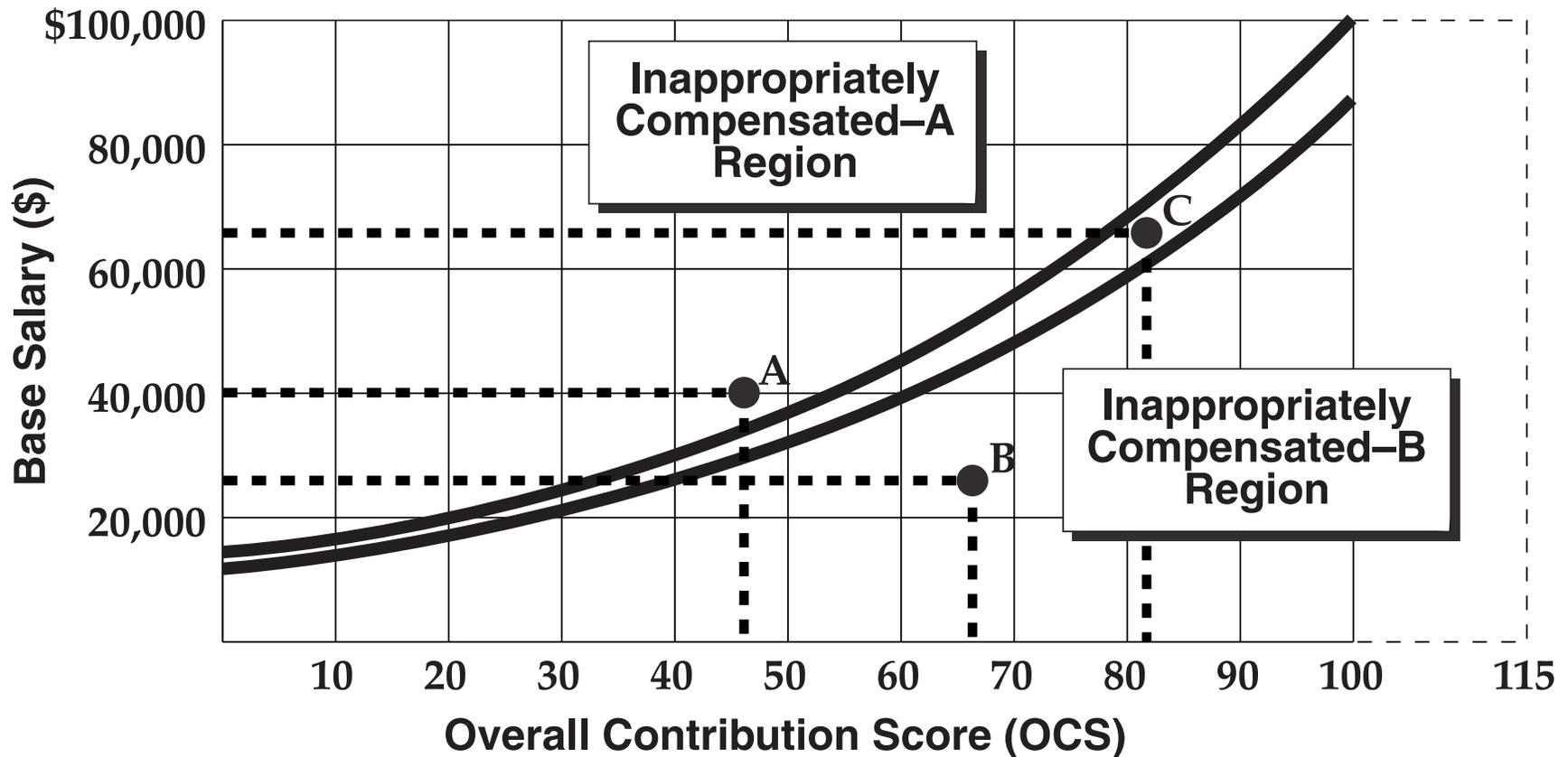


Figure 5. Compensation Regions Defined by NPR

Contribution-Based Compensation & Appraisal System

CCAS Process: Step 8

- Pay Pool Manager/Panel Implement Pay Out Plan
- Salary Adjustments Determined
- Awards Determined

Step 8 Chart

Category	General Pay Increase	Contribution Rating Increase	Contribution Award	Locality Pay ¹
Inappropriately Compensated–A	Could be reduced or denied	NO	NO	YES
Appropriately Compensated	YES	YES ² —Up to 6%	YES ⁵	YES
Inappropriately Compensated–B	YES	YES ^{3,4} —Up to 20%	YES ⁵	YES

¹ Basic pay plus locality pay may not exceed Executive Level IV basic pay.

² May not exceed upper rail of NPR for employee’s OCS or maximum salary for current broadband level.

³ Over 20% requires local commander’s approval.

⁴ May not exceed 6% above the lower rail or the maximum salary for current broadband level

⁵ Pay pool manager approves up to \$10,000. Amounts exceeding \$10,000 require local commander’s approval.

Table 1. Compensation Eligibility Chart

Step 8: Dollar Availability

- **General Schedule Pay Increase = General Pay Increase***
 - **May Not be Given to All - Remainder will Roll**
- **Quality / Within Grade Increases / Promotions = Contribution Rating Increase***
 - **2.4% minimum year 1, 2% minimum thereafter**
- **Awards = Contribution Awards****
 - **1.3% minimum year 1, 1% minimum thereafter**

* Unused Balance may be moved to Contribution Award Fund

** Contribution Award Fund may not be moved

Contribution-Based Compensation & Appraisal System

CCAS Process: Step 9

- Pay Pool Panel Reviews for:
 - Fairness
 - Consistency
- No Consensus – Pay Pool Manager Decides

Contribution-Based Compensation & Appraisal System

CCAS Process: Step 10

- Pay Pool Manager Officially Approves
- Scores and Salary Adjustments Documented on Computer Generated Contribution-based Compensation and Appraisal Form, Part 1

Contribution-Based Compensation & Appraisal System

Step 10 Form: CCAS Appraisal–Form, “Part 1”

NAME: _____	Appraisal Period: From: _____
SSAN: _____	To: _____
Organization: _____	Series: _____ Broadband level: _____
PART I Discuss evaluation with employee and obtain a signature confirming discussion. Signature of employee does not constitute agreement with CCAS approval.	
Overall Contribution Score: _____	
_____ Pay Pool Manager	_____ Date
_____ Supervisor Signature	_____ Date
_____ Employee Signature	_____ Date
EMPLOYEE SALARY CONTRIBUTION PAY COMPARISON CHART:	
Employee's Current Rate of Base Pay	\$ _____
General Pay Increase Received	\$ _____ % _____
Amount of Contribution Rating Increase	\$ _____
Employee's New Rate of Basic Pay	\$ _____
Contribution Award	\$ _____
Page 1	

Contribution-Based Compensation & Appraisal System

Civilian Acquisition Workforce Personnel Demonstration Project

6.123

CCAS Process: Step 11

- Rating Official Communicates Results to Each Employee
- Potential for Increased Contributions for the Next Period Are Discussed
- Rating Official and Employee Sign CCAS Summary Form
- Pay Adjustments Are Effective in January

Contribution-Based Compensation & Appraisal System

Video

- Discussions With:
 - Appropriately Compensated
 - Inappropriately Compensated Region-A
 - Inappropriately Compensated Region-B



Contribution-Based Compensation & Appraisal System

Pay Pool Example Assumptions

- No General Pay Increase for Employees in the Inappropriately Compensated Region-A
- General Pay Increase Dollars Not Distributed Will Be Added to the Contribution Rating Increase Pool
- Contribution Rating Increase Pool Will Be Distributed Based on Relative Scores

Pay Pool Example Assumptions (Continued)

- **Salary-limited dollars moved to Contribution Award (CA) pool as additional distribution.**
- **CA pool will be distributed based on Relative Score.**
- **CRI dollars moved to the CA pool will be added to any CA dollars awarded to those affected employees because of broadband salary restriction.**

Contribution-Based Compensation & Appraisal System

Contribution Matrix

		FACTORS						
		Business Management & Technical Management Professional and Technical Management Support	Problem Solving	Teamwork/ Cooperation	Customer Relations	Leadership/ Supervision	Communication	Resource Management
L E V E L	IV	Very High	10			10		
		High		10			10	
		Medium	22	22	10, 22	22	22	22
		Low	7	15	15			
	III	High	1	13, 16, 20, 23	3, 5, 6, 13, 14	15	5, 9	1
		Medium	2, 3, 4, 5, 6, 9, 12, 13, 14, 15, 16, 20, 21, 23	1, 2, 3, 4, 5, 7, 9, 12, 14, 17, 19, 20, 21	1, 2, 4, 7, 12, 16, 17, 20, 21, 23	1, 2, 3, 4, 5, 6, 7, 12, 13, 14, 16, 20, 21, 23	1, 2, 3, 4, 6, 7, 12, 13, 14, 15, 16, 17, 20, 21, 23	2, 3, 4, 5, 6, 7, 12, 13, 14, 15, 16, 17, 20, 21, 23
		Low	11, 17, 19	11	9, 19	9, 11, 17, 19	19	9
	II	High						25
		Medium High	25	6, 18, 25	11, 18, 25	25	11, 18, 25	11, 18, 19
		Medium	18, 24	24	24	18, 24	24	24
		Med Low	8	8	8	8	8	8
		Low						
	I	High						
		Medium						
		Low						

Army Table F-1

Contribution-Based Compensation & Appraisal System

Contribution Matrix

Contribution Matrix Business Management & Technical Management Professional and Technical Management Support		FACTORS					
		Problem Solving	Teamwork/ Cooperation	Customer Relations	Leadership/ Supervision	Communication	Resource Management
IV	Very High	10			10		
	High		10			10	10
	Medium	22	22	10, 22	22	22	22
	Low	7	15	15			
II	High						25
	Medium High	25	6, 18, 25	11, 18, 25	25	11, 18, 25	11, 18, 19
	Medium	18, 24	24	24	18, 24	24	24
	Medium Low	8	8	8	8	8	8
	Low						

Army Table F-1

Contribution-Based Compensation & Appraisal System

Point Range Table

LEVELS		Business and Technical Professional	Technical Support	Administrative Support
		Point Range	Point Range	Point Range
IV	Very High	115	95	70
	High	96–100	79–83	
	Med	84–95	67–78	
	Low	79–83	61–66	
III	High	79–83	62–66	57–61
	Med	67–78	52–61	47–56
	Low	61–66	43–51	38–46
II	High	62–66	47–51	42–46
	M-H	51–61	41–46	
	Med	41–50	36–40	30–41
	M-L	30–40	30–35	
	Low	22–29	22–29	22–29
I	High	24–29	24–29	24–29
	Med	6–23	6–23	6–23
	Low	0–5	0–5	0–5

Table 4. Point Ranges

Contribution-Based Compensation & Appraisal System

Numerical Contribution Scoring Worksheet

Numerical Contribution Scoring Worksheet								
Employee	Problem Solving	Teamwork/ Cooperation	Customer Relations	Leadership/ Supervision	Communications	Resource Management	Total Score	Total Score/ 6 =OCS
1	81	67	68	73	78	83	450	75
Employee	Problem Solving	Teamwork/ Cooperation	Customer Relations	Leadership/ Supervision	Communications	Resource Management	Total Score	Total Score/ 6 =OCS
1	81	67	68	73	78	83	450	75
2	74	74	71	68	71	69	427	71
3	67	74	79	73	73	72	438	73
4	78	75	75	78	77	74	457	76
5	72	72	79	70	79	72	444	74
6	74	52	81	71	69	74	421	70
7	79	72	71	69	70	71	432	72
8	35	34	34	35	37	35	210	35
9	67	67	66	65	79	66	410	68
10	115	96	88	115	96	96	606	101
11	61	62	59	61	59	58	360	60
12	74	68	69	68	71	76	426	71
13	78	82	80	75	77	76	468	78
14	70	67	79	69	69	68	422	70
15	78	84	84	80	77	77	480	80
16	74	79	73	73	74	72	445	74
17	66	67	64	67	67	69	400	67
18	50	57	54	50	54	54	319	53
19	66	63	63	63	66	59	380	63
20	74	74	67	68	70	68	421	70
21	73	75	76	73	73	69	439	73
22	89	90	90	93	91	93	546	91
23	71	81	75	73	78	78	456	76
24	45	47	45	41	46	45	269	45
25	61	57	61	53	61	63	356	59

NOTE: In calculating OCS, round to nearest whole number (73.5 round up to 74; 73.4 round down to 73)

Army Figure F-3

Contribution-Based Compensation & Appraisal System

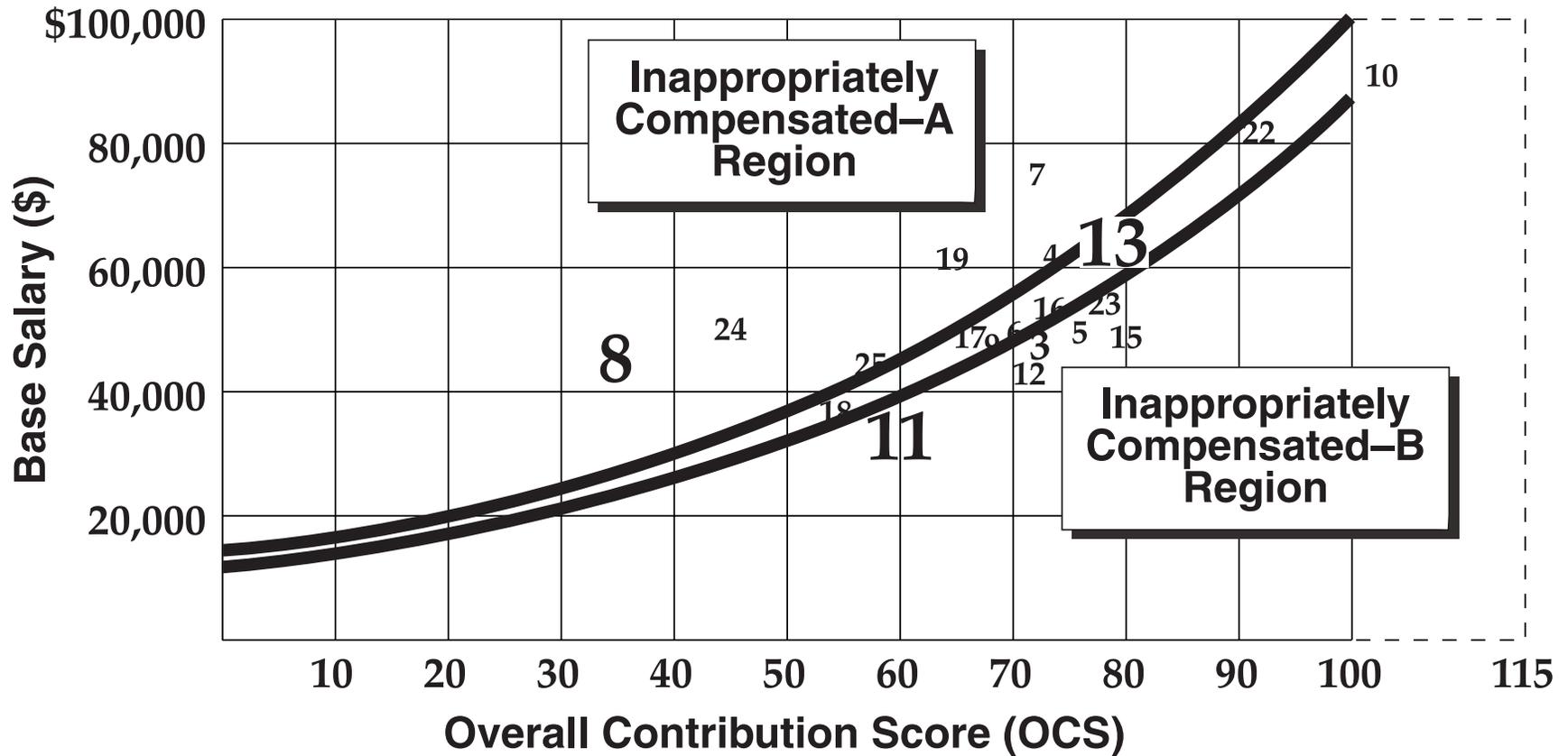
Base Salary and OCS

BASE SALARY and OCS					
Employee	Base Salary (\$)	OCS	Employee	Base Salary (\$)	OCS
1	51,191	75	13	60,871	78
2	52,653	71	14	51,191	70
3	46,802	73	15	48,265	80
4	60,871	76	16	52,653	74
5	47,589	74	17	49,728	67
6	49,728	70	18	36,609	53
7	78,096	72	19	60,871	63
8	41,489	35	20	48,265	70
9	48,265	68	21	52,653	73
10	94,287	101	22	80,151	91
11	33,284	60	23	49,728	76
12	45,339	71	24	49,728	45
			25	41,489	59

Army Table F-4

Contribution-Based Compensation & Appraisal System

Scatter Diagram: Army Table F-5



Scatter Diagram Army Table F-5

Contribution-Based Compensation & Appraisal System

Compensation Eligibility

Category	General Pay Increase	Contribution Rating Increase	Contribution Award	Locality Pay ¹
Inappropriately Compensated–A	Could be reduced or denied	NO	NO	YES
Appropriately Compensated	YES	YES ² —Up to 6%	YES ⁵	YES
Inappropriately Compensated–B	YES	YES ^{3,4} —Up to 20%	YES ⁵	YES

¹ Basic pay plus locality pay may not exceed Executive Level IV basic pay.

² May not exceed upper rail of NPR for employee’s OCS or maximum salary for current broadband level.

³ Over 20% requires local commander’s approval.

⁴ May not exceed 6% above the lower rail or the maximum salary for current broadband level

⁵ Pay pool manager approves up to \$10,000. Amounts exceeding \$10,000 require local commander’s approval.

Table 1. Compensation Eligibility Chart

Employee's Compensation Eligibility

Employees' Compensation Eligibility							
Employee	Base Salary	OCS	Compensation Region	Employee	Base Salary	OCS	Compensation Region
1	\$ 51,191	75	Inappropriately-Compensated-B	13	\$ 60,871	78	Appropriately Compensated
2	\$ 52,653	71	Appropriately Compensated	14	\$ 51,191	70	Appropriately Compensated
3	\$ 46,802	73	Inappropriately-Compensated-B	15	\$ 48,265	80	Inappropriately-Compensated-B
4	\$ 60,871	76	Appropriately Compensated	16	\$ 52,653	74	Inappropriately-Compensated-B
5	\$ 47,589	74	Inappropriately-Compensated-B	17	\$ 49,728	67	Appropriately Compensated
6	\$ 49,728	70	Appropriately Compensated	18	\$ 36,609	53	Appropriately Compensated
7	\$ 78,096	72	Inappropriately-Compensated-A	19	\$ 60,871	63	Inappropriately-Compensated-A
8	\$ 41,489	35	Inappropriately-Compensated-A	20	\$ 48,265	70	Inappropriately-Compensated-B
9	\$ 48,265	68	Appropriately Compensated	21	\$ 52,653	73	Inappropriately-Compensated-B
10	\$ 94,287	101	Appropriately Compensated	22	\$ 80,151	91	Appropriately Compensated
11	\$ 33,284	60	Inappropriately-Compensated-B	23	\$ 49,728	76	Inappropriately-Compensated-B
12	\$ 45,339	71	Inappropriately-Compensated-B	24	\$ 49,728	45	Inappropriately-Compensated-A
				25	\$ 41,489	59	Appropriately Compensated

Army Table F-7

Contribution-Based Compensation & Appraisal System

Standard Pay Line 1998

STANDARD PAY LINE 1998									
1998 GS Salary Schedule	OCS	SPL Salary for OCS	*0.92 Lower Rail	*1.08 Upper Rail		OCS	SPL Salary for OCS	*0.92 Lower Rail	*1.08 Upper Rail
GS 1, Step 1	1	\$13,220	\$13,220	\$14,277		51	\$ 35,655	\$32,803	\$38,508
Each OCS = 1.020042 of the previous SPL Lower Limit of the Broadband is \$12,960 = OCS of 0 \$12,960 * 1.020042 = \$13,220 for OCS of 1	19	\$ 18,895	\$17,383	\$20,407		69	\$ 50,963	\$46,886	\$55,040
	20	\$ 19,274	\$17,732	\$20,816		70	\$ 51,984	\$47,825	\$56,143
	21								
	22								
	23								
	24								
	25								
	26								
	27								
	28								
	29								
	30								
	31								
	32								
	33								
34									
35									
36									
37									
50					15/10	100	\$ 94,278	\$86,736	\$94,278
Army Appendix N									

OCS	SPL Salary for OCS	*0.92 Lower Rail	*1.08 Upper Rail
75	\$ 57,406	\$52,814	\$61,999

Contribution-Based Compensation & Appraisal System

Dollars in Pay Pool

Dollars in Pay Pool	
Total Base Salary	1,331,796
GPI–General Pay Increase of 3.1%	41,286
CRI–Contribution Rating Increase of 2.4%	31,963
CA–Contribution Award of 1.17% (90% of 1.3%)	15,582
Total Pay Pool (6.67% of Total Base Salary)	88,831

Army Table F-8

Contribution-Based Compensation & Appraisal System

Relative Score

$$\text{Relative Score \%} = \frac{[(\text{Current Base Salary}) - (\text{Standard Pay Line}) / (\text{Standard Pay Line})] * 100}{}$$

Employee	Base Salary	OCS	RELATIVE SCORE		Relative Score
			Compensation Region	Standard Pay Line (\$)	
15	48,265	80	Inappropriately-Compensated-B	63,394	-23.87%
11	33,284	60	Inappropriately-Compensated-B	42,627	-21.92%
5	47,589	74	Inappropriately-Compensated-B	56,278	-15.44%
3	46,802	73	Inappropriately-Compensated-B	55,173	-15.17%
23	49,728	76	Inappropriately-Compensated-B	58,557	-15.08%
12	45,339	71	Inappropriately-Compensated-B	53,026	-14.50%
1	51,191	75	Inappropriately-Compensated-B	57,406	-10.83%
20	48,265	70	Inappropriately-Compensated-B	51,984	-7.15%
16	52,653	74	Inappropriately-Compensated-B	56,278	-6.44%
21	52,653	73	Inappropriately-Compensated-B	55,173	-4.57%
6	49,728	70	Appropriately Compensated	51,984	-4.34%
9	48,265	68	Appropriately Compensated	49,961	-3.39%
14	51,191	70	Appropriately Compensated	51,984	-1.53%
18	36,609	53	Appropriately Compensated	37,099	-1.32%
2	52,653	71	Appropriately Compensated	53,026	-0.70%
25	41,489	59	Appropriately Compensated	41,790	-0.72%
13	60,871	78	Appropriately Compensated	60,927	-0.09%
10	94,287	101	Appropriately Compensated	94,287	0.00%
17	49,728	67	Appropriately Compensated	48,980	1.53%
22	80,151	91	Appropriately Compensated	78,858	1.64%
4	60,871	76	Appropriately Compensated	58,557	3.95%
19	60,871	63	Inappropriately-Compensated-A	45,242	34.55%
7	78,096	72	Inappropriately-Compensated-A	54,088	44.39%
24	49,728	45	Inappropriately-Compensated-A	31,653	57.10%
8	41,489	35	Inappropriately-Compensated-A	25,956	59.84%

Army Table F-9

Contribution-Based Compensation & Appraisal System

Relative Score

$$\text{Relative Score \%} = \frac{[(\text{Current Base Salary}) - (\text{Standard Pay Line}) / (\text{Standard Pay Line})] * 100}{}$$

RELATIVE SCORE					
Employee	Base Salary	OCS	Compensation Region	Standard Pay Line (\$)	Relative Score
1	51,191	75	Inapp.-Comp.-B	57,406	-10.83%

Contribution-Based Compensation & Appraisal System

General Pay Increase

GENERAL PAY INCREASE DISTRIBUTION						
Employee	Base Salary	OCS	Standard Pay Line	Relative Score	Compensation Region	General Pay Increase
15	\$ 48,265	80	\$ 63,394	-23.87%	Inappropriately-Compensated-B	\$ 1,496
11	\$ 33,284	60	\$ 42,627	-21.92%	Inappropriately-Compensated-B	\$ 1,032
5	\$ 47,589	74	\$ 56,278	-15.44%	Inappropriately-Compensated-B	\$ 1,475
3	\$ 46,802	73	\$ 55,173	-15.17%	Inappropriately-Compensated-B	\$ 1,451
23	\$ 49,728	76	\$ 58,557	-15.08%	Inappropriately-Compensated-B	\$ 1,542
12	\$ 45,339	71	\$ 53,026	-14.50%	Inappropriately-Compensated-B	\$ 1,406
1	\$ 51,191	75	\$ 57,406	-10.83%	Inappropriately-Compensated-B	\$ 1,587
20	\$ 48,265	70	\$ 51,984	-7.15%	Inappropriately-Compensated-B	\$ 1,496
16	\$ 52,653	74	\$ 56,278	-6.44%	Inappropriately-Compensated-B	\$ 1,632
21	\$ 52,653	73	\$ 55,173	-4.57%	Inappropriately-Compensated-B	\$ 1,632
6	\$ 49,728	70	\$ 51,984	-4.34%	Appropriately Compensated	\$ 1,542
9	\$ 48,265	68	\$ 49,961	-3.39%	Appropriately Compensated	\$ 1,496
14	\$ 51,191	70	\$ 51,984	-1.53%	Appropriately Compensated	\$ 1,587
18	\$ 36,609	53	\$ 37,099	-1.32%	Appropriately Compensated	\$ 1,135
2	\$ 52,653	71	\$ 53,026	-0.70%	Appropriately Compensated	\$ 1,632
25	\$ 41,489	59	\$ 41,790	-0.72%	Appropriately Compensated	\$ 1,286
13	\$ 60,871	78	\$ 60,927	-0.09%	Appropriately Compensated	\$ 1,887
10	\$ 94,287	101	\$ 94,287	0.00%	Appropriately Compensated	\$ 2,923
17	\$ 49,728	67	\$ 48,980	1.53%	Appropriately Compensated	\$ 1,542
22	\$ 80,151	91	\$ 78,858	1.64%	Appropriately Compensated	\$ 2,485
4	\$ 60,871	76	\$ 58,557	3.95%	Appropriately Compensated	\$ 1,887
19	\$ 60,871	63	\$ 45,242	34.55%	Inappropriately-Compensated-A	DENIED
7	\$ 78,096	72	\$ 54,088	44.39%	Inappropriately-Compensated-A	DENIED
24	\$ 49,728	45	\$ 31,653	57.10%	Inappropriately-Compensated-A	DENIED
8	\$ 41,489	35	\$ 25,956	59.84%	Inappropriately-Compensated-A	DENIED
	\$ 1,331,796					\$ 34,150
	\$ 41,286	GPI - General Pay Increase of 3.1%				Only \$34,150 of the GPI was allocated, allowing the balance of \$7,136 to be added to the CRI.
	\$ 31,963	CRI - Contribution Rating Increase of 2.4%				
	\$ 15,582	CA - Contribution Award of 1.17% (90% of 1.3%)				
	\$ 88,831	Total Pay Pool (6.67% of Total Base Salary)				

Army Table F-10

Contribution-Based Compensation & Appraisal System

Relative Score Adjustments

Relative Score % Adjustment = (Relative Score) + (- 8.00)

Example:
Employee #17's
Relative Score %
Adjustment =
+1.53 + (-8.00) =
-6.47

RELATIVE SCORE ADJUSTMENT							
Employee	Base Salary	OCS	Standard Pay Line	Relative Score	Compensation Region	General Pay Increase	Adjusted Relative Score
15	\$ 48,265	80	\$ 63,394	-23.87%	Inappropriately-Compensated-B	\$ 1,496	-31.87%
11	\$ 33,284	60	\$ 42,627	-21.92%	Inappropriately-Compensated-B	\$ 1,032	-29.92%
5	\$ 47,589	74	\$ 56,278	-15.44%	Inappropriately-Compensated-B	\$ 1,475	-23.44%
3	\$ 46,802	73	\$ 55,173	-15.17%	Inappropriately-Compensated-B	\$ 1,451	-23.17%
23	\$ 49,728	76	\$ 58,557	-15.08%	Inappropriately-Compensated-B	\$ 1,542	-23.08%
12	\$ 45,339	71	\$ 53,026	-14.50%	Inappropriately-Compensated-B	\$ 1,406	-22.50%
1	\$ 51,191	75	\$ 57,406	-10.83%	Inappropriately-Compensated-B	\$ 1,587	-18.83%
20	\$ 48,265	70	\$ 51,984	-7.15%	Inappropriately-Compensated-B	\$ 1,496	-15.15%
16	\$ 52,653	74	\$ 56,278	-6.44%	Inappropriately-Compensated-B	\$ 1,632	-14.44%
21	\$ 52,653	73	\$ 55,173	-4.57%	Inappropriately-Compensated-B	\$ 1,632	-12.57%
6	\$ 49,728	70	\$ 51,984	-4.34%	Appropriately Compensated	\$ 1,542	-12.34%
9	\$ 48,265	68	\$ 49,961	-3.39%	Appropriately Compensated	\$ 1,496	-11.39%
14	\$ 51,191	70	\$ 51,984	-1.53%	Appropriately Compensated	\$ 1,587	-6.47%
18	\$ 36,609	53	\$ 37,927	-0.70%	Appropriately Compensated	\$ 1,135	-8.70%
2	\$ 52,653	71	\$ 53,990	-0.72%	Appropriately Compensated	\$ 1,632	-8.72%
25	\$ 41,489	59	\$ 42,927	-0.09%	Appropriately Compensated	\$ 1,270	-8.09%
13	\$ 60,871	78	\$ 61,927	-0.09%	Appropriately Compensated	\$ 1,542	-8.09%
10	\$ 94,287	101	\$ 95,287	0.00%	Appropriately Compensated	\$ 2,100	-8.00%
17	\$ 49,728	67	\$ 51,287	1.53%	Appropriately Compensated	\$ 1,542	-6.47%
22	\$ 80,151	91	\$ 81,800	1.64%	Appropriately Compensated	\$ 2,489	-6.36%
4	\$ 60,871	76	\$ 58,287	3.33%	Appropriately Compensated	\$ 1,887	-6.36%
19	\$ 60,871	63	\$ 45,242	34.55%	Inappropriately-Compensated-A	DENIED	NA
7	\$ 78,096	72	\$ 54,088	44.39%	Inappropriately-Compensated-A	DENIED	NA
24	\$ 49,728	45	\$ 31,653	57.10%	Inappropriately-Compensated-A	DENIED	NA
8	\$ 41,489	35	\$ 25,956	59.84%	Inappropriately-Compensated-A	DENIED	NA

Army Table F-11

Contribution-Based Compensation & Appraisal System

Contribution Rating Increase Distribution

CONTRIBUTION RATING INCREASE DISTRIBUTION								
Employee	Base Salary	OCS	Standard Pay Line	Relative Score	Compensation Region	General Pay Increase	Adjusted Relative Score	Contribution Rating Increase
15	\$ 48,265	80	\$ 63,394	-23.87%	Inapp Comp - B	\$ 1,496	-31.87%	\$ 4,046
11	\$ 33,284	60	\$ 42,627	-21.92%	Inapp Comp - B	\$ 1,032	-29.92%	\$ 3,799
5	\$ 47,589	74	\$ 56,278	-15.44%	Inapp Comp - B	\$ 1,475	-23.44%	\$ 2,976
3	\$ 46,802	73	\$ 55,173	-15.17%	Inapp Comp - B	\$ 1,451	-23.17%	\$ 2,942
23	\$ 49,728	76	\$ 58,557	-15.08%	Inapp Comp - B	\$ 1,542	-23.08%	\$ 2,930
12	\$ 45,339	71	\$ 53,026	-14.50%	Inapp Comp - B	\$ 1,406	-22.50%	\$ 2,856
1	\$ 51,191	75	\$ 57,406	-10.83%	Inapp Comp - B	\$ 1,587	-18.83%	\$ 2,390
20	\$ 48,265	70	\$ 51,984	-7.15%	Inapp Comp - B	\$ 1,496	-15.15%	\$ 1,924
16	\$ 52,653	74	\$ 56,278	-6.44%	Inapp Comp - B	\$ 1,632	-14.44%	\$ 1,834
21	\$ 52,653	73	\$ 55,173	-4.57%	Inapp Comp - B	\$ 1,632	-12.57%	\$ 1,596
6	\$ 49,728	70	\$ 51,984	-4.34%	App Comp	\$ 1,542	-12.34%	\$ 1,567
9	\$ 48,265	68	\$ 49,961	-3.39%	App Comp	\$ 1,496	-11.39%	\$ 1,447
14	\$ 51,191	70	\$ 51,984	-1.53%	App Comp	\$ 1,587	-9.53%	\$ 1,209
18	\$ 36,609	53	\$ 37,099	-1.32%	App Comp	\$ 1,135	-9.32%	\$ 1,183
2	\$ 52,653	71	\$ 53,026	-0.70%	App Comp	\$ 1,632	-8.70%	\$ 1,105
25	\$ 41,489	59	\$ 41,790	-0.72%	App Comp	\$ 1,286	-8.72%	\$ 1,107
13	\$ 60,871	78	\$ 60,927	-0.09%	App Comp	\$ 1,887	-8.09%	\$ 1,027
10	\$ 94,287	101	\$ 94,287	0.00%	App Comp	\$ 2,923	-8.00%	\$ 1,016
17	\$ 49,728	67	\$ 48,980	1.53%	App Comp	\$ 1,542	-6.47%	\$ 822
22	\$ 80,151	91	\$ 78,858	1.64%	App Comp	\$ 2,485	-6.36%	\$ 808
4	\$ 60,871	76	\$ 58,557	3.95%	App Comp	\$ 1,887	-4.05%	\$ 514
19	\$ 60,871	63	\$ 45,242	34.55%	Inapp Comp - A	DENIED	NA	Not Eligible
7	\$ 78,096	72	\$ 54,088	44.39%	Inapp Comp - A	DENIED	NA	Not Eligible
24	\$ 49,728	45	\$ 31,653	57.10%	Inapp Comp - A	DENIED	NA	Not Eligible
8	\$ 41,489	35	\$ 25,956	59.84%	Inapp Comp - A	DENIED	NA	Not Eligible
	\$ 1,331,796					\$ 34,150	-307.94%	\$ 39,098

Army Table F-12

Contribution-Based Compensation & Appraisal System

Contribution Rating Increase Distribution

CRI Formula = (Adjusted RS%/Total Eligible RS%)*CRI Pool
Employee #3's CRI = (-23.17/-307.94)* \$39,098 = \$2,942

Contribution Rating Increase Distribution								
Employee	Base Salary	OCS	Standard Pay Line	Relative Score	Compensation Region	General Pay Increase	Adjusted Relative Score	Contribution Rating Increase
3	\$ 46,802	73	\$ 55,173	-15.17%	Inapp Comp - B	\$ 1,451	-23.17%	\$ 2,942

Contribution-Based Compensation & Appraisal System

Verification of Compensation Eligibility

Category	General Pay Increase	Contribution Rating Increase	Contribution Award	Locality Pay ¹
Inappropriately Compensated–A	Could be reduced or denied	NO	NO	YES
Appropriately Compensated	YES	YES ² —Up to 6%	YES ⁵	YES
Inappropriately Compensated–B	YES	YES ^{3,4} —Up to 20%	YES ⁵	YES

¹ Basic pay plus locality pay may not exceed Executive Level IV basic pay.

² May not exceed upper rail of NPR for employee’s OCS or maximum salary for current broadband level.

³ Over 20% requires local commander’s approval.

⁴ May not exceed 6% above the lower rail or the maximum salary for current broadband level

⁵ Pay pool manager approves up to \$10,000. Amounts exceeding \$10,000 require local commander’s approval.

Table 1. Compensation Eligibility Chart

Note 2 Verification

NOTE 2 VERIFICATION												
Emp.	Base Salary for 1998	OCS	Standard Pay Line 1998	Relative Score	Compensation Region	General Pay Increase	Relative Score Adjustment	Contribution Rating Increase	Proposed CCAS Salary Adjustment	Upper Rail of NPR for OCS (1999 Pay Chart)	Broadband Level	Upper Limit of Broadband Level (1999)
15	\$ 48,265	80	\$ 63,394	-23.87%	Inapp-Comp-B	\$ 1,496	-31.87%	\$ 4,046	\$ 53,807	\$ 70,590	III	\$ 69,930
11	\$ 33,284	60	\$ 42,627	-21.92%	Inapp-Comp-B	\$ 1,032	-29.92%	\$ 3,799	\$ 38,114	\$ 47,466	II	\$ 49,064
5	\$ 47,589	74	\$ 56,278	-15.44%	Inapp-Comp-B	\$ 1,475	-23.44%	\$ 2,976	\$ 52,040	\$ 62,667	II	\$ 49,064
3	\$ 46,802	73	\$ 55,173	-15.17%	Inapp-Comp-B	\$ 1,451	-23.17%	\$ 2,942	\$ 51,195	\$ 61,436	III	\$ 69,930
23	\$ 49,728	76	\$ 58,557	-15.08%	Inapp-Comp-B	\$ 1,542	-23.08%	\$ 2,930	\$ 54,200	\$ 65,204	III	\$ 69,930
12	\$ 45,339	71	\$ 53,026	-14.50%	Inapp-Comp-B	\$ 1,406	-22.50%	\$ 2,856	\$ 49,601	\$ 59,045	III	\$ 69,930
1	\$ 51,191	75	\$ 57,406	-10.83%	Inapp-Comp-B	\$ 1,587	-18.83%	\$ 2,390	\$ 55,168	\$ 63,923	III	\$ 69,930
20	\$ 48,265	70	\$ 51,984	-7.15%	Inapp-Comp-B	\$ 1,496	-15.15%	\$ 1,924	\$ 51,685	\$ 57,885	III	\$ 69,930
16	\$ 52,653	74	\$ 56,278	-6.44%	Inapp-Comp-B	\$ 1,632	-14.44%	\$ 1,834	\$ 56,119	\$ 62,667	III	\$ 69,930
21	\$ 52,653	73	\$ 55,173	-4.57%	Inapp-Comp-B	\$ 1,632	-12.57%	\$ 1,596	\$ 55,881	\$ 61,436	III	\$ 69,930
6	\$ 49,728	70	\$ 51,984	-4.34%	App Comp	\$ 1,542	-12.34%	\$ 1,567	\$ 52,836	\$ 57,885	III	\$ 69,930
9	\$ 48,265	68	\$ 49,961	-3.39%	App Comp	\$ 1,496	-11.39%	\$ 1,447	\$ 51,208	\$ 55,633	III	\$ 69,930
14	\$ 51,191	70	\$ 51,984	-1.53%	App Comp	\$ 1,587	-9.53%	\$ 1,209	\$ 53,987	\$ 57,885	III	\$ 69,930
18	\$ 36,609	53	\$ 37,099	-1.32%	App Comp	\$ 1,135	-9.32%	\$ 1,183	\$ 38,927	\$ 41,310	II	\$ 49,064
2	\$ 52,653	71	\$ 53,026	-0.70%	App Comp	\$ 1,632	-8.70%	\$ 1,105	\$ 55,390	\$ 59,045	III	\$ 69,930
25	\$ 41,489	59	\$ 41,790	-0.72%	App Comp	\$ 1,286	-8.72%	\$ 1,107	\$ 43,882	\$ 46,534	II	\$ 49,064
13	\$ 60,871	78	\$ 60,927	-0.09%	App Comp	\$ 1,887	-8.09%	\$ 1,027	\$ 63,785	\$ 67,844	III	\$ 69,930
10	\$ 94,287	101	\$ 94,287	0.00%	App Comp	\$ 2,923	-8.00%	\$ 1,016	\$ 98,226	\$ 97,210	IV	\$ 97,210
17	\$ 49,728	67	\$ 48,980	1.53%	App Comp	\$ 1,542	-6.47%	\$ 822	\$ 52,091	\$ 54,540	III	\$ 69,930
22	\$ 80,151	91	\$ 78,858	1.64%	App Comp	\$ 2,485	-6.36%	\$ 808	\$ 83,443	\$ 87,810	IV	\$ 97,210
4	\$ 60,871	76	\$ 58,557	3.95%	App Comp	\$ 1,887	-4.05%	\$ 514	\$ 63,272	\$ 65,204	III	\$ 69,930
19	\$ 60,871	63	\$ 45,242	34.55%	Inapp-Comp-A	DENIED	NA	Not Eligible	No Adjustment	\$ 50,378	III	\$ 69,930
7	\$ 78,096	72	\$ 54,088	44.39%	Inapp-Comp-A	DENIED	NA	Not Eligible	No Adjustment	\$ 60,228	IV	\$ 97,210
24	\$ 49,728	45	\$ 31,653	57.10%	Inapp-Comp-A	DENIED	NA	Not Eligible	No Adjustment	\$ 35,246	III	\$ 69,930
8	\$ 41,489	35	\$ 25,956	59.84%	Inapp-Comp-A	DENIED	NA	Not Eligible	No Adjustment	\$ 28,902	II	\$ 49,064

Army Table F-13

Contribution-Based Compensation & Appraisal System

Note 2 Verification

NOTE 2 VERIFICATION					
Employee	Base Salary for 1998	Proposed CCAS Salary Adjustment	Upper Rail of NPR for OCS (1999 Pay Chart)	Broadband Level	Upper Limit of Broadband Level (1999)
10	\$ 94,287	\$ 98,226	\$ 97,210	IV	\$ 97,210

Contribution-Based Compensation & Appraisal System

Note 3 Verification

NOTE 3 VERIFICATION											
Employee	Base Salary for 1998	OCS	Standard Pay Line	Relative Score	Compensation Region	General Pay Increase	Relative Score Adjustment	Contribution Rating Increase	Percent of CRI	Note 3	Adjusted CCAS Salary for 1999
15	\$ 48,265	80	\$63,394	-23.87%	Inapp-Comp-B	\$1,496	-31.87%	\$ 4,046	8.38%	under 20%	\$ 53,807
11	\$ 33,284	60	\$42,627	-21.92%	Inapp-Comp-B	\$1,032	-29.92%	\$ 3,799	11.41%	under 20%	\$ 38,114
5	\$ 47,589	74	\$56,278	-15.44%	Inapp-Comp-B	\$1,475	-23.44%	\$ 2,976	6.25%	under 20%	\$ 49,064
3	\$ 46,802	73	\$55,173	-15.17%	Inapp-Comp-B	\$1,451	-23.17%	\$ 2,942	6.29%	under 20%	\$ 51,195
23	\$ 49,728	76	\$58,557	-15.08%	Inapp-Comp-B	\$1,542	-23.08%	\$ 2,930	5.89%	under 20%	\$ 54,200
12	\$ 45,339	71	\$53,026	-14.50%	Inapp-Comp-B	\$1,406	-22.50%	\$ 2,856	6.30%	under 20%	\$ 49,601
1	\$ 51,191	75	\$57,406	-10.83%	Inapp-Comp-B	\$1,587	-18.83%	\$ 2,390	4.67%	under 20%	\$ 55,168
20	\$ 48,265	70	\$51,984	-7.15%	Inapp-Comp-B	\$1,496	-15.15%	\$ 1,924	3.99%	under 20%	\$ 51,685
16	\$ 52,653	74	\$56,278	-6.44%	Inapp-Comp-B	\$1,632	-14.44%	\$ 1,834	3.48%	under 20%	\$ 56,119
21	\$ 52,653	73	\$55,173	-4.57%	Inapp-Comp-B	\$1,632	-12.57%	\$ 1,596	3.03%	under 20%	\$ 55,881
6	\$ 49,728	70	\$51,984	-4.34%	App Comp	\$1,542	-12.34%	\$ 1,567	3.15%	under 20%	\$ 52,836
9	\$ 48,265	68	\$49,961	-3.39%	App Comp	\$1,496	-11.39%	\$ 1,447	3.00%	under 20%	\$ 51,208
14	\$ 51,191	70	\$51,984	-1.53%	App Comp	\$1,587	-9.53%	\$ 1,209	2.36%	under 20%	\$ 53,987
18	\$ 36,609	53	\$37,099	-1.32%	App Comp	\$1,135	-9.32%	\$ 1,183	3.23%	under 20%	\$ 38,927
2	\$ 52,653	71	\$53,026	-0.70%	App Comp	\$1,632	-8.70%	\$ 1,105	2.10%	under 20%	\$ 55,390
25	\$ 41,489	59	\$41,790	-0.72%	App Comp	\$1,286	-8.72%	\$ 1,107	2.67%	under 20%	\$ 43,882
13	\$ 60,871	78	\$60,927	-0.09%	App Comp	\$1,887	-8.09%	\$ 1,027	1.69%	under 20%	\$ 63,785
10	\$ 94,287	101	\$94,287	0.00%	App Comp	\$2,923	-8.00%	\$ 1,016	1.08%	under 20%	\$ 97,210
17	\$ 49,728	67	\$48,980	1.53%	App Comp	\$1,542	-6.47%	\$ 822	1.65%	under 20%	\$ 52,091
22	\$ 80,151	91	\$78,858	1.64%	App Comp	\$2,485	-6.36%	\$ 808	1.01%	under 20%	\$ 83,443
4	\$ 60,871	76	\$58,557	3.95%	App Comp	\$1,887	-4.05%	\$ 514	0.84%	under 20%	\$ 63,272
19	\$ 60,871	63	\$45,242	34.55%	Inapp-Comp-A	DENIED	NA	Not Eligible		NA	\$ 60,871
7	\$ 78,096	72	\$54,088	44.39%	Inapp-Comp-A	DENIED	NA	Not Eligible		NA	\$ 78,096
24	\$ 49,728	45	\$31,653	57.10%	Inapp-Comp-A	DENIED	NA	Not Eligible		NA	\$ 49,728
8	\$ 41,489	35	\$25,956	59.84%	Inapp-Comp-A	DENIED	NA	Not Eligible		NA	\$ 41,489

Army Table F-14

Contribution-Based Compensation & Appraisal System

Note 4 Verification

NOTE 4 VERIFICATION														
Employee	Base Salary for 1998	OCS	Standard Pay Line	Relative Score	Compensation Region	General Pay Increase	Relative Score Adjustment	Contribution Rating Increase	Proposed CCAS Salary Adjustment	Broadband Level	Upper Limit of Broadband Level 1999 Pay Chart	Lower Rail of OCS 1999 Pay Chart	Lower Rail Plus 6%	Note 4
15	\$ 48,265	80	\$ 63,394	-23.87%	Inapp-Comp-B	\$ 1,496	-31.87%	\$ 4,046	\$ 53,807	III	\$ 69,930	\$ 60,133	\$63,741	Within 6%
11	\$ 33,284	60	\$ 42,627	-21.92%	Inapp-Comp-B	\$ 1,032	-29.92%	\$ 3,799	\$ 38,114	II	\$ 49,064	\$ 40,434	\$42,860	Within 6%
5	\$ 47,589	74	\$ 56,278	-15.44%	Inapp-Comp-B	\$ 1,475	-23.44%	\$ 2,976	\$ 52,040	II	\$ 49,064	\$ 53,383	\$56,586	Within 6% of the lower rail, but exceeded maximum salary
3	\$ 46,802	73	\$ 55,173	-15.17%	Inapp-Comp-B	\$ 1,451	-23.17%	\$ 2,942	\$ 51,195	III	\$ 69,930	\$ 52,334	\$55,474	Within 6%
23	\$ 49,728	76	\$ 58,557	-15.08%	Inapp-Comp-B	\$ 1,542	-23.08%	\$ 2,930	\$ 54,200	III	\$ 69,930	\$ 55,544	\$58,877	Within 6%
12	\$ 45,339	71	\$ 53,026	-14.50%	Inapp-Comp-B	\$ 1,406	-22.50%	\$ 2,856	\$ 49,601	III	\$ 69,930	\$ 50,298	\$53,316	Within 6%
1	\$ 51,191	75	\$ 57,406	-10.83%	Inapp-Comp-B	\$ 1,587	-18.83%	\$ 2,390	\$ 55,168	III	\$ 69,930	\$ 54,453	\$57,720	Within 6%
20	\$ 48,265	70	\$ 51,984	-7.15%	Inapp-Comp-B	\$ 1,496	-15.15%	\$ 1,924	\$ 51,685	III	\$ 69,930	\$ 49,309	\$52,268	Within 6%
16	\$ 52,653	74	\$ 56,278	-6.44%	Inapp-Comp-B	\$ 1,632	-14.44%	\$ 1,834	\$ 56,119	III	\$ 69,930	\$ 53,383	\$56,586	Within 6%
21	\$ 52,653	73	\$ 55,173	-4.57%	Inapp-Comp-B	\$ 1,632	-12.57%	\$ 1,596	\$ 55,881	III	\$ 69,930	\$ 52,334	\$55,474	Exceed 6%
6	\$ 49,728	70	\$ 51,984	-4.34%	App Comp	\$ 1,542	-12.34%	\$ 1,567	\$ 52,836	III	\$ 69,930	\$ 49,309	\$52,268	NA
9	\$ 48,265	68	\$ 49,961	-3.39%	App Comp	\$ 1,496	-11.39%	\$ 1,447	\$ 51,208	III	\$ 69,930	\$ 47,391	\$50,234	NA
14	\$ 51,191	70	\$ 51,984	-1.53%	App Comp	\$ 1,587	-9.53%	\$ 1,209	\$ 53,987	III	\$ 69,930	\$ 49,309	\$52,268	NA
18	\$ 36,609	53	\$ 37,099	-1.32%	App Comp	\$ 1,135	-9.32%	\$ 1,183	\$ 38,927	II	\$ 49,064	\$ 35,190	\$37,301	NA
2	\$ 52,653	71	\$ 53,026	-0.70%	App Comp	\$ 1,632	-8.70%	\$ 1,105	\$ 55,390	III	\$ 69,930	\$ 50,298	\$53,316	NA
25	\$ 41,489	59	\$ 41,790	-0.72%	App Comp	\$ 1,286	-8.72%	\$ 1,107	\$ 43,882	II	\$ 49,064	\$ 39,640	\$42,018	NA
13	\$ 60,871	78	\$ 60,927	-0.09%	App Comp	\$ 1,887	-8.09%	\$ 1,027	\$ 63,785	III	\$ 69,930	\$ 57,793	\$61,261	NA
10	\$ 94,287	101	\$ 94,287	0.00%	App Comp	\$ 2,923	-8.00%	\$ 1,016	\$ 98,226	IV	\$ 97,210	\$ 89,427	\$94,793	NA
17	\$ 49,728	67	\$ 48,980	1.53%	App Comp	\$ 1,542	-6.47%	\$ 822	\$ 52,091	III	\$ 69,930	\$ 46,460	\$49,248	NA
22	\$ 80,151	91	\$ 78,858	1.64%	App Comp	\$ 2,485	-6.36%	\$ 808	\$ 83,443	IV	\$ 97,210	\$ 74,801	\$79,289	NA
4	\$ 60,871	76	\$ 58,557	3.95%	App Comp	\$ 1,887	-4.05%	\$ 514	\$ 63,272	III	\$ 69,930	\$ 55,544	\$58,877	NA
19	\$ 60,871	63	\$ 45,242	34.55%	Inapp-Comp-A	Denied	NA	Not Eligible	NONE	III	\$ 69,930	\$ 42,914	\$45,489	NA
7	\$ 78,096	72	\$ 54,088	44.39%	Inapp-Comp-A	Denied	NA	Not Eligible	NONE	IV	\$ 97,210	\$ 51,306	\$54,384	NA
24	\$ 49,728	45	\$ 31,653	57.10%	Inapp-Comp-A	Denied	NA	Not Eligible	NONE	III	\$ 69,930	\$ 30,025	\$31,827	NA
8	\$ 41,489	35	\$ 25,956	59.84%	Inapp-Comp-A	Denied	NA	Not Eligible	NONE	II	\$ 49,064	\$ 24,621	\$26,098	NA

Army Table F-15

Contribution-Based Compensation & Appraisal System

Note 4 Verification

Note 4 Verification							
Employee	Base Salary for 1998	Proposed CCAS Salary Adjustment	Broadband Level	Upper Limit of Broadband Level 1999 Pay Chart	Lower Rail of OCS 1999 Pay Chart	Lower Rail Plus 6%	Note 4
5	\$ 47,589	\$ 52,040	II	\$ 49,064	\$ 53,383	\$56,586	Within 6% of the lower rail, but exceeded maximum salary
21	\$ 52,653	\$ 55,881	III	\$ 69,930	\$ 52,334	\$55,474	Exceed 6%

Contribution-Based Compensation & Appraisal System

Contribution Award

CONTRIBUTION AWARD DISTRIBUTION								
Employee	Base Salary for 1998	OCS	Standard Pay Line	Relative Score	Compensation Region	General Pay Increase	Relative Score Adjustment	Contribution Award
15	\$ 48,265	80	\$ 63,394	-23.87%	Inappropriately-Compensated-B	\$ 1,496	-31.87%	\$ 1,612
11	\$ 33,284	60	\$ 42,627	-21.92%	Inappropriately-Compensated-B	\$ 1,032	-29.92%	\$ 1,514
5	\$ 47,589	74	\$ 56,278	-15.44%	Inappropriately-Compensated-B	\$ 1,475	-23.44%	\$ 1,186
3	\$ 46,802	73	\$ 55,173	-15.17%	Inappropriately-Compensated-B	\$ 1,451	-23.17%	\$ 1,173
23	\$ 49,728	76	\$ 58,557	-15.08%	Inappropriately-Compensated-B	\$ 1,542	-23.08%	\$ 1,168
12	\$ 45,339	71	\$ 53,026	-14.50%	Inappropriately-Compensated-B	\$ 1,406	-22.50%	\$ 1,138
1	\$ 51,191	75	\$ 57,406	-10.83%	Inappropriately-Compensated-B	\$ 1,587	-18.83%	\$ 953
20	\$ 48,265	70	\$ 51,984	-7.15%	Inappropriately-Compensated-B	\$ 1,496	-15.15%	\$ 767
16	\$ 52,653	74	\$ 56,278	-6.44%	Inappropriately-Compensated-B	\$ 1,632	-14.44%	\$ 731
21	\$ 52,653	73	\$ 55,173	-4.57%	Inappropriately-Compensated-B	\$ 1,632	-12.57%	\$ 636
6	\$ 49,728	70	\$ 51,984	-4.34%	Appropriately Compensated	\$ 1,542	-12.34%	\$ 624
9	\$ 48,265	68	\$ 49,961	-3.39%	Appropriately Compensated	\$ 1,496	-11.39%	\$ 577
14	\$ 51,191	70	\$ 51,984	-1.53%	Appropriately Compensated	\$ 1,587	-9.53%	\$ 482
18	\$ 36,609	53	\$ 37,099	-1.32%	Appropriately Compensated	\$ 1,135	-9.32%	\$ 472
2	\$ 52,653	71	\$ 53,026	-0.70%	Appropriately Compensated	\$ 1,632	-8.70%	\$ 440
25	\$ 41,489	59	\$ 41,790	-0.72%	Appropriately Compensated	\$ 1,286	-8.72%	\$ 441
13	\$ 60,871	78	\$ 60,927	-0.09%	Appropriately Compensated	\$ 1,887	-8.09%	\$ 409
10	\$ 94,287	101	\$ 94,287	0.00%	Appropriately Compensated	\$ 2,923	-8.00%	\$ 405
17	\$ 49,728	67	\$ 48,980	1.53%	Appropriately Compensated	\$ 1,542	-6.47%	\$ 328
22	\$ 80,151	91	\$ 78,858	1.64%	Appropriately Compensated	\$ 2,485	-6.36%	\$ 322
4	\$ 60,871	76	\$ 58,557	3.95%	Appropriately Compensated	\$ 1,887	-4.05%	\$ 205
19	\$ 60,871	63	\$ 45,242	34.55%	Inappropriately-Compensated-A	DENIED	NA	Not Eligible
7	\$ 78,096	72	\$ 54,088	44.39%	Inappropriately-Compensated-A	DENIED	NA	Not Eligible
24	\$ 49,728	45	\$ 31,653	57.10%	Inappropriately-Compensated-A	DENIED	NA	Not Eligible
8	\$ 41,489	35	\$ 25,956	59.84%	Inappropriately-Compensated-A	DENIED	NA	Not Eligible

Army Table F-16

Contribution-Based Compensation & Appraisal System

Contribution Award Excerpt

CA Formula = (Adjusted RS%/Total Eligible RS%)* CA Pool
Employee #3's CRI = (-23.17/-307.94)* \$15,582 = \$1,173

CONTRIBUTION AWARD DISTRIBUTION								
Employee	Base Salary for 1998	OCS	Standard Pay Line	Relative Score	Compensation Region	General Pay Increase	Relative Score Adjustment	Contribution Award
3	\$ 46,802	73	\$ 55,173	-15.17%	Inappropriately-Compensated-B	\$ 1,451	-23.17%	\$ 1,173

Contribution-Based Compensation & Appraisal System

Contribution Award Adjustment

CONTRIBUTION AWARD ADJUSTMENT											
Employee	Base Salary for 1998	OCS	Standard Pay Line	Relative Score	Compensation Region	General Pay Increase	Relative Score Adjustment	Contribution Rating Increase	Contribution Award	CRI Adjustment to CA	Adjusted Contribution Awards
5	\$ 47,589	74	\$ 56,278	-15.44%	Inappropriately-Compensated-B	\$ 1,475	-23.44%	\$ 2,976	\$ 1,186	\$ 2,976	\$ 4,162
10	\$ 94,287	101	\$ 94,287	0.00%	Appropriately Compensated	\$ 2,923	-8.00%	\$ 1,016	\$ 405	\$ 1,016	\$ 1,421
21	\$ 52,653	73	\$ 55,173	-4.57%	Inappropriately-Compensated-B	\$ 1,632	-12.57%	\$ 1,596	\$ 636	\$ 407	\$ 1,043

Army Table F-17

Contribution-Based Compensation & Appraisal System

Salary for New CCAS Cycle

SALARY FOR NEW CCAS CYCLE										
Employee	Base Salary for 1998	OCS	Compensation Region	General Pay Increase	Contribution Rating Increase	Proposed CCAS Salary	Adjusted CCAS/Base Salary	Adjusted Contribution Award	Locality Pay of 1.7%	Salary for 1999
1	\$ 51,191	75	Inapp Comp-B	\$ 1,587	\$ 2,390	\$ 55,168	\$ 55,168	\$ 953	\$ 870	\$ 56,038
2	\$ 52,653	71	App Comp	\$ 1,632	\$ 1,105	\$ 55,390	\$ 55,390	\$ 440	\$ 895	\$ 56,285
3	\$ 46,802	73	Inapp Comp-B	\$ 1,451	\$ 2,942	\$ 51,195	\$ 51,195	\$ 1,173	\$ 796	\$ 51,991
4	\$ 60,871	76	App Comp	\$ 1,887	\$ 514	\$ 63,272	\$ 63,272	\$ 205	\$ 1,035	\$ 64,307
5	\$ 47,589	74	Inapp Comp-B	\$ 1,475	\$ 0 (\$2976 to CA)	\$ 52,040	\$ 49,064	\$ 4,162	\$ 809	\$ 49,873
6	\$ 49,728	70	App Comp	\$ 1,542	\$ 1,567	\$ 52,836	\$ 52,836	\$ 624	\$ 845	\$ 53,681
7	\$ 78,096	72	Inapp Comp-B	DENIED	Not Eligible	\$ 78,096 No Change	\$ 78,096	NA	\$ 1,328	\$ 79,424
8	\$ 41,489	35	Inapp Comp-B	DENIED	Not Eligible	\$41,489 No Change	\$ 41,489	NA	\$ 705	\$ 42,194
9	\$ 48,265	68	App Comp	\$ 1,496	\$ 1,447	\$ 51,208	\$ 51,208	\$ 577	\$ 821	\$ 52,029
10	\$ 94,287	101	App Comp	\$ 2,923	\$ 0 (\$1016 to CA)	\$ 98,226	\$ 97,210	\$ 1,421	\$ 1,603	\$ 98,813
11	\$ 33,284	60	Inapp Comp-B	\$ 1,032	\$ 3,799	\$ 38,114	\$ 38,114	\$ 1,514	\$ 566	\$ 38,680
12	\$ 45,339	71	Inapp Comp-B	\$ 1,406	\$ 2,856	\$ 49,601	\$ 49,601	\$ 1,138	\$ 771	\$ 50,372
13	\$ 60,871	78	App Comp	\$ 1,887	\$ 1,027	\$ 63,785	\$ 63,785	\$ 409	\$ 1,035	\$ 64,820
14	\$ 51,191	70	App Comp	\$ 1,587	\$ 1,209	\$ 53,987	\$ 53,987	\$ 482	\$ 870	\$ 54,857
15	\$ 48,265	80	Inapp Comp-B	\$ 1,496	\$ 4,046	\$ 53,807	\$ 53,807	\$ 1,612	\$ 821	\$ 54,628
16	\$ 52,653	74	Inapp Comp-B	\$ 1,632	\$ 1,834	\$ 56,119	\$ 56,119	\$ 731	\$ 895	\$ 57,014
17	\$ 49,728	67	App Comp	\$ 1,542	\$ 822	\$ 52,091	\$ 52,091	\$ 328	\$ 845	\$ 52,936
18	\$ 36,609	53	App Comp	\$ 1,135	\$ 1,183	\$ 38,927	\$ 38,927	\$ 472	\$ 622	\$ 39,549
19	\$ 60,871	63	Inapp Comp-B	DENIED	Not Eligible	\$ 60,871 No Change	\$ 60,871	NA	\$ 1,035	\$ 61,906
20	\$ 48,265	70	Inapp Comp-B	\$ 1,496	\$ 1,924	\$ 51,685	\$ 51,685	\$ 767	\$ 821	\$ 52,506
21	\$ 52,653	73	Inapp Comp-B	\$ 1,632	\$ 1,189 (4407 to CA)	\$ 55,881	\$ 55,881	\$ 1,043	\$ 895	\$ 56,776
22	\$ 80,151	91	App Comp	\$ 2,485	\$ 808	\$ 83,443	\$ 83,443	\$ 322	\$ 1,363	\$ 84,806
23	\$ 49,728	76	Inapp Comp-B	\$ 1,542	\$ 2,930	\$ 54,200	\$ 54,200	\$ 1,168	\$ 845	\$ 55,045
24	\$ 49,728	45	Inapp Comp-B	DENIED	Not Eligible	\$49,728 No Change	\$ 49,728	NA	\$ 845	\$ 50,573
25	\$ 41,489	59	App Comp	\$ 1,286	\$ 1,107	\$ 43,882	\$ 43,882	\$ 441	\$ 705	\$ 44,587

NOTE: Contribution Award does not adjust base salary.

Army Table F-18

Contribution-Based Compensation & Appraisal System

Factor Weighting

- **Weighting May Be Used**
- **Weighting Should Be Used Sparingly**
- **Weight Range: .05 to 1.0**
- **At Least Three Factors Must Have a Weight of 1.0**
- **Employees Must Be Informed of any Weighting Before the Appraisal Period**

Contribution-Based Compensation & Appraisal System

Factor Weighting

Factor	Numerical Contribution Score	Unweighted Multiplier	Unit Weight Score	Factor Weights	Weighted Score
Problem Solving	70	1.0	70	1.0	70
Teamwork/ Cooperation	63	1.0	63	1.0	63
Customer Relations	74	1.0	74	1.0	74
Leadership/ Supervision	62	1.0	62	1.0	62
Communication	64	1.0	64	0.7	44.8
Resource Mgt	57	1.0	57	0.5	28.5
SUM		6.0	390	5.2	342.3
AVG			= 390/6.0		= 342.3/5.2
			65		65.8

Weighting Example Army Table 6-2

Contribution-Based Compensation & Appraisal System

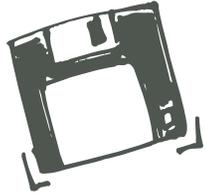
Grievances

- **Employees May Grieve:**
 - ❑ **OCS Rating**
 - ❑ **Dollars – Salary and/or Award**
- **Process:**
 - ❑ **Through a Collective Bargaining Agreement or**
 - ❑ **Administrative Grievance Procedure (5 CFR 771)**

Records

- **Supervisor's Records**
 - Provides Appraisal to Employee & Personnel
 - Will Maintain a Copy of All Forms
- **Official Personnel Files**
 - Must File Employee's Annual Appraisal
- **CCAS Program Data**
 - Maintained by the Pay Pool Manager for 5 Years or the Life of the Demonstration

Software: CAS2NET



- Management Tool – Assists Supervisors with Annual Assessment Process
- Operates Over Internet
- Interfaces with DCPDS
- Hands-on Demonstration

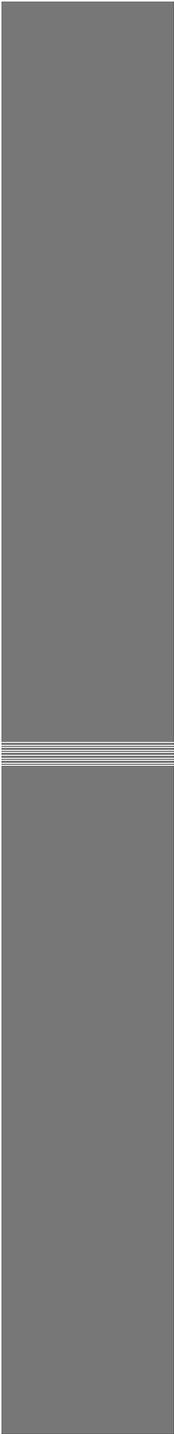


Contribution-Based Compensation & Appraisal System

Software: CAS2NET - Modules

- Data Maintenance
- Employee Appraisal
- Manager's Meeting
- Employee Appraisal
- Compensation
- Pay Pool Reports
- Data Quality Assurance
- Summary Reports

Contribution-Based Compensation & Appraisal System



Section 7: Contribution-Based Actions

Training For Army's Implementation

Contribution-Based Actions

- **Goal of System: Proper Payment for Contribution to Mission Effectiveness**
- **Inadequate Contribution**
- **Could Result in:**
 - ❑ **Reassignment or**
 - ❑ **Reduction in Pay or**
 - ❑ **Removal from Federal Service**

Inadequate Contribution

- **Contribution in any Factor Is at or Less than Midpoint of Next Lower Broadband Level**
 - **Formally Inform Employee (Action May Be Taken Unless Improvements Are Demonstrated)**
- **OCS (Rating of Record) Falls Above the Upper Rail**
 - **Internally Document (Copy to Employee)**
 - **Formally Inform Employee (Action May Be Taken Unless Improvements Are Demonstrated)**

Contribution-Based Actions

Actions Required

- **Rating Official Prepares Contribution Improvement Plan**
 - **Defines Inadequate Areas**
 - **Defines Requires Improvements (Time Frame)**
 - **Proposed Agency Assistance**
 - **Consequences**
- **Employee Must Sustain for Two Years**

Contribution-Based Actions

Decision to Take Contribution-Based Action

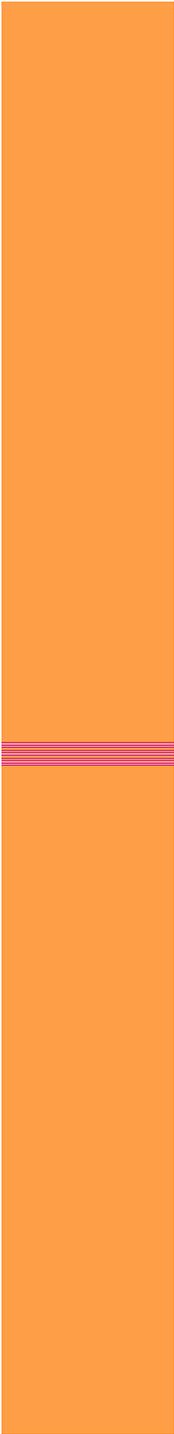
- Decision Based Only on Inadequate Contribution During Two-Year Period
- Written Notice Required:
 - Specifies Inadequate Contribution
 - Applicable Appeal or Grievance Rights
- Documentation Made Available
- If Improvement Occurs, No Reduction in Pay or Removal

Contribution-Based Actions

Appeals

- **5 U.S.C. 75**
 - **Provides Statutory Authority Addressing Area Other than Unacceptable Performance (Conduct)**
 - **Remains Unchanged**
- **5 U.S.C. 4303 (e)**
 - **Provides Statutory Authority Addressing Unacceptable Performance**
 - **Eliminates “Merit Systems Protection Board”**

Contribution-Based Actions



**Section 8:
Realignment Initiative
(Pending Review by DoD)**

Training For Army's Implementation



Section 9: Reduction-in-Force Procedures

Training For Army's Implementation

Demonstration Reduction-in-Force

- **In Accordance with 5 CFR 351 Except:**
 - ❑ **Demonstration Employees – in Their Own Competitive Area**
 - ❑ **Master Retention List – Covers All in Competitive Area**
 - ❑ **Adjusted Service Computation Date – OCS Scores Will Be Used when Available**
 - ❑ **Displacement – Bump Down to the Next Broadband (Exception: Down 2 Broadbands for Veterans with Compensable Service-Connected Disability)**
 - ❑ **Pay Retention Applies**

Reduction-in-Force Procedures

Demonstration Reduction-in-Force

Business Management and Technical Management Professional

		OCS Range			
Broadband	OCS	Years of Retention Service Credit			
Level	Normal Range	20	16	12	0
I	0-29	21 or above	11-20	1-10	0
II	22-66	56 or above	39-55	22-38	21 or lower
III	61-83	76 or above	69-75	61-68	60 or lower
IV	79-100	95 or above	87-94	79-86	78 or lower

Technical Management Support

		OCS Range			
Broadband	OCS	Years of Retention Service Credit			
Level	Normal Range	20	16	12	0
I	0-29	21 or above	11-20	1-10	0
II	22-51	42 or above	32-41	22-31	21 or lower
III	43-66	59 or above	51-58	43-50	42 or lower
IV	61-83	76 or above	69-75	61-68	60 or lower

Administrative Support

		OCS Range			
Broadband	OCS	Years of Retention Service Credit			
Level	Normal Range	20	16	12	0
I	0-29	21 or above	11-20	1-10	0
II	22-46	39 or above	30-38	22-29	21 or lower
III	38-61	54 or above	46-53	38-45	37 or lower

Table 6. Retention Service Credit Associated with Appraisal Results

Reduction-in-Force Procedures

Demonstration Reduction-in-Force

- **In Accordance with 5 CFR 351 Except:**
 - ❑ **Demonstration Employees – in Their Own Competitive Area**
 - ❑ **Master Retention List – Covers All in Competitive Area**
 - ❑ **Adjusted Service Computation Date – OCS Scores Will Be Used when Available**
 - ❑ **Displacement – Bump Down to the Next Broadband (Exception: Down 2 Broadbands for Veterans with Compensable Service-Connected Disability)**
 - ❑ **Pay Retention Applies**

Reduction-in-Force Procedures

Reduction-In-Force Appeals

- Appeal to the Merit Systems Protection Board

OR

- If Covered by a Bargaining Unit Agreement, Grieve Through Grievance Procedures

Example of RIF Process

Annotated Master Retention List						
Tenure & Subgroup	RIF SCD	Career Path & Broadband	Classification	RIF Impact	Employee	Placement/ Separation
I AD	06-02-52	Bus Mgt/Tech Mgt Prof III	NH-2003 Supply Prgm Mgr		Brown, Samuel	
I AD	05-03-53	Bus Mgt/Tech Mgt Prof III	NH-1102 Contract Negotiator	Position abolished	White, Bryan	Displaces Gates
I AD	07-26-55	Tech Mgt Support IV	NJ-802 Engineering Tech		Arnold, Joseph	
I A	11-07-53	Bus Mgt/Tech Mgt Prof III	NH-346 Logistics Mgt Spec	Position abolished	Thomas, Franklin	Displaces Lowe
I A	02-05-54	Bus Mgt/Tech Mgt Prof III	NH-201 Pers Mgt Spec		Smith, Jonathan	
I A	02-07-54	Bus Mgt/Tech Mgt Prof I	NH-2001 Supply Spec		Ludy, Andrew	
I A	02-10-54	Bus Mgt/Tech Mgt Prof II	NH-1102 Contract Specialist		Waters, Edward	
I A	04-22-54	Admin Support I	NK-326 Ofc Automation Clk		Richards, Ralph	
I A	05-09-54	Bus Mgt/Tech Mgt Prof I	NH-346 Logistics Mgt Spec		Goode, Vincent	
I A	10-08-54	Bus Mgt/Tech Mgt Prof II	NH-346 Logistics Mgt Spec		Sugg, Steven	
IB	1-17-51	Admin Support I	NK-326 Ofc Automation Clk		Price, Jane	
I B	03-07-53	Bus Mgt/Tech Mgt Prof III	NH-2003 Supply Prgm Mgr		Jones, Rose	
I B	07-07-53	Bus Mgt/Tech Mgt Prof III	NH-2001 Supply Spec		Franc, Lizette	
I B	07-17-53	Bus Mgt/Tech Mgt Prof IV	NH-201 Pers Mgt Spec		Worth, Jean	
I B	12-01-53	Bus Mgt/Tech Mgt Prof I	NH-2003 Supply Prgm Mgr		King, Elizabeth	
I B	10-31-54	Tech Mgt Support II	NJ-856 Electronics Tech		Hart, Carole	
I B	11-08-54	Tech Mgt Support II	NJ-802 Engineering Tech		Ross, Barbara	
I B	01-10-55	Bus Mgt/Tech Mgt Prof II	NH-2003 Supply Prgm Mgr		Dante, Michele	
II AD	06-08-51	Bus Mgt/Tech Mgt Prof III	NH-201 Pers Mgt Spec	Displaced by Thomas	Lowe, Lydia	Displaces Higgs
II A	02-20-51	Bus Mgt/Tech Mgt Prof II	NH-1102 Contract Specialist	Displaced by White	Gates, Lionel	Separated
II A	07-01-52	Bus Mgt/Tech Mgt Prof I	NH-201 Pers Mgt Spec	Displaces by Lowe	Higgs, Sylvia	Separated

Reduction-in-Force Procedures



Section 10: Academic Degree and Certificate Training

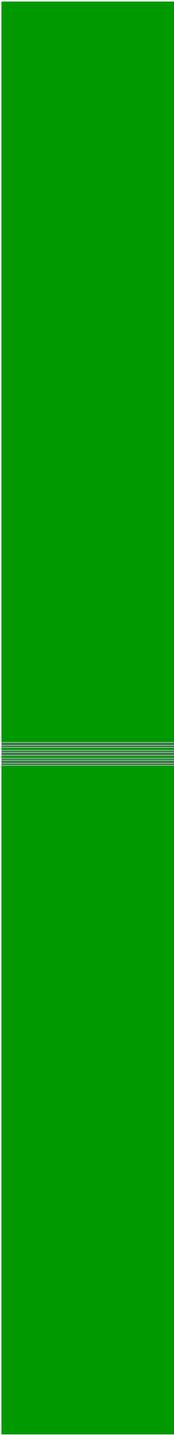


Training For Army's Implementation

Academic Degree and Certificate Training

- **Extends Authority for the Duration of the Demonstration**
- **Expands Coverage to Include Acquisition Support Personnel**
- **Authorizes Local Level Approval for Non-Acquisition Coded Positions**
 - **Funding, Local Constraints and Procedures**
 - **Implementation – Local Responsibility**

Academic Degree and Certificate Training

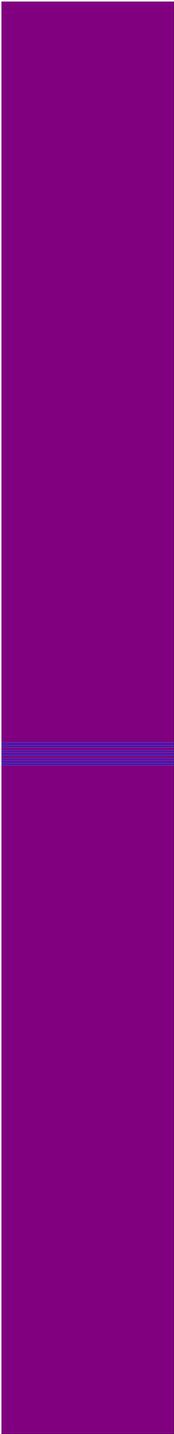


Section 11: Sabbaticals

Training For Army's Implementation

Sabbaticals

- **Local Authority to Offer Sabbaticals**
- **Available to any Demonstration Employee With at Least 7 Years Federal Service**
- **Sabbatical Must Result in a Product**
- **Local Responsibility for Funding, Selection, Implementation, Constraints**
- **Sabbatical Must Contribute to the Organization's Mission and Employee's Development**



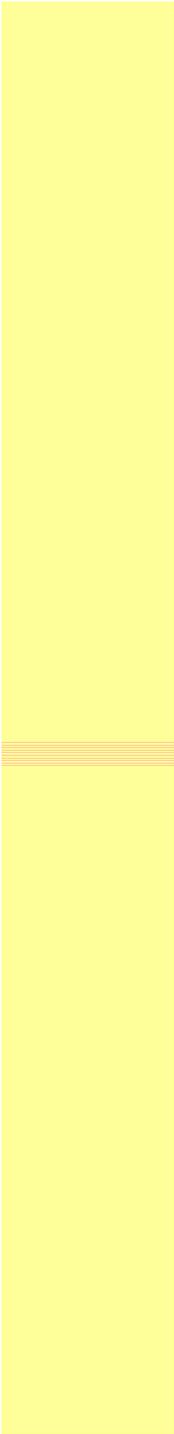
Section 12: Voluntary Emeritus Program

Training For Army's Implementation

Voluntary Emeritus Program

- **Allows an Employee to Take Advantage of a Buy Out or an Early Retirement**
- **Continue Working on a Project, On-the-Job Training, or Mentoring to Less Experienced Employees**
- **Voluntary Work (No Salary) Is for a Defined Time**
- **Available Only to Business and Technical Management Career Path**
- **Local Responsibility to Fund, Select, Implement, Administer**

Voluntary Emeritus Program



Section 13: Movement Out of the Demonstration Program

Training For Army's Implementation

Movement Out of the Demonstration Project

- **Movement Out of the Demonstration When the Demonstration Ends**
 - **Convert the Employee to an Equivalent GS Rate of Pay**
 - **Pay Is Determined Prior to any Other Simultaneous Action**
- **Employee Voluntarily Leaves the Demo**
 - **Pay Setting Is the Responsibility of the Gaining Agency**
 - **Losing Agency Documents the GS Grade & Step**

Movement Out of the Demonstration Project

Movement Out of the Demonstration Project (Continued)

- **The Step 4 Rule Will Be Used for Career Program Registration, the Priority Placement Program & Centralized Boards**

Conversion Example

Example of an employee whose salary equals or exceeds Step 4 of the highest grade:

The individual is a Business Management & Technical Management Professional Broadband III employee with a salary of \$63,000.

BBL III \$43,876Min -----X-----\$67,827Max
\$63,000

Conversion:

- Compare \$63,000 to Step 4 of highest grade in the broadband:
GS-13, Step 4 = \$56,103
\$63,000 = or > \$56,103
- Therefore, assign as GS-13
- \$63,000 is between GS-13, Step 8 pay at \$62,903 and Step 9 pay at \$64,603
- Assign Step 9 = \$64,603
- Convert out as GS-13, Step 9

(Conversion used 1997 GS Salary Table)
Army Figure 13-1

Movement Out of the Demonstration Project

Conversion Example

Example of an employee whose salary does not equal or exceeds Step 4 of the highest grade:

The individual is a Business Management & Technical Management Professional Broadband III employee with a salary of \$54,403.

BBL III \$43,876Min -----X-----\$67,827Max
\$54,403

Conversion:

- Compare \$54,403 to Step 4 of highest grade in the broadband:
GS-13, Step 4 = \$56,103
 $\$54,403 < \$56,103$
- Next compare \$54,403 to GS-12, Step 4 pay at \$47,180
- $\$54,403 = \text{or} > \$47,180$
- Therefore, assign as GS-12
- \$54,403 is between GS-12, Step 9 pay at \$54,330 and Step 10 pay at \$55,760
- Assign Step 10 = \$55,760
- Convert out as GS-12, Step 10

(Conversion used 1997 GS Salary Table)

Army Figure 13-2

Movement Out of the Demonstration Project

Conversion Example

Example of an exception to the Step 4 Rule:

The individual is a Business Management & Technical Management Professional Broadband III employee with a salary of \$56,000.

BBL III \$43,876Min -----X-----\$67,827Max
\$56,000

Conversion:

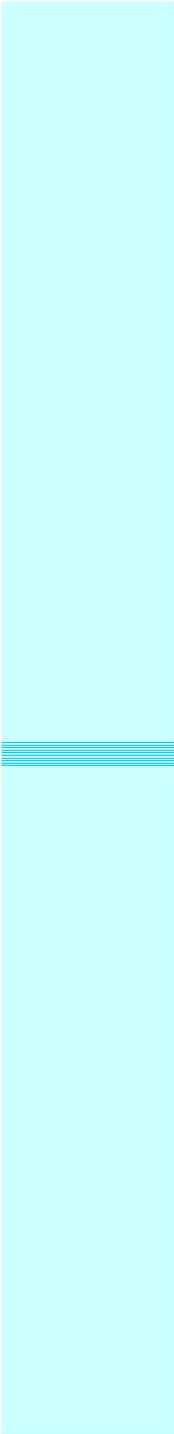
- Compare \$56,000 to Step 4 of highest grade in the broadband:
GS-13, Step 4 = \$56,103
\$56,000 < \$56,103
- Therefore, assign as GS-12; but GS-12, Step 10 pay is \$55,760
- Since \$56,000 > \$55,760, assign as GS-13
- \$56,000 is between GS-13, Step 3 pay at \$54,403 and Step 4 pay at \$56,103
- Assign Step 4 = \$56,103
- Convert out as GS-13, Step 4

Note: An employee will not be converted to a lower grade than the grade held by the employee immediately preceding a conversion, lateral assignment, or lateral transfer into the project, unless since that time the employee has undergone a reduction in broadband.

(Conversion used 1997 GS Salary Table)

Army Figure 13-3

Movement Out of the Demonstration Project



Section 14: Training

Training For Army's Implementation

Initial Training

- **Army Will Train the Trainers**
- **Initial Personnel Training**
 - **Tutorial** **All**
 - **Supervisor** **4 Additional Hours**
 - **Admin Spt/HR** **4 + 2 Additional Hours**
 - **Employees** **1 Additional Hour**

Terminal Learning Objectives

All Employees:

1. Explain Goals and Objectives of Project
2. List Resources and References
3. Describe Major Elements
4. State How Employee Will be Affected
5. Explain His/Her Responsibilities

Supervisors and Managers:

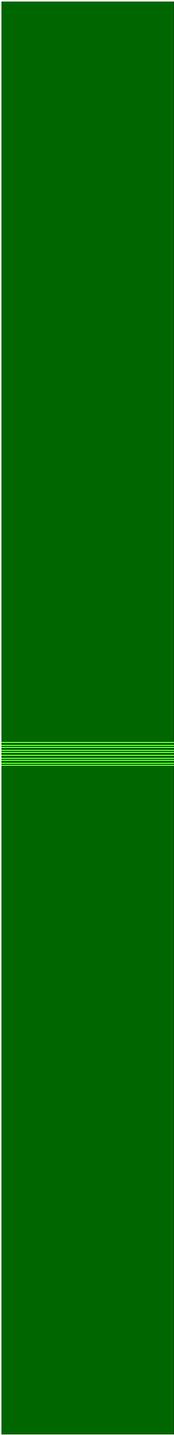
6. Articulate Major Elements and Benefits
7. Develop Plans and Procedures
8. Describe Managers' and Employees' Responsibilities

Administrative Support/HR Personnel

9. Describe and Implement Major Elements
10. Develop Personnel Implementation Plans and Procedures

Follow-on Training

- **Follow-on Training**
 - Done During the First Year
 - Address the First CCAS Cycle
- **DoD Will:**
 - Update and Revise Material
 - Provide Workbooks and Viewgraphs
- **Continuous Training – Provided to any New Employee, Supervisor, Support Staff**



Section 15: Evaluation

Training For Army's Implementation

Evaluation Process

- **Demo-Authorizing Legislation Mandates Evaluation**
 - **Assess the Outcome**
 - **Feasibility of Application to Other Agencies**
 - **Oversight**

Methodology

- **Baseline Measures Prior to Implementation**
- **Longitudinal Comparisons Across DoD Components**
- **Comparison Group Will Be Selected**
- **Effectiveness Addressed Using Multi-Approach Method**
- **Take Into Account Unique Nature of Project**
- **Monitor Adherence to Merit Systems Principles**
- **Link Effects and Outcomes to Mission Accomplishment and Productivity**

Evaluation

Evaluation Phases

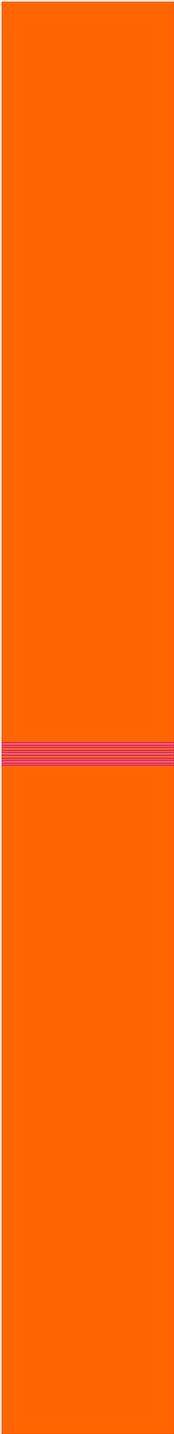
- Evaluation Covers Five Years
- Three Main Phases
 - Baseline
 - Determine the “As Is” State
 - Formative
 - Analysis
 - Implementation Evaluation
 - Interim Assessments
 - Summative

Evaluation Phases (Continued)

- **Three Main Phases (Continued)**
 - **Summative**
 - Focus on Project Outcomes
 - Initially Looks at the First Four Years
 - Assess Continuation After Fifth Year
 - Follow-on Report Covering the Five Years
 - Reporting to Congress
 - Documentation to Continue or
 - Documentation to Convert Back

Site Historian

- **Collect Data on a Fiscal Year Basis**
 - ❑ **Begin as of September 30, 1998**
 - ❑ **Submit 30 Days After the End of Each Fiscal Year**
- **Capture History or Intervening Events**
 - ❑ **Environmental Changes**
 - ❑ **Mission Changes**
 - ❑ **Procedures Changes**
 - ❑ **Resource Changes**
 - ❑ **Academic Degree and Certificate Training**
 - ❑ **Other Occurrences**



Section 16: Army Acquisition Corps

Training For Army's Implementation

Army Acquisition

Correlates the initiatives of this Demonstration Project to the Army's Acquisition Corps' implementation of the Defense Acquisition Workforce Improvement Act (DAWIA)

- **Army Acquisition Workforce**
- **Critical Acquisition Positions**
- **AAC Membership**
- **Certification Levels**
- **Civilian Acquisition Career Model**
- **Corps Eligible Program**
- **Centralized Selection Boards**
- **Training**
- **Senior Rater Potential Evaluation System (Test)**
- **Individual Development Plan**
- **Acquisition Civilian Record Brief**

Army Acquisition Corps

Army Acquisition

Development Model

Civilian Acquisition Leadership Development Model							
	Operational Experience						
Training	Level III Certification Primary ACF and certification in multiple ACFs						
		Army Core Leadership Training and Leader/Executive/Development					
Education	Business Hours and/or Bachelor's Degree and Master's Degree						
		Army Management Staff College then Senior Service College					
Experience	Primary ACF		Cross Functional				
	PEO/DSA/PM/TSM MSC/MACOM/HQDA/OSD						
AAW/AAC	Corps Eligible						
						AAC upon assignment to Critical Acquisition Position (CAP)	
	GS 5-8	GS 9-11	GS 12	GS 13	GS 14	GS 15	
Civilian Acquisition Workforce Personnel Demonstration Project							
Bus Mgmt & Tech Mgmt Professional	Broadband Level II		Broadband Level III		Broadband Level IV		
Tech Mgmt Support	BB II	BB III	BB IV				
Admin Support	BB II	BB III					
Science & Technology Reinvention Laboratories Demonstration Project (ARDEC & MRDEC)							
Engineers & Scientists	Broadband Level II		Broadband Level III		Broadband Level IV		
Tech/Business Support	BB II	BB III		BB IV		BB V	
General Support	BB II	BB III	BB IV				

Army Figure 16-1

Army Acquisition Corps

Army Acquisition

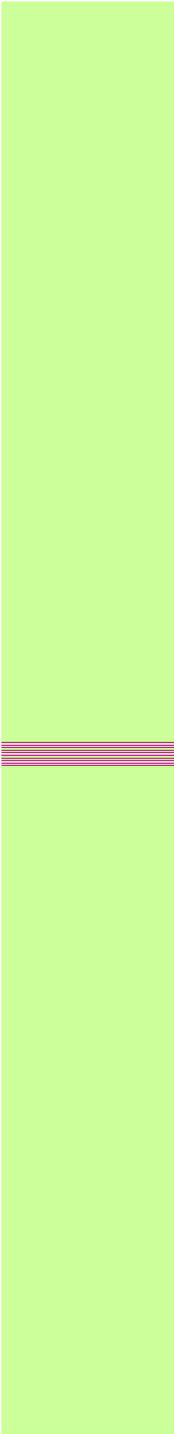
Senior Rater Potential Evaluation System (SRPE)

Assess Future Acquisition Leaders

- **Based on Nine Leadership Competencies:**

- Oral Communication
- Written Communication
- Problem Solving
- Leadership
- Interpersonal Skills
- Self-Direction
- Flexibility
- Decisiveness
- Technical Competence

Army Acquisition Corps



Section 17: Personnel Policy Boards

Training For Army's Implementation

Personnel Policy Board

- **Either Establish Personnel Policy Board**
Consisting of:
 - **Senior Civilian in each PM/Directorate and**
 - **Chaired by Executive Director**

OR

- **Modify the Charter of Existing Group**

Personnel Policy Board (Continued)

- ❑ **Oversee the Civilian Pay Budget**
- ❑ **Address CCAS/GS Systems During Phase 1**
- ❑ **Determine Pay Pool Composition**
- ❑ **Review Operation of the Pay Pool**
- ❑ **Provide Guidance to Pay Pool Manager**
- ❑ **Administer Funds to Pay Pool**
- ❑ **Review Hiring and Promotion Salaries**
- ❑ **Monitor Awards Pool**
- ❑ **Assess Needs for Demonstration Change**

Out-Year Project Costs

- **Strategy**
 - **Balance Project Costs with Benefits**
- **Process**
 - **Establish the Baseline**
 - **Track Salaries by Year**
 - **Implementation Costs Are Tracked Separately**

Personnel Policy Boards

Personnel Policy Board

- Review Prior Year Dollars
- Report to the DoD Acquisition Workforce Demonstration Project Executive Steering Committee
- Next Year Funds Determined Based on Balancing of Appropriate Factors