



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

Introduction

Civilian Acquisition Workforce Personnel Demonstration Project

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Welcome to the training session for the Civilian Acquisition Workforce Personnel Demonstration Project. [Introduce yourself]

The purpose of the Project is to demonstrate a flexible and responsive personnel system, one that will enhance the Department's ability to attract, retain, and motivate a high-quality workforce.

All of you should have completed the tutorials before receiving any additional training. The tutorial comes in four versions:

First, there's a real-time, Internet-based tutorial available to all participants with Internet access. This will be the principal way to deliver the training. We anticipate that about 85% of you will use the Internet tutorial.

Second, there's a CD-ROM version of the tutorial for those participants with access to multimedia computers but not the Internet.

Third, there's a paper version and fourth, for visually handicapped employees, there's an audiotape cassette.

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Since this training session won't be covering all of the basics, if you haven't already taken the tutorial, please do so as soon as possible.

You should also have a copy of the Federal Register Notice on the demonstration project, and you can refer to that for more information.

The Federal Register Notice announcing the project can be viewed or downloaded from the following web address:

<http://www.dacm.sarda.army.mil>, under the area titled "Personnel Demo."

Finally, in your binders you have a copy of the DoD/Army Acquisition Workforce Demonstration Project Operating Procedures.

You'll notice that, shaded in gray in that document, is the Army supplementation or additions to the DoD Operating Procedures. You can also access these materials at the same URL.

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

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Civilian Acquisition Workforce Personnel Demonstration Project

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Here's the schedule for what we're going to cover during this training.

There will be plenty of time for questions throughout, so please feel free to ask any at anytime.

Background

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



Introduction

Civilian Acquisition Workforce Personnel Demonstration Project

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Let's begin the program with some background about the demonstration project. As many of you realize, over the last several years, the way the Government -- including the Department of Defense -- does business has changed fundamentally. The DoD has evolved from a Cold War/Large War strategy to a peace keeping/small war strategy.

The DoD's budget, as well as associated personnel, has been drastically cut.

The acquisition community has taken on the challenge of reforming and modernizing itself to perform more efficiently in this new environment.

It's attempted to adopt many new practices from private industry, as well as to streamline existing practices. In general, the community has tried to break old paradigms and build new processes that will be more efficient and effective.

The concept of "value added" has become integral to everything we do. To implement this concept and these new processes fully, the DoD must reinvent not only the tools of acquisition, but also the personnel management system that governs the acquisition workforce. Part of this process is taking a new look at the federal government system for classifying, compensating, and promoting employees. The General Schedule system has been in place formally for almost 50 years, but has changed little since the 1920s. The Schedule has survived despite frequent recommendations for major change or complete overhaul.

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

Introduction

Civilian Acquisition Workforce Personnel Demonstration Project

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The Defense Acquisition Workforce Improvement Act (DAWIA) recognized the unique characteristics of the defense acquisition workforce. It issued broad guidelines for advanced degrees, specialized training, rotation of personnel and experience. Also, it established criteria for levels of certification and expertise. But no new personnel management system was enacted at the time of DAWIA's passage to facilitate acquisition employees' careers or reward them for their contributions. As part of the Fiscal Year (FY) 1996 and FY 1998 National Defense Authorization Acts, the Department of Defense, in cooperation with the Office of Personnel Management, announced its intent to conduct the Department's Civilian Acquisition Work Force Personnel Demonstration Project.

The demonstration project will examine proposed changes in employee development, classification, and compensation for the civilian acquisition work force and supporting personnel. The goal of the five-year project is to enhance the quality, professionalism, and management of the DoD acquisition work force through improvements in the human resources management system. The Office of Personnel Management has approval authority for the project and will monitor its progress. The demonstration is the first personnel demonstration that crosses DoD component lines, and the first demonstration to be designed along functional lines instead of organizational lines. It is potentially the largest personnel demonstration, not only in the Department of Defense, but in the entire Federal Government.

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
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DoD

- High Grade Ceiling
- Priority Placement Program
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Civilian Acquisition Workforce Personnel Demonstration Project

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The project involves the following elements:

- Expanding the candidate selection process;
- Establishing three appointment authorities: permanent, modified term, and temporary limited;
- Extending the probationary period for new employees in certain circumstances;
- Modifying the reduction-in-force (RIF) procedures;
- Broadbanding;
- Simplifying the job classification system;
- Developing a contribution-based compensation and appraisal system that will provide an equitable and flexible method for appraising and compensating the DoD acquisition workforce;

Demonstration Project Waiver

Personnel Issues Affecting the Workforce

Title 5

- Delegated Examining Authority
- Extended Probationary Period
- Modified Reduction-in-Force Procedures
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DoD

- High Grade Ceiling
- Priority Placement Program
- Realignment Initiative

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Civilian Acquisition Workforce Personnel Demonstration Project

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- Facilitating the development of professionalism through academic degree and certificate training;
- Providing local organizations with the authority to grant sabbaticals to employees who participate in the Acquisition Demonstration Projects; and
- Providing a method to allowing employees to continue working on a project for a specified period of time while taking advantage of the retirement or buyout opportunity.

There are also three DoD waivers: (1) Priority Placement Program (PPP); (2) relief from high grade ceiling; and (3) realignment initiative.

It's important to note that this Acquisition Workforce Demonstration Project doesn't change the provisions of the Defense Acquisition Workforce Improvement (DAWIA).

Army acquisition policies and procedures that will be modified to support the initiatives of this demonstration project will be discussed later in this training session.

By the way, they're contained in Chapter 16 of your operating procedures.

References

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

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

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Civilian Acquisition Workforce Personnel Demonstration Project

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Keep in mind that this demonstration project does not affect the areas of employee leave, employee benefits, equal employment opportunity, political activity, merit system principles, Veterans' preference, or other prohibited personnel practices.

As mentioned earlier, a notice of intent to implement the Demonstration Project was published on March 24, 1998 in the Federal Register. The notice describes the Title 5 initiatives. You can view the notice or download it from the web address on the slide. The notice invited comments to be submitted by May 26, 1998. Final changes and modifications to the project have been published in a 2nd Federal Register notice. This notice reflects the final publication of the demonstration project and becomes the new personnel law for the acquisition demo.

Thirty days after publication of the final notice, DoD components can begin to implement the demonstration. The goal is to begin to implement the project no later than February 28, 1999.

References

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

- Federal Register
 - 1st Register
 - 2nd Register
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Civilian Acquisition Workforce Personnel Demonstration Project

1.10

DoD published operating procedures for implementing the projects. The procedures outline the project and detail its procedures. They also describe changes to the existing Human Resource Management System and how to implement those changes as part of a unified demonstration. The appendices contain details of the new procedures, required data, new forms and implementing software.

The DoD and Army procedures are combined in the single document you have in your notebooks.

The Army information is highlighted in gray. It supplements the DoD information.

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)

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Civilian Acquisition Workforce Personnel Demonstration Project

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The project will include various organizations of the Air Force, Army, Navy and Marine Corps. Here's a list of the Army participating organizations. You can find a complete list in the Federal Register Notice.

A complete list of the Occupational Series covered by the Demonstration Project is also in the Federal Register Notice as well as at Appendix A of the Operating Procedures.

In terms of excluded employees, all ACTEDS interns (regular and Presidential Management) will be excluded from the Acquisition Workforce Personnel Demonstration Project. We recommend that local commanders mirror this exclusion for their local interns. Employees in the Student Temporary Employment Program (summer hire and stay in school), all positions designated as primary or secondary law enforcement officer (LEO) positions (5 U.S.C. Section 5541(3)), and all positions in the Defense Civilian Intelligence Personnel System (DCIPS) (10 U.S.C. Chapter 83) are excluded even if their series and organizations are listed in the Federal Register Notice. Additionally, this demonstration project does not cover those positions that have previously been identified for coverage by a science and technology reinvention laboratory demonstration project.

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



Introduction

Civilian Acquisition Workforce Personnel Demonstration Project

1.12

Now let's take a look at a 15-minute video that was made with Air Force Research Laboratory employees and supervisors after their first year's experience. In this video, you'll be seeing some candid, unscripted interviews in which lab personnel discuss their experiences with the Contribution-based Compensation System (CCS), which is similar in many respects to our new Contribution-based Compensation and Appraisal system.

[Play "Acculturation" VHS videotape.]

There are several key points from the video that we will discuss today, including: job performance compared to contribution to the mission; improving your contribution, and ratings by the pay pool panel. Other issues include defining the mission; and the effect of this project on people who are coasting along in their jobs. Before we discuss those issues, though, you've heard some comments in the video about fear of the new system.

This is a normal reaction, especially for those of us who have been a part of the General Schedule system for many years. It's natural to be concerned about change, but we can overcome this fear in two ways:

- Learning more about the new system; and
- Working together to implement the personnel demonstration as smoothly and effectively as possible.

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**

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Civilian Acquisition Workforce Personnel Demonstration Project

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Let's move on to labor-management issues. If your activity is covered by a collective bargaining agreement, you must reach written agreement with any union that represents your workforce before implementation can begin. Employees in a bargaining unit cannot be placed into a demonstration project without such an agreement.

Implementation bargaining at the local level can begin at any time both parties agree. It's important to understand that final agreement can be reached only after the final changes and modifications to the Title 5 personnel laws are made. These changes have been published in the final Federal Register notice.

To make sure we maintain the integrity of the Demonstration Project the parties involved may not change the design and intent of the project initiatives. DoD is authorized to operate ONE project and the initiatives apply to **all** components/commands. Local labor-management parties are free, however, to develop individual methods for operating the project. This can include the involvement of established partnership principals. Creativity in bargaining the many processes available to both parties is unrestricted.

Keep in mind, though, that management should not agree to anything that violates these standard operating procedures.

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

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Civilian Acquisition Workforce Personnel Demonstration Project

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The agreement you reach can be any format mutually agreed upon by both parties. It must state, however, that both parties agree to participate in the demonstration project as it appears in the final (second publication) Federal Register.

Army activities/commands will forward a copy of the written agreement to the Deputy Director, Acquisition Career Management (DDACM). The DDACM will review with ASA (M&RA) to ensure consistency with Federal Register Notice DoD Operating Procedures and Army Operating Procedures. Once review is completed, the agreement will be forwarded to the DoD Acquisition Demonstration Project Office.



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

Demonstration Project Initial Transition

Civilian Acquisition Workforce Personnel Demonstration Project

2.16

Let's move on to the initial transition into the project. We'll be discussing procedures for TAPES closeout, transition, and buy-in procedures. TAPES is the Total Army Performance Evaluation System. It's an appraisal system that must be closed out before beginning the Demonstration Process.

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

Civilian Acquisition Workforce Personnel Demonstration Project

2.17

Employees who convert to the project will receive either no appraisal, a special appraisal, or a closeout appraisal, depending on their eligibility as stated in Army Table 2.1, shown in the transparency. The Table shows the rating periods for Base System and Senior System employees and the exceptions.

Army Table 2-2 in your operating procedures provides additional information on TAPES appraisals upon conversion to this project.

That table shows the type of TAPES appraisal received by employees at various GS levels, when they are eligible for their first CCAS payout and what their CCAS rating period is.

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

Civilian Acquisition Workforce Personnel Demonstration Project

2.18

The approach taken for initial entry into the demonstration project will make sure that you are protected and that you are placed into a broadband level without loss of pay. After the transition, any changes in the rate of basic pay will be based on your overall contribution score, other contribution-based actions, promotion, or other personnel actions. Employees who join an organization that is entering the project in a phased sequence before its actual entry **will be entitled** to all buy-in benefits. Employees who enter the project **after** it has been implemented at their specific location are **not entitled** to the buy-in provisions described below.

Let's take a closer look at the procedures for transition. We'll be providing a software demonstration at the end of this section. The demo treats GS and GM the same way. General Schedule and GM employees will be placed into the career path and broadband level that corresponds to their occupational series, grade, and salary at the time of transition. Employees who are currently on grade and/or pay retention will be placed in the broadband level commensurate with their existing grade. Employees who are serving on temporary promotions or on details must be returned to their position of record. They receive their buy-in based on their position of record. If management chooses to do so, individuals can be returned to their temporary promotion or detail if it is to a higher broadband level.

Written notification must be given to employees who are on leave without pay (LWOP), military furlough, long term training, workers compensation, or those employees serving in overseas positions. The notification will inform them of their transition into the demonstration project, the career path and the broadband level to which they are reassigned. A sample notification letter for transition into the project is at Appendix Q.

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

Civilian Acquisition Workforce Personnel Demonstration Project

2.19

In accomplishing this initial transition, internal and external priorities, including the DoD Stopper List, do not need to be cleared. Instead, management in organizations that are covered by the demonstration project will:

First, cancel the existing positions;

Second, they will establish the new demonstration project positions. This can be done using the COREDOC automation tool. This software will create a Position Requirements Document or PRD. We'll take a look at COREDOC shortly.

Third, management will move employees to the newly established positions in the demonstration project.

Any existing classification problems with the current position must be corrected before the transition.

An official personnel action will be used to document the transition of each employee into the project. This action will use the appropriate Nature of Action Codes or NOACs. These are described in detail in Appendix G.

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

Civilian Acquisition Workforce Personnel Demonstration Project

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Employees who are serving on permanent appointments (either Career or Career-Conditional) will be reassigned into the demonstration project at the time of implementation using an official personnel action. This will be a dual Nature of Action; NOAC 894, which is a pay adjustment and NOAC 721, a reassignment).

Time-limited appointments include employees on temporary not-to-exceed, or NTE, and on Term Appointments.

Employees on temporary appointments will be converted into the project via an official personnel action using Nature of Action 515—Conversion to Appointment Not-to-Exceed. The original NTE date must remain the same.

The demonstration project has provisions for a Term Appointment not-to-exceed five years, plus an additional one year extension, if approved. However, current employees on a Term Appointment not-to-exceed four years will **not** have their NTE date altered.

Employees who are serving on a Term Appointment not-to-exceed four years will be converted into the project by a Conversion to Modified Term NTE action, or NOAC 508.

Employees on excepted-service appointments will be transitioned into the project by the Reassignment action (NOAC 721). This will use the demonstration project authority code and the same authority code and authority that was used in the original appointment.

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

Civilian Acquisition Workforce Personnel Demonstration Project

2.21

Let's move on to employee buy-in, or conversion, procedures. Under this project, automatic within-grade increases inherent in the General Schedule system are discontinued.

You will be compensated equitably, however, as of the time of transition. The buy-in tool will be at the CPOC. Your base salary will be adjusted for any step increase and non-competitive career ladder promotions. These adjustments will be computed at the demonstration implementation date.

The computation will be based on a prorated share. The share is computed based on the number of weeks you have completed toward the next higher step or grade. A week is considered to be in effect at 0001 hours on each Sunday.

As under the current system, supervisors will be able to withhold these partial increases—or steps—for employees who are on a performance improvement plan, or PIP. Employees who are on a PIP at the time of conversion will not be converted into the demonstration project until successful completion of that PIP.

A career ladder promotion buy-in may cause an employee's rate of basic pay under the demonstration to exceed the top of the broadband corresponding to the employee's pre-demonstration permanent grade. In this case, the employee is converted into the next higher broadband.

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**

Demonstration Project Initial Transition

Civilian Acquisition Workforce Personnel Demonstration Project

2.22

An automated tool will be available for the CPOC to help make the calculations and to generate the personnel actions to move employees into the project. We'll take a look at the tool shortly. The official personnel action documenting the employee's reassignment will contain the remark: "Pay adjustment upon reassignment to the Acquisition Workforce Demonstration Project."

This conversion process, or "buy-in", is applicable to employees only when their organization initially enters the project, in accordance with their approved implementation plan.

Let's look at the situation when initial transition happens at the same time as a geographic move. In this case, the employee's GS pay entitlement (including any special rate) in the new area will be determined before his or her pay is converted to the demonstration project pay system.

A full locality adjustment will then be added to the new basic pay rate.

For step increase buy-ins, there's a formula to calculate the new salary:

1. Divide the employee's time in step by the nominal time between steps.
2. Multiply by the step increase.
3. Add the result to the current salary.

If both the step increase and the career ladder buy-in apply, calculate the step increase buy-in first and then calculate the career ladder buy-in.

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

Civilian Acquisition Workforce Personnel Demonstration Project

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Here's an example using Calendar Year 1998 GS pay rates:

A contracting officer enters the demonstration as a GS-12/step 4.

The nominal time between steps 4 and 5 is 104 weeks.

At the implementation time, the employee has earned 90/104ths of a within grade increase.

The GS-12/step 4 base rate is \$48,265.

The new salary will be 90 divided by 104, times the \$1,463 WGI, or \$49,530.

The employee is placed in a broadband level III.

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**

Demonstration Project Initial Transition

Civilian Acquisition Workforce Personnel Demonstration Project

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Let's look at employees on **retained pay**, whose salaries exceed the maximum pay of their broadband level, as determined by their grade. In these situations, the employee remains in that level, at the rate of pay, plus that employee's buy-in adjustments, if appropriate.

Special salary rates are not applicable to demonstration project employees. Employees on special salary rates at transition time, will receive a new basic pay rate. This is calculated as follows:

Divide the highest adjusted basic pay (that is, the special pay rate or, if higher, the locality rate) by the locality pay factor for their area.

All employees will be eligible for the future locality pay increases for their geographic area.

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

Civilian Acquisition Workforce Personnel Demonstration Project

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Supervisors will be able to withhold these step increases if performance falls below successful. This is the same as under the current system.

As we mentioned earlier, employees who are on a formal **Performance-Improvement-Plan** (PIP) at the time of conversion will not be converted into the demonstration until successful completion of the plan.

Employees on **retained pay** at the time of conversion will not be eligible for the equity buy-in adjustment we've just discussed. An employee on retained pay will be placed in the corresponding broadband at the current salary.

If the employee on retained grade has a salary that is higher than the maximum pay of the his/her broadband level as determined by their grade, that employee remains in that level at the rate of pay plus buy-in adjustments, if appropriate.

If the employee is at Step 10 of his/her grade, that employee is not eligible for the equity buy-in adjustment stated above.

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

Civilian Acquisition Workforce Personnel Demonstration Project

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If the employee is on a career ladder position, no within-grade increase equity adjustment will be made **if** the employee's pay is adjusted for a promotion that would be effective before the next scheduled WGI.

Here's an example: An employee GS 5/7/9 is promoted to a GS-801-5/8 (salary \$24,631) on 1/12/98. His or her next promotion is due on 1/12/99. The intern would have to complete three years to receive the step 9. The employee is converted into the demonstration project on 1/15/99.

This person's pay will be set equivalent to the GS-7/3 salary rate and placed into the demonstration project in the Business Management/Technical Management career path, Band Level II. He or she will not receive a prorated share (one-year) towards the step 9.

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

Civilian Acquisition Workforce Personnel Demonstration Project

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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.

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

Step 2: Do a career ladder promotion adjustment.

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

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

Civilian Acquisition Workforce Personnel Demonstration Project

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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

Civilian Acquisition Workforce Personnel Demonstration Project

2.30

Here's an example of a special rate employee:

Consider an employee with a \$50,000 special rate in Washington, D.C. and a corresponding locality rate of \$48,431 ($\$45,149 + 7.27\%$ in DC), assume there is a WGI buy-in of \$800.

Perform the pay conversion computation first: \$50,000 divided by 1.0727 equals \$46,611 (the demonstration base rate). Demonstration locality adjusted rate equals \$50,000 ($\$46,611 \times 1.0727$). Add \$800 WGI buy-in to demonstration base rate: $\$46,611 + \$800 = \$47,411$.

The demonstration locality adjusted rate equals \$50,858 ($\$47,411 \times 1.0727$).

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

Civilian Acquisition Workforce Personnel Demonstration Project

2.31

This is an example of buy-in for a GM employee who is at the upper limit of his/her pay grade. There is no change to the salary and the employee is placed in Broadband Level IV.

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 + Locality Payment ($\$83,307 * 9.76\%$) = \$91,438 as new total salary

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

Demonstration Project Initial Transition

Civilian Acquisition Workforce Personnel Demonstration Project

2.32

This is an example of a GM employee who is not at the upper limit of his/her pay grade and is eligible for an equity adjustment. Conversion is the same as we have previously discussed.

Buy-In Exercise

Formula for Conversion:

$$\text{New Salary} = (\text{time in step}/\text{time between steps}) * \text{step increase} + \text{current salary}$$

Demonstration Project Initial Transition

Civilian Acquisition Workforce Personnel Demonstration Project

2.33

Hand out 1999 pay chart.



Section 3: Classification System

Training For Army's Implementation

Classification System

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

Classification System

Civilian Acquisition Workforce Personnel Demonstration Project

3.35

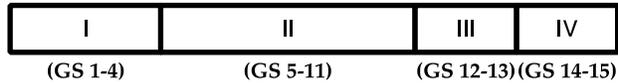
The purpose of the personnel demonstration project is to provide managers, at the lowest practical level, with more authority, control and flexibility regarding personnel practices. The goal is a system that better retains, recognizes and reward employees for their contributions. Another goal is to support employees in their personal and professional growth.

As we mentioned earlier, the basic classification system we've had -- the General Schedule -- has been around for almost 50 years, with little change. The GS system uses a traditional pay ladder. Research has shown, however, that companies with compensation plans that are linked closely to contribution outperform those with traditional pay ladders. Increasingly, the private sector is successfully linking compensation to contribution. And this is a key goal of the demonstration project.

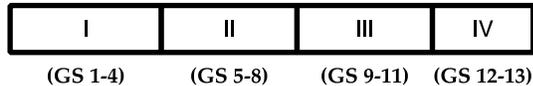
The 15 grades of the General Schedule were used to classify positions and, therefore, to set pay. The project replaces the current GS structure with a broadband classification and pay system. If you've gone through the tutorial, you already know what broadbanding is. To quickly review, it's a simplified replacement for the current GS system, consisting of broad "bands" of career paths. It's important to understand how broadbanding works, because, among other things, your professional growth and compensation relate directly to advancement within the broadband system.

Career Paths and Broadband Levels

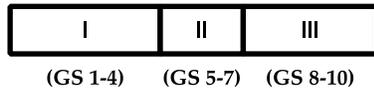
Business Management and Technical Management Professional (NH)



Technical Management Support (NJ)



Administrative Support (NK)



[See Appendix B for Detailed Descriptions](#)

Classification System

Civilian Acquisition Workforce Personnel Demonstration Project

3.36

Although the GS structure will no longer be used to classify positions, the salary range for a given broadband level of a career path corresponds to the General Schedule Pay Rates. Special salary rates **do not apply** in the demonstration project.

As indicated in the figure, there are four broadband levels for career paths Business Management and Technical Management Professional, and for Technical Management Support. They include the current grades of GS-01 through GS-15.

There are three broadband levels for the Administrative Support career path which include the current grades of GS-01 through GS-10.

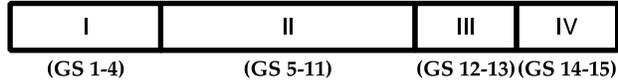
These are the grades in which the DoD acquisition workforce employees are currently found. Comparison to the GS rates of pay is used in setting the upper and lower dollar limits of the broadband level.

Once employees are moved into the demonstration project, GS grades no longer apply. The pay plan for career path Business Management and Technical Management Professional is NH; for Technical Management Support the pay plan is NJ; and for Administrative Support, NK.

For a detailed description of the career paths, you can refer to Appendix B of your operating procedures.

Career Paths and Broadband Levels

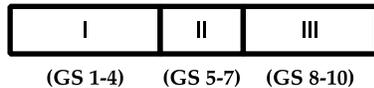
Business Management and Technical Management Professional (NH)



Technical Management Support (NJ)



Administrative Support (NK)



Classification System

Civilian Acquisition Workforce Personnel Demonstration Project

3.37

As the figure indicates, the GS grades banded in each level define the minimum and maximum salaries of each broadband level.

No employee will be paid less than the rate of pay of step 1 of the lowest grade in their level nor more than step 10 of the highest grade in their level.

The only exceptions? Employees on retained pay or otherwise excepted. Employees on retained pay will only receive half of the General Schedule pay increase.

Since these minimums and maximums are based upon the GS Pay Scale, they increase annually commensurate with the General Schedule Pay Increase.

Classification Process

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

Classification System

Civilian Acquisition Workforce Personnel Demonstration Project

3.38

Let's take a closer look at the classification process.

Under the demonstration project, organizational commanders, or equivalent, have classification authority and are encouraged to delegate this authority to subordinate management levels.

However, classification approval **must** be exercised at least one management level **above** the first level supervisor of the position under review. The exception includes those employees who report directly to the commander or equivalent.

Army policy dictates that classification authority may be delegated to the first level supervisors. Within this project, however, classification authority is restricted to one management level above the first level supervisor of the position under review.

First level supervisors are responsible for determining position requirements using the Position Requirements Document or (PRD), and for providing classification recommendations to the classification authority.

Supervisors make sure that principles of sound position management are followed.

Civilian personnel specialists provide on-going consultation and guidance to managers and supervisors throughout the classification process.

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

Civilian Acquisition Workforce Personnel Demonstration Project

3.39

For transition into this project, a new Position Requirements Document (PRD) replaces the current DA 374. The PRD combines the position information, staffing requirements, and contribution expectations into a brief document (not usually more than three pages). The goals of the simplified PRD include the following:

- One, simplify the descriptions and the preparation process through automation;
- Two, provide more flexibility in work assignments; and
- Three, provide a more useful tool for other functions of personnel management, such as recruitment, assessing contribution, employee development, and reduction in force.

The CPOC will assign a PRD identification number. For positions that have the same requirements, managers may decide to develop a standardized PRD.

Under the project, a PRD must be developed and approved whenever there is any change in occupational series, title, career path, broadband level or Knowledge Skills and Abilities (KSAs).

Supervisors should contact a civilian personnel specialist to determine if the change requires documentation through an official personnel action.

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

Civilian Acquisition Workforce Personnel Demonstration Project

3.40

Supervisors can use COREDOC to develop the PRDs. We'll be demoing the software shortly.

Also, its features are described in Appendix H. For occupations not already included in COREDOC, a stand-alone application called ACQBUILD.EXE has been developed to assist in building PRD templates.

According to US codes (1733 and 1737), position descriptions for DAWIA coded positions must include specific acquisition statements, which are included as part of the modified COREDOC system.

PRDs should include acquisition specific DCPDS DINs to facilitate the new position requirements documentation. The DINs listed on the transparency are used by all of the components.

These codes do not apply to non-DAWIA positions.

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)**

Classification System

Civilian Acquisition Workforce Personnel Demonstration Project

3.41

The Position Requirements Document includes the information listed on the transparency.

The CCAS factors, discriminators and descriptors are those relevant to the classification of the position.

The implication of the PRD is that position classification will be consistent with and support the annual appraisal process.

In other words, you will be appraised based on your contribution for your position.

Selective requirements include security clearance, license, critical acquisition position, and so on.

The PRD will be certified for documented use in the CCAS by the commander or the commander's delegated authority, and first level supervisor of the position.

You will be provided with a copy of your PRD.

A copy will also be maintained with your supervisor's records. The original PRD will be maintained according to locally established procedures. The PRD cover sheet will be used to accommodate appropriate signatures.

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**

Classification System

Civilian Acquisition Workforce Personnel Demonstration Project

3.42

Let's look at the Fair Labor Standards Act, or FLSA, issues. FLSA exemption or non-exemption determinations are consistent with criteria found in 5 CFR (Code of Federal Regulations) Part 551.

The generic PRDs will not be the **sole** basis for the FLSA determination. Each position is evaluated on a case-by-case basis by comparing the duties and responsibilities assigned, the career path broadband level descriptors for each broadband level, and the 5 CFR Part 551 FLSA criteria.

The final review of the FLSA status will be made by the servicing civilian personnel office.

It will be based upon the above-mentioned material and any supplemental information, such as that contained in established performance objectives.

The FLSA determination will be reviewed on a case-by-case basis to ensure consistency with contribution-based pay adjustments.

The Army will not maintain competitive levels.

Position Classification (Continued)

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

Classification System

Civilian Acquisition Workforce Personnel Demonstration Project

3.43

As mentioned earlier, you will be provided with a copy of the PRD for your position.

You have the right to appeal the occupational series, title or the broadband level of your position at any time. If you believe a mistake has been made, or you disagree with the PRD in any of these areas, you must formally notify your supervisor verbally or in writing—in writing is probably best.

If you've done this and are still not satisfied with the supervisor's response, you can appeal to the DoD appellate level. You'll need to contact the Civilian Personnel Advisory Center—CPAC—for assistance.

Formal appeals must contain information as required by DoDM 1400.25M Subchapter 511.

If you're not happy with the DoD appellate response, you can appeal to the Office of Personnel Management or OPM.

Appellate decisions from OPM are final and binding on all administrative, certifying, payroll, disbursing, and accounting officials of the Government.

Time periods for case processing under 5 CFR 511.605 apply.

Position Classification (Continued)

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

Classification System

Civilian Acquisition Workforce Personnel Demonstration Project

3.44

Here's what you cannot appeal, however:

- The accuracy of the position requirements document;
- The demonstration project classification criteria, or the pay-setting criteria;
- The propriety of a salary schedule; or
- Matters that are grievable under an administrative or negotiated grievance procedure or an alternative dispute resolution procedure.

The evaluations of classification appeals under this project are based upon the demonstration project classification criteria.

Case files are forwarded for adjudication through the CPAC and include copies of appropriate demonstration project criteria.

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.**

Classification System

Civilian Acquisition Workforce Personnel Demonstration Project

3.45

The Civilian high-grade Management Program is outlined in ASD(FMP)'s memo, September 15, 1998, subject: Civilian high-grade Management Program. The memo explains that "The Office of Management and Budget (OMB) has advised [DoD] to continue to manage the number of high grades in DoD's full-time permanent professional, administrative, and technical workforce. Further, OMB has concurred that DoD's overall goal should be to accomplish high-grade reductions at a level generally commensurate with the Department's overall reduction.

Employees participating in the demonstration project remain covered by this program to the same extent as other employees within 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

Civilian Acquisition Workforce Personnel Demonstration Project

3.46

Now let's take a look at the COREDOC software.

There are three options you can use in developing a PRD:

One, you can use one of the 200 PRDs that have been created.

Two, you can create one from the over 120 that are included in COREDOC.

Or you can create a PRD for an occupation that is not included in COREDOC, using a template.

The COREDOC demo can be found at the URL listed on the transparency.

Section 4: Hiring and Appointment Authority

Training For Army's Implementation

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**

Hiring and Appointment Authority

Civilian Acquisition Workforce Personnel Demonstration Project

4.48

As we mentioned earlier, a key objective of the project is to give managers more flexibility in hiring procedures. Managers must be able to reduce, restructure or renew the workforce quickly to meet diverse mission needs, and, in some situations, to compete with private industry for the best available candidates.

The demonstration project will provide a more streamlined and responsive hiring system. One key to this is internal movement between broadband levels. Others are delegated examining authority and scholastic achievement authority.

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

Hiring and Appointment Authority

Civilian Acquisition Workforce Personnel Demonstration Project

4.49

The Project will have three appointment options: permanent, temporary limited, and modified term appointments. Nothing in this demonstration project precludes the use of existing appointment authorities such as Veterans Readjustment Appointments, Disability Appointments, and Student Temporary Employment Program (which includes summer hires and stay-in-school hires).

The permanent appointment corresponds to the existing career and career-conditional appointments.

The modified term is a new appointment authority that is based on the existing term appointment, but may extend up to five years with a one year locally approved extension.

The temporary limited appointment equates to the 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

Civilian Acquisition Workforce Personnel Demonstration Project

4.50

Under the current Title 5 system, term appointments are made for a period of four years with a possible one-year extension. Under the demonstration project, this has been expanded to five years with an additional one-year extension.

The one-year extension, however, must be approved by the Commander for reasons such as the following: special projects; staffing new or existing programs of limited duration; filling a position in activities that are undergoing review for reduction or closure; and replacing permanent employees who have been temporarily assigned to another position, are on extended leave or who have entered military service.

Employees hired under the Modified Term appointment authority are in a temporary status but may be eligible for conversion to career-conditional appointments. To be converted, the employee must:

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 to Career Conditional Appointment**

Hiring and Appointment Authority

Civilian Acquisition Workforce Personnel Demonstration Project

4.51

- 1) Have been selected for the term position under competitive procedures, with the announcement specifically stating that the individual(s) selected for the term position(s) may be eligible for conversion to career conditional appointment at a later date; (Supervisors and CPAC/CPAC must ensure the following statement is included in the vacancy announcement if management desires the conversion to career conditional appointment - “The individual selected for the term position may be eligible for conversion to career conditional appointment at a later date.”)
- 2) Have served two years of continuous service in the term position; and
- 3) Be selected under merit promotion procedures for the permanent position. Service under a Modified Term appointment immediately prior to a permanent appointment will count toward the probationary period requirements provided contribution is adequate and the permanent position is in the same line of work as the Modified Term appointment.

External Hiring

- **Delegated Examining Authority**
- **Scholastic Achievement Authority**

Hiring and Appointment Authority

Civilian Acquisition Workforce Personnel Demonstration Project

4.52

In this section, we'll look at two types of authority: the delegated examining authority and scholastic achievement authority. Both are vehicles to hire external candidates.

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

Civilian Acquisition Workforce Personnel Demonstration Project

4.53

Management retains the ability to determine the best method of recruitment to best meet mission needs. Delegated Examining Authority may be used to fill positions in the demonstration project. This will allow for recruitment from other sources.

In Army, current delegation will remain the same. The ASA/M&RA Policy and Program Development Division will obtain from DoD any required delegated examining authority for the 7 CONUS CPOCs, 3 OCONUS CPOCs, and for the independent civilian personnel offices that have not yet regionalized.

Just like under today's system, each candidate's qualifications will be reviewed using the OPM Operation Manual for Qualifications Standards for General Schedule Positions. Most important change under the demonstration project is that candidates will be ***rated at the lowest grade level equivalent to the appropriate broadband level***. As under the current system, each candidate will continue to be evaluated, based on applicable DAWIA requirements.

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

Civilian Acquisition Workforce Personnel Demonstration Project

4.54

Candidates who meet the basic or minimum qualifications will be further evaluated, based on the knowledge skills and abilities, which are selected by management when the PRD is developed. Management is responsible for establishing, prior to the recruitment process, the appropriate job-related criteria to be used. This criteria will be used to assign scores and to place candidates in the appropriate quality group.

There are three Quality Groups and candidates will be in one of the three based on their final score. They are:

- Basically Qualified (score of 70 to 79)
- Highly Qualified (score of 80 to 89)
- Superior (score of 90 and above)

The names of preference eligibles will be listed at the top of each category.

Those with veterans preference will receive an additional five or ten points, depending on their preference eligibility. Additional points will be added to the scores. The names of preference eligibles will be entered on the referral list ahead of others who have the same numerical score and their veterans preference will be annotated.

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

Civilian Acquisition Workforce Personnel Demonstration Project

4.55

For non-scientific/engineering and professional positions at the GS-9 pay rate and above, preference eligibles with a compensable service-connected disability of ten percent of more who meet basic(minimum) eligibility will be listed at the top of the highest group certified.

For scientific/engineering and professional positions at GS-9 pay rate and above (those with a positive degree requirement), candidates will be referred by quality group in the order of their numerical rating.

Candidates from the highest group will be referred to management first. If there are insufficient candidates (as determined locally), candidates in the next lower group may be certified.

NOTE: You may want to include this in your local operating procedures.

Passing over any preference eligibles to select a non-preference eligible requires approval under current passover or objection procedures.

As under the current system, the CPOC will clear PPP before issuing the referral list and up to the point of commitment.

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 (QC90)	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

Hiring and Appointment Authority

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

Civilian Acquisition Workforce Personnel Demonstration Project

4.57

Now let's look at the Scholastic Achievement Authority, which allows for the appointment of candidates with degrees to positions in broadband level II with positive education requirements. Candidates may be appointed under this procedure if they meet the following requirements:

- (1) They meet the OPM and DAWIA requirements, plus any previously established selective placement factors identified for the position per OPM Qualifications Standards; again, candidates will be rated based on OPM qualifications for the lowest grade equivalent to the broadband level to which they are applying.
- (2) The occupation has a positive education requirement (requires a degree in a specialized field of study);
- (3) For those with undergraduate degrees, the appointment is at a pay level lower than the top step of GS-7.
- (4) The candidate has a cumulative grade point average (GPA) of 3.5 or better (on a 4.0 scale) in the courses in those fields of study specified in the Qualification Standards for the occupational series and an overall undergraduate GPA of at least 3.0 on a 4.0 scale; and

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

Civilian Acquisition Workforce Personnel Demonstration Project

4.58

(5) Those with graduate degrees may be appointed in the GS-9 - GS-11 range. The GPA requirement is at least 3.7 out of 4.0 for graduate courses in the field of study required for the occupation.

(6) Vacancy announcements will be used to select candidates from this source. Candidates who meet the basic eligibility requirements, and who possess the required scholastic criteria may be referred to the manager in a single group for consideration. Veterans preference will be applied using current procedures, and veterans will be grouped on the referral list in order of their preference if applicable.

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**

Hiring and Appointment Authority

Civilian Acquisition Workforce Personnel Demonstration Project

4.59

The demonstration project extends the probationary period. The purpose of extending the probationary period is to allow supervisors sufficient time to properly, objectively, and completely evaluate an employee's contribution and conduct within the acquisition workplace. One rationale is that newly hired demonstration project employees entering into the Federal workforce for the first time in the Business Management and Technical Management Professional career path need to demonstrate adequate contribution during all cycles of the acquisition process. Additional training that takes the employee away from the normal line of supervision could minimize the time available for the supervisor to determine whether the employee should be retained beyond the probationary period.

Extending the period to accommodate an extended absence from the workplace, is the only feature that is different from the current Title 5 probationary period. The current process for removal during the probationary period remains the same. This includes the ability to remove an employee without providing the full substantive and procedural rights afforded a non-probationary employee.

Personnel assigned to modified term appointments are not placed on a probationary period since they serve on a trial period. Employees appointed to the Federal Service before the implementation date of the acquisition demonstration project, or who previously successfully completed a probationary period, will not be affected by this provision.

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**

Hiring and Appointment Authority

Civilian Acquisition Workforce Personnel Demonstration Project

4.60

It's possible to extend the probationary period for education and/or training.

If at any time during the one-year probationary period, the employee is assigned to training, or is required to obtain additional education that could take the employee away from regular supervisory review, the supervisor may, at his/her discretion, extend the probationary period of the employee by the same amount of time as the training or educational assignment.

The employee must be informed in advance of this decision, in writing. And the decision must be made before assigning the employee to the training or education. A sample letter is at Appendix P of the Operating Procedures.

A copy of the change will be forwarded to the CPAC to ensure that the appropriate edits in DCPDS are made by the CPOC.

Internal Placement

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

Hiring and Appointment Authority

Civilian Acquisition Workforce Personnel Demonstration Project

4.61

Let's discuss some internal placement issues.

Regarding merit promotion, managers, CPACS/CPOCs will continue to follow the local merit promotion plan and any applicable union agreements for internal placement actions.

Later in this session, in Section 5, we'll look at some other placement issues.

The demonstration project is designed to provide employees and management maximum flexibility concerning work assignments. Therefore, there is room for reassignment. Again, we'll address changes in assignment in Section 5.

Priority Placement Program

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

Hiring and Appointment Authority

Civilian Acquisition Workforce Personnel Demonstration Project

4.62

CPP will issue policy regarding translation of GS grades into the appropriate broadband level to fill vacancies under the Priority Placement Program, or PPP. This waiver modifies the PPP procedures for acquisition organizations undergoing downsizing or major reorganizations. Organizations that meet this criteria are now given flexibility to use reassignments to reshape their workforce without constraints placed by the PPP, without regard to geographic boundaries or servicing Civilian Personnel Office (CPO).

This removes the potential of increasing end strength when organizational growth is prohibited and allows organizations to make more effective placement decisions and reduce the time to fill vacant positions. Additionally, management will be able to reassign employees to more efficiently and effectively to accomplish the mission.

When a demonstration project acquisition organization (i.e., a Program Executive Office, a Designated Acquisition Command, or equivalent and the subordinate Program Management Offices) is undergoing an announced formal reorganization or realignment associated with downsizing, employees working within the affected organization may be reassigned or accept a change to lower grade to the new organization. These actions will be processed as exceptions to the Priority Placement Program.

Priority Placement Program

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

Hiring and Appointment Authority

Civilian Acquisition Workforce Personnel Demonstration Project

4.63

Upon formal announcement, and in advance of the reorganization or realignment, the affected organization must notify the Civilian Personnel Management Service, CARE Division, in writing, of the location and number of organizational elements affected, the effective date of the reorganization, and the types of positions affected.

Priority Placement Program

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

Hiring and Appointment Authority

Civilian Acquisition Workforce Personnel Demonstration Project

4.64

Spousal Preference. This initiative supports geographic mobility of acquisition workforce employees and parallels the Spousal Preference Program used by the uniformed services. Spouses who are currently employed by DoD will be listed as a Priority 3 candidate within the PPP to afford the spouse an alternative vehicle for employment opportunities. Use of this incentive will serve to support a family friendly workplace through enhancing available programs to lessen the impact of geographic relocation. Maximum steps should be taken to inform the workforce via website homepages, announcements, and other appropriate media of the availability of this program.



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**

Pay Administration

Civilian Acquisition Workforce Personnel Demonstration Project

5.66

This section will look in detail at pay administration for different types of employees. Let's start with new hires and employees who enter the project after initial implementation.

Initial pay for new hires will be set at a level consistent with the person's qualifications and the expected contribution of the position.

Employees will enter the demonstration project at their existing rate of pay, the minimum salary for the broadband level, or a rate determined by management. If applicable, the commander or designee has the authority to approve special monetary recruitment and relocation payments allowed under the Federal Employees Pay Comparability Act (FEPCA).

For employees on special salary rates who transfer into the demonstration, their basic pay rate will be set by the buy-in process we discussed in Section Two.

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

Pay Administration

Civilian Acquisition Workforce Personnel Demonstration Project

5.67

Salary adjustments are fully described in Section 6 and we'll go into detail regarding them shortly. The annual assessment process begins on October 1 and ends September 30 of the following year. Employees will enter the demonstration project at their current rate of pay and will receive the full general pay increase in January 1999. The pay pool manager approves the final employee overall contribution score and salary adjustments.

The table you see here introduces the basic compensation eligibility rules.

The appropriately compensated employee—this is the employee whose contribution versus pay falls on or within the rails—**must** receive the full general pay increase, **may** receive a Contribution Rating Increase of up to 6%, and **may** receive a Contribution Award. The Contribution Rating Increase is included as a permanent increase in the base pay but the Contribution Award does not affect base pay. The inappropriately compensated employee—whose contribution versus pay falls below the rails, B, **must** receive the full general pay increase, **may** receive up to a 20% permanent increase in pay, and also **may** receive a Contribution Award. The inappropriately compensated employee—above the rails, A, **could be denied** part or all of the general pay increase and will receive **no** Contribution Rating Increase nor Contribution Award.

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

Civilian Acquisition Workforce Personnel Demonstration Project

5.68

Here are the Army's rules for the pay administration: If on October 1, 1999, the command/organization was in the Project for less than six months, the employees are not eligible under CCAS and will receive their first CCAS appraisal ending September 30, 2000. The 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.

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

Civilian Acquisition Workforce Personnel Demonstration Project

5.69

The CCAS rating process takes place from 1 October 2000 through 31 December 2000. The CCAS pay-outs will be the first pay period in January 2001. In this situation, this will be the initial (first year) pay-out and the command/agency budgets must reflect those rates required for the first year: this will be 2.4% for the Contribution Rating Increase pool and 1.3% for the Contribution Award pool.

Locality pay adjustments are not included in the pay pool for distribution but are incorporated in demonstration project participants' pay. All employees will receive any locality pay adjustment for their locality. The dollar amount to be included in the pay pool will be computed based on the salaries (excluding locality pay) of the employees in the pay pool as of September 30 each year. Pay adjustments will be documented by an NOAC 894 action; contribution awards will be documented using an NOAC 885 action.

See Appendix G of the Operating Procedures for all the project-unique DCPDS DINs.

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**

Pay Administration

Civilian Acquisition Workforce Personnel Demonstration Project

5.70

Now let's discuss movement between broadband levels. The key idea is that movement between levels will be determined by contribution.

Noncompetitive promotion procedures in the current system will remain viable in the demonstration project. Movement to a **lower** broadband level may be voluntary or involuntary. The noncompetitive promotions procedures are at Section 5.5.3 in the Operating Procedures.

Broadband levels are derived from the current salaries of the banded GS grades. The lowest salary of any given broadband level is that of the lowest GS grade, step one in that broadband level. Likewise, the highest salary of any given broadband level is that of the highest GS grade, step ten in that broadband level.

Movement to a **higher** broadband level is normally a competitive action, based on OPM Qualification Standards. A higher broadband level is one with a higher maximum rate of pay than the employee's current broadband level.

There is a natural overlap in salaries in the GS grades that also occurs in the broadband system. Since the Overall Contribution Scores (OCS) are directly related to salaries, there is also an overlap between OCSs across broadband levels.

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**

Pay Administration

Civilian Acquisition Workforce Personnel Demonstration Project

5.71

When an employee is a new hire or transfers into the demonstration, his/her initial contribution level is considered to be in parity with his/her current pay until his or her official contribution is assessed in writing. The employee must be on standards for at least 180 days to receive a CCAS appraisal in September.

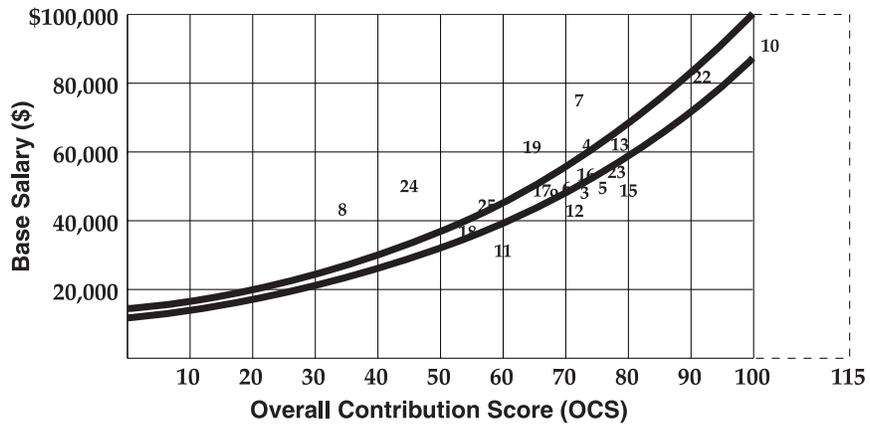
Depending upon the time the employee is hired or transferred, the initial CCAS appraisal can occur up to 18 months after employment or transfer.

When an employee moves between pay pools within the demonstration project and has served less than six months in the new pay pool as of September 30, the employee will receive a rating of record that is an expected OCS in the new pay pool for that rating cycle.

The expected rating is the use of the employee's last OCS to plot a scatter diagram (chart) where it would be if the employee's performance continued exactly as it was in the previous rating record. That is, the dot on the plot moves in direct relation to the standard pay line. In instances where no previous rating exists, the expected rating is derived by plotting salary in relation to the SPL for that employee's career path and broadband level.

Employees who move from a pay pool between 30 September and the subsequent payout will receive an OCS and the payout from the former pay pool.

Example Scatter Diagram: Army Table F-5



Scatter Diagram Army Table F-5

Pay Administration

Civilian Acquisition Workforce Personnel Demonstration Project

5.72

Here's an example of a scatter diagram.

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**

Pay Administration

Civilian Acquisition Workforce Personnel Demonstration Project

5.73

The project accounts for employees who perform union representation tasks.

If the tasks require less than full time (80 hours per pay period), the employee can receive contribution rating increases and contribution award increases in addition to the general pay increase.

These increases must be based on the contribution made through their regular duty assignments (work performed other than union representation).

Employees who perform union duties 100 percent of their time are entitled to receive the general pay increase plus the expected rating increase for their appropriate pay pool.

Employees who perform union duties 100 percent of their time are **not** eligible for a Contribution Award.

All pay adjustments for employees who perform union representation duties will be funded from the pay pool to which he/she is assigned.

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**

Pay Administration

Civilian Acquisition Workforce Personnel Demonstration Project

5.74

When circumstances, such as long-term full-time training, active military duty, long term medical leave and so on, take an employee away from their normal duties, during an extended period of time during a rating cycle, the rating official has two options.

One is to re-certify the person, using the last contribution score as the new assessment OR

Two, provide a management-assigned CCAS score that corresponds to the expected OCS.

In either case the annual contribution evaluation form must document the circumstances behind the assessment.

Sample of the form is at Appendix D of the Operating Procedures.

Change in Assignment

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

Pay Administration

Civilian Acquisition Workforce Personnel Demonstration Project

5.75

The CCAS concept, using the broadband structure, provides flexibility in making and changing assignments. This approach allows a broader latitude in organizational assignments and streamlines the administrative process.

In most cases, assignments are within the factor descriptors and can be accomplished without the need for a personnel action. This can be done if PRDs are generic enough to accommodate a variety of assignments within the series. For instance, if an organization or division has a lot of 1102 positions with different specialization, the PRD can be developed to include all of the different specialties and all of the employees can be placed on the same PRD. Subsequent organizational assignments to projects, tasks or functions that require the same level of expertise and qualifications, do not constitute an assignment outside the scope or coverage of the current position.

If the assignment results in a change in career path, series change, broadband level change, or change to the knowledge, skills and abilities as identified on the PRD, that assignment must be accomplished by a personnel action.

Supervisors should consult with their servicing personnel staff when considering any action described in this section.

Change in Assignment

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

Pay Administration

Civilian Acquisition Workforce Personnel Demonstration Project

5.76

When an employee is promoted to a higher broadband level, the salary after promotion must be at least six percent, but not more than 20 percent greater than the employee's current salary.

However, if the minimum rate of the new broadband level is more than 20 percent greater than the employee's current salary, then the minimum rate of the new broadband level will apply.

The employee's salary will not exceed the salary range of the new broadband level.

When an employee receiving a retained rate is promoted to a higher broadband level, at a minimum, the employee's salary upon promotion will be set in the higher broadband level (1) at six percent higher than the maximum rate of the employee's existing broadband level or (2) at the employee's existing retained rate, whichever is greater.

Change in Assignment

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

Pay Administration

Civilian Acquisition Workforce Personnel Demonstration Project

5.77

After being assigned into the CCAS, an employee's yearly contributions will be determined using the CCAS process. Their overall contribution score (OCS) versus their current rate of basic pay will be plotted on a graph, along the normal pay range (NPR) to determine any salary adjustment.

Therefore, when an employee is temporarily promoted at the time their OCS is determined, the "current rate of basic pay" is considered the rate of basic pay for the position to which the employee is permanently assigned, and the OCS will be plotted on the graph accordingly.

Salary adjustments will be made to the employee's position of record. Once the salary of the position of record is affected, the employee will be placed back on the temporary promotion to the higher broadband level, and the salary of the temporary promotion will be re-validated to be at least 6% above the position of record.

When making CCAS salary adjustment for temporarily promoted employees, pay pool managers should carefully consider whether the employee has demonstrated sustained performance of high quality significantly above that expected in the permanent position.

Temporary promotions are only for positions at a higher broadband level.

Change in Assignment

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

Pay Administration

Civilian Acquisition Workforce Personnel Demonstration Project

5.78

When an employee is competitively selected for a position with a higher target broadband level than previously held (for example, Upward Mobility, interns), upon movement to the new position, he or she will receive the salary corresponding to the minimum of the new broadband level or the existing salary, whichever is greater.

Regarding interns, all ACTEDS interns (regular and Presidential Management) will be excluded from the Acquisition Workforce Personnel Demo project. We also recommend that local commanders mirror this exclusion for their local interns.

Change in Assignment

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

Pay Administration

Civilian Acquisition Workforce Personnel Demonstration Project

5.79

Regarding non-competitive selections, the following actions are excepted from competitive procedures:

- (a) Re-promotion to a position that is in the same broadband that the employee previously held on a permanent basis within the competitive service.
- (b) Promotion, reassignment, change to a lower broadband level, transfer or reinstatement to a position that has a promotion potential no greater than the potential of a position an employee currently holds or previously held on a permanent basis in the competitive service.
- (c) A position change permitted by demonstration project reduction in force procedures.
- (d) Promotion without current competition when the employee was appointed through competitive procedures to a position with a documented career ladder (upward mobility, interns, etc.).
- (e) A temporary promotion or detail to a position in a higher broadband level up to one year.
- (f) Consideration of a candidate not given proper consideration in a prior competitive promotion action under the demonstration project.

Change in Assignment

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

Pay Administration

Civilian Acquisition Workforce Personnel Demonstration Project

5.80

You can request a change to a lower broadband level or career path. If the request is employee initiated, then your salary is lowered according to this section.

Employees are encouraged to increase their contributions and advance their careers rather than staying at a fixed level.

However, you must request, in writing, a voluntary change to a broadband level/career path following the annual payout, and provide reasons for the request.

All actions must be documented using an official personnel action and be appropriately filed.

When an employee accepts a voluntary change to a lower broadband level or different career path, the salary may be set at any point within the broadband level to which he or she was placed.

The new salary, however, cannot exceed your current salary or the maximum salary of the broadband level to which you were assigned, whichever is lower.

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**

Pay Administration

Civilian Acquisition Workforce Personnel Demonstration Project

5.81

It's possible that due to inadequate contribution, an employee's salary may fall below the minimum rate of basic pay for the broadband level to which he/she is assigned. When this happens, it's not considered an adverse action.

Supervisors will initiate an involuntary change to a lower broadband level promptly after the pay pool manager approves the annual payout. An official personnel action will be prepared to reflect this change. The employee's rate of basic pay shall remain unchanged.

Now let's look at contribution-based actions that are contribution-based or disciplinary in nature. When an employee is changed to a lower broadband level, moves to a new position in a different career path, or receives a reduction in pay within his or her existing broadband level and career path due to adverse action, their salary will be reduced by at least six percent, but will be set no lower than the minimum salary of the new broadband level to which the person has been assigned.

An employee placed into a lower broadband due to adverse action is not entitled to pay retention.

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**

Pay Administration

Civilian Acquisition Workforce Personnel Demonstration Project

5.82

If the change does not result from an adverse or contribution-based action, the employee is entitled to retained pay if all Title 5 conditions are met.

If the action is a reduction-in-force, which can include employees who are offered and accept a vacancy at a lower broadband level or in a different career path, the employee is entitled to pay retention if all Title 5 conditions are met.

Change in Assignment (Continued)

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

Pay Administration

Civilian Acquisition Workforce Personnel Demonstration Project

5.83

If an employee is returning to limited or light duty, due to a disability or injury, and they're returning to a position in a lower level or to a career with a lower salary potential than they held prior to the injury, the employee is entitled indefinitely to the salary held prior to the injury and shall receive full general and locality pay increases.

Employees on retained rate in the demonstration project will receive 50% of the general pay increase.

An employee receiving a retained rate is not eligible for a contribution rating increase, since such increases are limited by the maximum salary rate for the employee's broadband level.

However, they may receive a contribution award.

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

Civilian Acquisition Workforce Personnel Demonstration Project

6.85

This section will discuss the CCAS system in detail. As we mentioned earlier, the purpose of the Contribution-based Compensation and Appraisal System (CCAS) is to provide an equitable and flexible method for appraising and compensating the DoD acquisition workforce. It provides management with the authority, control, and flexibility they need to achieve quality acquisition processes and to develop a highly competent, motivated, and productive workforce.

CCAS is contribution-based rather than performance-based. Thus, it measures the employee's contribution to the mission of the organization. Pay progression is based on contribution to the organization. Whenever the term "salary" is used in this Section, locality pay is not included.

The system allows for more employee involvement in the performance appraisal process and increases communication between supervisors and employees. Another goal is to promote clear accountability, based on each employee's contribution.

Employee Contributions

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

Contribution-Based Compensation & Appraisal System

Civilian Acquisition Workforce Personnel Demonstration Project

6.86

Employee contributions are assessed by factors, discriminators, and descriptors. These are designed to be fundamental to the success of an acquisition organization and to capture the critical content of jobs in the three career paths: Business Management and Technical Management, Technical Management Support, and Administrative Support.

The factors, discriminators, and descriptors cannot be modified or supplemented.

Factors (Same for All Career Paths)

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

Contribution-Based Compensation & Appraisal System

Civilian Acquisition Workforce Personnel Demonstration Project

6.87

The factors for the three career paths are the same:

Problem Solving describes personal and organizational problem solving results.

Teamwork/Cooperation describes individual and organizational teamwork and cooperation for both formal and informal teams.

Customer Relations describes the effectiveness of personal and organizational interactions with customers, both internal and external.

Leadership/Supervision describes individual and organizational leadership and/or supervisory contributions.

Communications describes the effectiveness of oral/written communications.

And *Resource Management* describes personal and organizational use of resources to accomplish the mission. Resources include, but are not limited to, personal time, equipment and facilities, human resources, and funds.

Discriminators

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

Contribution-Based Compensation & Appraisal System

Civilian Acquisition Workforce Personnel Demonstration Project

6.88

The discriminators refine the factors. For example, the Leadership/Supervision factor has three discriminators: leadership role; breadth of influence; and mentoring/employee development.

These discriminators are the same for all levels of contribution.

Although the discriminators cannot be modified, it's important to note that reasonable accommodations must be considered when evaluating the contributions of employees with special needs.

Descriptors

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

Contribution-Based Compensation & Appraisal System

Civilian Acquisition Workforce Personnel Demonstration Project

6.89

The descriptors define increasing levels of contribution and are different for each career path.

They were developed at the highest GS grade encompassed in the broadband level to foster employee growth within the broadband level.

It is highly recommended that the pay pool panels meet at the beginning of each appraisal cycle to discuss and reach a common understanding of the factors, discriminators, and descriptors.

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

Civilian Acquisition Workforce Personnel Demonstration Project

6.90

This transparency shows the basic format for all factors.

Factors, discriminators and descriptors for all levels in all career paths are provided in Appendix C of the operating procedures.

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

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Here’s an example of Factor 4, Leadership/Supervision. The description of leadership is: “This factor describes/captures individual and organizational leadership and/or supervision to include that leaders/supervisors will recruit, develop, motivate, and retain quality team members in accordance with EEO/AA and Merit Principles. Take timely/appropriate personnel actions, communicate mission and organizational goals; by example, create a positive, safe, and challenging work environment; distribute work and empower team members.”

Expected Performance Criteria include: 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.

Factor, Discriminator, Descriptor (Example: Factor 4–Leadership/Supervision)

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. 		<ul style="list-style-type: none"> • Leadership Role • Breadth of Influence
LEVEL II <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
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. 		<ul style="list-style-type: none"> • Leadership Role • Breadth of Influence
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. 		<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

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Descriptors indicate the type of contribution appropriate for the high end of each level. For example, at Level II, a descriptor for the leadership role discriminator is: “actively contributes as a team member/leader; provides insight and recommends changes or solutions to problems.” At Level IV, the same leadership role discriminator is associated with this descriptor: “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.”

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

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The Normal Pay Range, or NPR, links contribution to salary. It is based on the Standard Pay Line, or SPL. The SPL tracks from the lowest pay, GS-1/1 to the highest pay GS-15/10. The NPR is established using the following parameters:

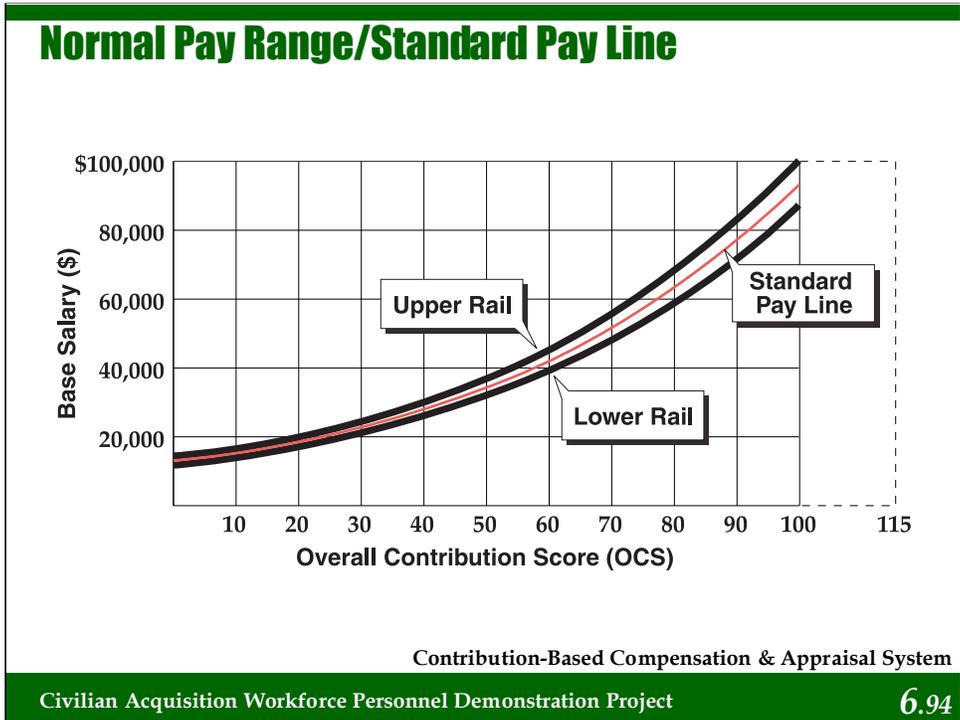
- (a) The Standard Pay Line (SPL) begins at an Overall Contribution Score (OCS) of 0 and the lowest salary paid under this demo, GS-1, step one.
- (b) The SPL ends at an OCS of 100 and the highest salary paid under this demo, GS-15, step 10.

The distance from the SPL to either rail for any given OCS is eight percent in salary (about 4 points in OCS) throughout the OCS range. This distance defines the Normal Pay Range.

That is, the NPR falls between the rails. The lower rail is -8% from the SPL and the upper rail is +8% of the SPL.

The NPR includes any existing General Pay Increase but does not reflect locality pay.

The NPR is the same for all the career paths. What varies among the career paths are the beginnings and endings of the broadband levels.

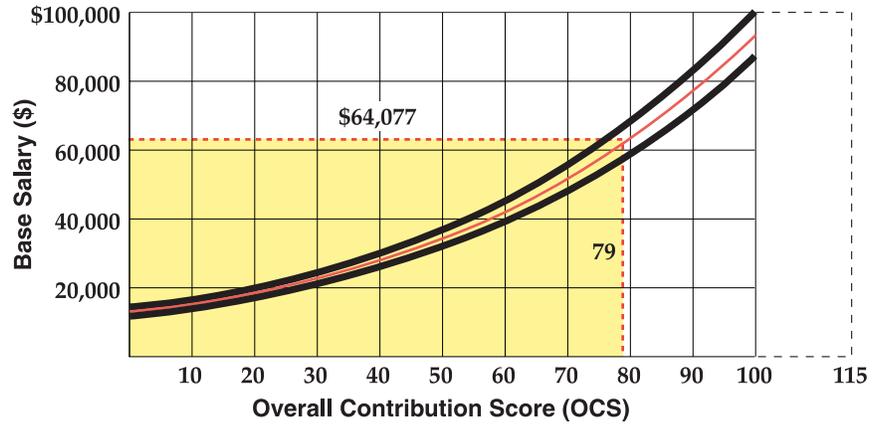


Employees enter the demonstration project without a loss of pay and without an Overall Contribution Score. The first OCS score results from the first annual CCAS assessment process. Employees may determine their expected contribution range by locating the intersection of their salary with the rails of the NPR.

Here’s the figure showing the NPR and the Standard Pay Line.

The rails account for variability in determining the OCS and ensure that those entering the demonstration project at the maximum salary of their broadband level do not have to “max out” all the factor level descriptors to remain within the rails.

Normal Pay Range/Standard Pay Line



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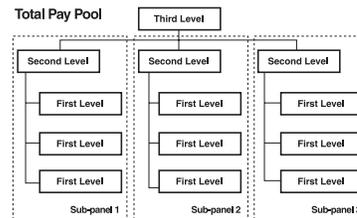
6.95

For example, a GS-13, with a salary of \$64,077, who enters the demonstration project at the broadband level III of the Business Management and Technical Management Professional career path and receives an OCS of 79 will be considered appropriately compensated. She/he does not need to score the maximum of 83, but does need to demonstrate contribution (a minimum OCS of 79), commensurate with his or her present salary.

The NPR is increased in accordance with the annual General Schedule Pay Increase.

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



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A source of concern for some employees is the CCAS provision that removes employee appraisal from the sole responsibility of your individual supervisor. Instead, your final rating or OCS, is collectively decided by the Pay Pool Panel.

A pay pool is a group of employees who share in the distribution of CCAS dollars. A pay pool panel determines the final employee ratings and makes salary recommendation changes. The pay pool panel includes the pay pool manager and rating officials who normally report directly to the pay pool manager. The pay pool manager has the authority for the annual pay adjust; and determinations made by the pay pool manager may be subjected to higher management review.

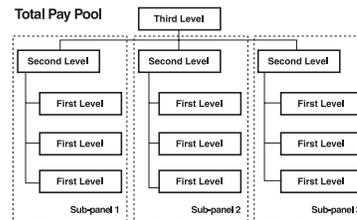
Every participant of the demonstration is a member of a pay pool except for employees participating in the Student Career Experience Program.

It is usually based on the organizational structure and is established under the guidance of the Commander.

The pay pool will typically include employees of many functional areas such as contracting personnel, engineers, budget analysts, as well as their rating officials (supervisors).

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



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Pay pools should typically be between 35 and 300 employees to constitute a reasonable workable size.

If a minimum of 35 employees is not available, consideration may be given to combining similar groups.

If the pay pool is very large, there may be sub-panels developed.

Figure 4 on the transparency contains a notional example of how this larger pay pool (with several different levels) might appear.

The subpanels may be comprised of rating officials (first level supervisors) and the second level supervisor. In this example, following the first meeting of the subpanels, the second level supervisors meet with the third level supervisor (who, in most cases, will be the pay pool manager) to review subpanel results.

This meeting ensures consistency across the various divisions and includes the first level supervisor's OCS in the pay pool. If inconsistencies are noted, they are discussed and resolved with the respective rating official.

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**

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Let's look at who is on the pay pool panel, since these folks will be directly involved in your ratings and setting your salaries.

Each pay pool has a pay pool panel to administer the funds and make decisions about compensation adjustments. The panel includes the pay pool manager and the rating officials who report directly to him or her. The pay pool panel determines the final employee overall contribution score and makes recommendations for salary adjustments.

A pay pool panel member, including the pay pool manager, can not recommend or set his/her own pay. Before the appraisal period, the pay pool panel determines if factor weights are required, specific job categories to which factor weights apply, and what the weights are. (We'll discuss factor-weighting shortly.)

Organizations are encouraged to involve their bargaining unit representatives in the annual pay pool process. The extent of this involvement should be defined in the negotiated agreement.

The pay pool manager manages the pay pool and has annual pay adjustment authority. Determinations made by the pay pool manager may be subject to higher management review.

The number and composition of pay pools will be certified annually by the commander or equivalent.

Pay Pool–Dollar Availability

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

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What money goes into the pay pool? The dollar amounts included in each pay pool will be computed each year based on the salaries of all of the employees in the pay pool as of September 30th. Pay pool funds include those from:

- Any general pay increase, along with money that would have been available (under the GS system) for:
 - Quality step increases;
 - Within grade increases;
 - Certain promotions;
 - 90% of performance-based awards.

The pay pool has minimum levels at which it must be funded.

This ensures there is enough money to reward employees.

We'll see how award money is used later in this tutorial.

Video

○ Pay Pool Process



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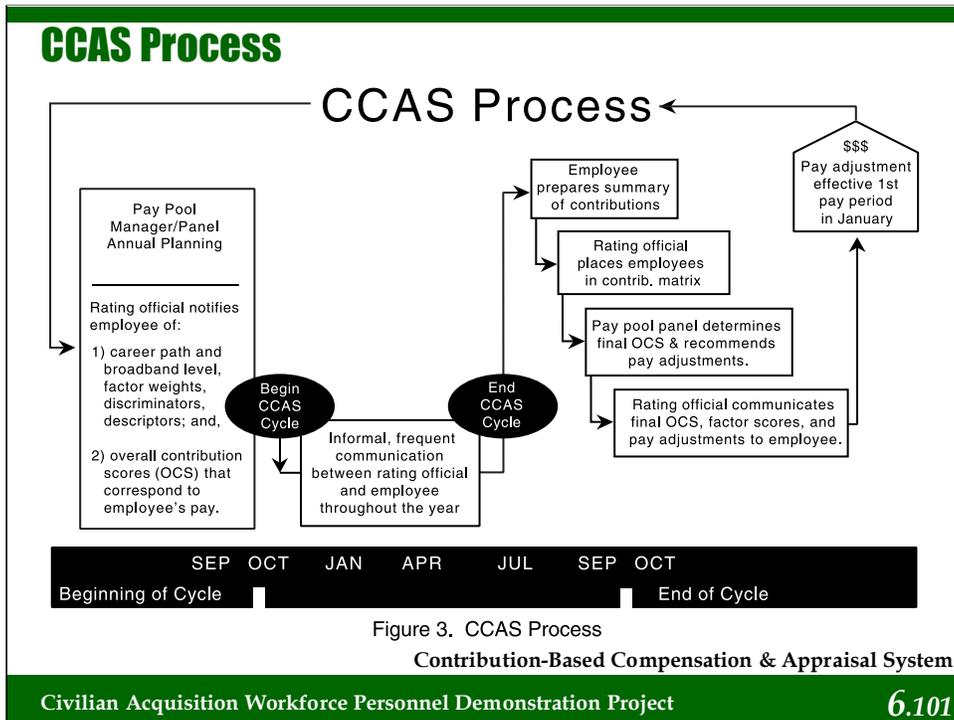
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The video you are about to see shows a pay pool in action. It uses a combination of professional actors and Service or agency personnel, in non-speaking or minimal speaking roles working to establish and manage a pay pool.

Points to discuss:

1. The difference between individual assessments by supervisors and group assessments resulting from pay pool discussion. How the process makes the assessments ultimately more equitable. Benefits of the group assessment.
2. Dynamics of the pay pool panel. Difficulty of some supervisors in adjusting to pay pool panel process. Difference between individualized job performance versus where people fit into the context of the overall success of the mission.
3. Use of weighted factors versus average of all factors. Must be decided before the annual appraisal cycle.
4. Importance of confidentiality of the pay pool list of employees.
5. Imperfection of any evaluation system; but the pay pool panel is an attempt to achieve fairness and equity.
6. New system is results oriented, not based on knowledge, performance and experience.

[Show Video]

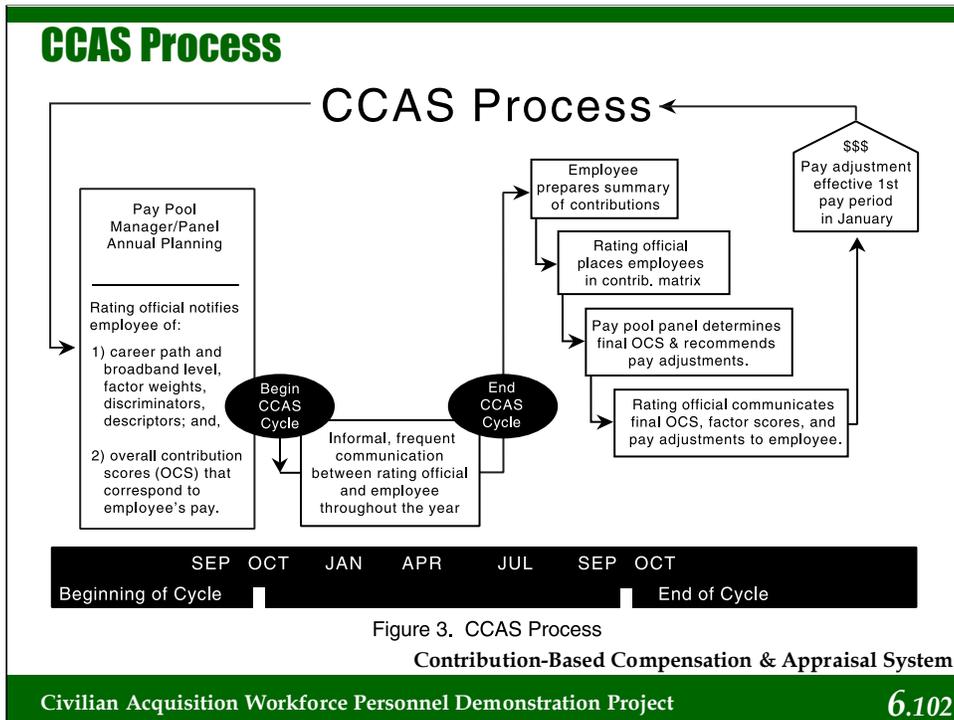


Now that we've discussed the pay pool, we can take a more detailed look at the CCAS Process, as shown in this diagram. First, let's look at the process in general: The annual assessment process begins on October 1 and ends on September 30 of the following year. However, for the first year, the first cycle begins the day your command/activity implements the project and runs through September 30, 1999, provided implementation was on or before April 1, 1999. This means that all employees will receive the January 1999 scheduled general pay increase. The first payout under CCAS will be reflected in the first full pay period in January 2000.

Employees must be in the demo for 180 days to qualify for an annual assessment. If your activity implements after April 1, 1999, then your employees will not be eligible for an annual CCAS appraisal until September 30, 2000, with the payout in January 2001. These employees would receive the full General Pay Increase in January 2000.

At the beginning of the appraisal cycle, the supervisor sits down with the employee to discuss the expectations of contribution for the appraisal period. Throughout the year, there is informal and frequent communication between the rating official and the employee. In September, the supervisor provides the CCAS Salary Appraisal Form to the employee.

The Employee completes Part III of the form and returns it to the supervisor. In October, the supervisor assesses the level of the employee's contribution, using Part II of the CCAS Salary Appraisal Form.



During October-November, the pay pool panel meets and reviews the appraisals, determines the final OCS and recommends pay adjustments. The pay adjustment is communicated to the employee. The employee and supervisor consider potential opportunities for increasing the employee's contribution for the new appraisal period. The rating official also discusses the expectations for contribution for the next appraisal period.

In December, personnel actions are completed to document pay adjustments and in January, the pay adjustments become effective.

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**

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At the beginning of the appraisal cycle, the supervisor and employee discuss the expectations of contribution for the appraisal period.

This includes discussion of career path, broadband level, factors, and weights (if applicable). The supervisor reviews with each employee the expected contribution level (OCS range) corresponding to current salary.

Additionally, employees will be informed that all factors are “critical”. During the appraisal cycle, informal and frequent communication between the rating official and employee is essential.

Periodic reviews and supervisor/employee discussions should occur during the CCAS cycle and should be documented as such on the CCAS Salary Appraisal Form and initialed and dated by both supervisor/rating official and employee.

This must include discussion of any inadequate contribution in one or more of the factors for the next rating period.

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**

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At the mid-point of the first CCAS cycle, each pay pool is required to conduct a CCAS evaluation up to the point of loading data into the DCPDS.

Each Service, Agency or Organization may require one or more formal or informal feedback session(s).

Additionally, feedback sessions may be governed by local bargaining agreements. During the feedback sessions, discussions should include the employee's strengths and weaknesses in areas of contributions to the organization's mission, professional development, and career development activities.

CCAS is an eleven-step contribution assessment process that concludes with pay adjustments.

The eleven-step process starts with Step 1.

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**

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At the conclusion of the appraisal period, the rating official (normally the first level supervisor) requests that employees provide narrative comments describing their own contributions throughout the year for each factor. The employee uses the CCAS Salary Appraisal Form, Part III, which is provided by the supervisor on or about September 1.

However, an employee may elect not to provide such information. If an employee cannot provide such information because of special circumstances that take the individual away from normal duties or duty station, such as long-term, full-time training, active military duty, extended sick leave, leave without pay and so on, the rating official will document the special circumstances on the CCAS Salary Appraisal Form.

The rating official will then determine which of two options to use:

- The **first** is to re-certify the employee's last contribution appraisal;
- The **second** is to presume that the employee is contributing consistently with his/her pay level and will be given the full general pay increase. In either case, the annual appraisal form must document the circumstances behind the appraisal.

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:		_____												
Employee Signature	Date	<table border="1"> <tr> <td>Counseling</td> <td>Initial Counseling</td> <td>Mid-Point Counseling</td> </tr> <tr> <td>Date</td> <td></td> <td></td> </tr> <tr> <td>Employee's Initials</td> <td></td> <td></td> </tr> <tr> <td>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														

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Here's the CCAS Appraisal Form, Part III. All parts of this form are in Appendix D.

The employee provides a bulletized description of his/her contribution against each of the evaluation factors on the form.

He or she may add additional pages of narrative to the form, as necessary.

The employee signs and dates Part III and provides the original copy to the supervisor.

The supervisor discusses this input directly with the employee between October 5th and October 30th to clarify any potential discrepancy, disagreement, and/or misunderstanding.

Note the space on this form to record acknowledgment that counseling took place.

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**

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In the next step, the rating official rates the employees against the six factors: Problem Solving, Teamwork/Cooperation, Customer Relations, Leadership/Supervision, Communications, and Resource Management.

The rating official considers inputs from the employee, personal observations, and may consider other sources as appropriate, to assess the level of the employee's contribution for each factor.

The rating official fills out Part II and uses a matrix as shown in Table 3.

Appendix O in your operating procedures has a reproducible sample of the matrix.

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

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Here's a sample contribution matrix.

As you can see, it includes the six factors across the top and different levels down the side.

Notice also that all levels except level II are subdivided into low, medium, and high.

Level II contains five categories. The reason is to accommodate the wider broadband level range, formerly GS-5 through GS-11.

Step 2 Form

PART II Supervisor Assessment	Factor Weight:	Factor Score:	Weighted Score:												
Instruction: Provide narrative comments regarding employee's contribution against each factor during the current year and a score for each.															
Problem Solving:	_____	_____	_____												
Teamwork/Cooperation:	_____	_____	_____												
Customer Relations:	_____	_____	_____												
Leadership/Supervision:	_____	_____	_____												
Communications:	_____	_____	_____												
Resource Management:	_____	_____	_____												
Signature _____	Date _____	<table border="1" style="font-size: x-small; border-collapse: collapse;"> <tr> <td>Counseling</td> <td>Initial Counseling</td> <td>Mid-Point Counseling</td> </tr> <tr> <td>Date</td> <td></td> <td></td> </tr> <tr> <td>Employee's Initials</td> <td></td> <td></td> </tr> <tr> <td>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															

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After receiving Part III from the employee, the supervisor completes a draft of Part II—the Supervisor Assessment—for each employee by October 30. We will show you where to get the numbers for each Level in Step 4 (see Table 4). This draft assessment becomes the basis for discussions at the first meeting of the pay pool—by November 10.

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**

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The Pay Pool Manager (PPM) receives recommendations regarding pay adjustments and suggested movement of employees to higher/lower broadband levels from the supervisors assigned to the pay pool.

After internal discussion and agreement within the pay pool, the results are submitted to one management level above the PPM for concurrence.

Upon concurrence, the supervisor formalizes Part II; this means completing the factor scores and weighted values.

The weighted values are the factor scores multiplied by the corresponding factor weights.

Part II must be completed no later than November 15.

The completed form Part II, along with Part I, then becomes the basis for the supervisor's discussion with each employee.

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**

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In the next step, the pay pool panel, which includes the pay pool manager and the rating officials in the pay pool who report directly to him or her, meets for the first time.

In this first meeting, each rating official in the pay pool, in turn, enters into the contribution matrix the name of an individual, starting with those who fit the descriptors best. The “Very High” category is reserved for those individuals who score well above the descriptors in any one of the six factors.

Placement into this category is designed to ensure equity for those individuals who begin the cycle at the top of the rails and to recognize superior performance. Typically, employees placed in the “Very High” point range will be those individuals at the top limit of their career path.

This process continues until all employees are placed in the contribution matrix. Rating Officials are not included in the matrix.

Then the pay pool panel reviews each cell of the matrix for equity and consistency. Are the right people grouped together? For example, are the individuals who communicate at the same level grouped together? Are individuals that are truly superior in a factor or factors rated in the “Very High” category?

A key point is that this new system does not focus only on individualized job performance, as did the previous system. It focuses, instead, on where people fit into the context of the overall success of the mission.

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**

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The panel makes adjustments until it reaches consistency and equity. If disagreements persist, the pay pool panel meets until issues are resolved. If agreement cannot be reached, the pay pool manager decides.

Before they adjourn the first meeting, the pay pool panel converts the matrix placement of each employee from Step 3 into a numerical contribution score for each factor from the contribution matrix.

For larger pay pools where one meeting may be insufficient, subpanels may meet to accomplish the previous steps.

The subpanels may be comprised of rating officials (first level supervisors) and the second level supervisor.

This meeting ensures consistency across the various divisions and includes the first level supervisor's OCS in the pay pool. If inconsistencies are noted, they are discussed and resolved with the respective rating official.

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

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Note that within Table 4, different point ranges relate to different career paths. For example, for the Business Management and Technical Management Professional, an employee's placement in the matrix at the medium level III, could be scored as 71.

An employee in the Technical Management Support career path, placed in the matrix at the medium level III, could be scored as 56.

The Overall Contribution Scores (OCS) are then calculated.

This is where weights for individual factors would be incorporated, if applicable.

We'll be discussing factor weights shortly.

Following the first meeting, the pay pool manager lists all employees in order by OCS and name; several persons may be at the same level.

The list is distributed to the pool panel officials for their review prior to the second meeting.

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**

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Civilian Acquisition Workforce Personnel Demonstration Project

6.114

In the next step the pay pool panel meets for the second time to identify any inconsistencies in the employees' OCS consolidated listing.

This meeting should be 1 to 2 weeks after the first meeting to allow the pay pool members time to reflect on the resultant OCS listing of the employees.

If the panel identifies inconsistencies in the OCS list, they revisit the contribution matrix.

They reconsider the placement of the employees and make 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**

Contribution-Based Compensation & Appraisal System

Civilian Acquisition Workforce Personnel Demonstration Project

6.115

The pay pool panel turns over the OCS list to the pay pool manager for official approval.

When this happens, the approved OCS becomes the employee's rating of record.

CCAS Process: Step 7

The Current Salary Versus the OCS is Plotted for each Employee

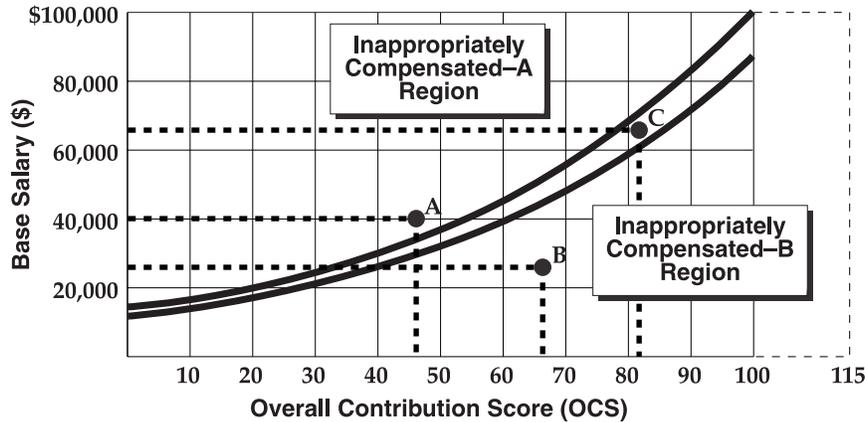


Figure 5. Compensation Regions Defined by NPR

Contribution-Based Compensation & Appraisal System

Civilian Acquisition Workforce Personnel Demonstration Project

6.116

After the pay pool manager approves the OCS, the current salary versus OCS is plotted for all employees on a chart similar to Figure 5.

The plotted data on this figure compares contribution to compensation. It identifies the placement of each employee into one of three regions: inappropriately compensated-A region—above the rails, appropriately compensated region, or inappropriately compensated-B region—below the rails.

As you can see, Employee C is appropriately compensated; he or she falls on or within the rails. Employee C is properly compensated for the contribution he or she is making.

Employee B is inappropriately compensated for his/her contribution to the organization, since B is below the rails. B's contribution is greater than their compensation.

Finally, Employee A is in the inappropriately compensated-A region above the upper rail. Employee A is receiving a higher pay than would be justified by his or her contribution.

CCAS Process: Step 8

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

Contribution-Based Compensation & Appraisal System

Civilian Acquisition Workforce Personnel Demonstration Project

6.117

In the next step, the pay pool manager, in consultation with the pay pool panel, determines the potential salary adjustment and Contribution Award for each employee.

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

Contribution-Based Compensation & Appraisal System

Civilian Acquisition Workforce Personnel Demonstration Project

6.118

Table 1 illustrates the salary adjustments available for the three groupings of employees.

According to Table 1, the appropriately compensated employee—the employee whose contribution versus pay falls on or within the rails—**must** receive the full general pay increase, **may** receive a Contribution Rating Increase of up to 6%, and **may** receive a Contribution Award.

A **Contribution Rating Increase** is a base salary increase based upon an individual's contribution to the mission of the organization. The Contribution Rating Increase is included as a permanent increase in the base pay.

The **Contribution Award** is a lump-sum payment based upon an individual's contribution to the mission of the organization. This award does not affect base salary.

As the notes indicate, the Contribution Rating Increase of the appropriately compensated employee cannot exceed the upper rail of the NPR for the employee's OCS or the maximum salary for the current broadband level.

Concerning contribution awards, the pay pool manager approves up to \$10,000. Amounts larger than that require the local commander's approval.

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

Contribution-Based Compensation & Appraisal System

Civilian Acquisition Workforce Personnel Demonstration Project

6.119

The “inappropriately compensated - B region” employee **must** receive the full general pay increase, **may** receive up to a 20% permanent increase in pay, and also **may** receive a Contribution Award.

As the notes indicate, any increase above 20 percent requires the local commander’s approval.

Also, the Contribution Rating Increase cannot be more than 6 percent above the lower rail or the maximum salary for the current broadband level.

Finally, we have the “inappropriately compensated – A region” employee who appears to be overpaid compared to his or her contribution.

This person **could be denied** part or all of the general pay increase and will receive **no** Contribution Rating Increase nor Contribution Award.

The intent of the demonstration project is to allow managers to retain the ability to determine how much, if any, of the general pay increase an “inappropriately compensated - A region” employee will receive, on a case-by-case basis.

All employees are entitled to the full locality pay.

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

Civilian Acquisition Workforce Personnel Demonstration Project

6.120

What money goes into the pay pool? The amount available for salary increases comes from any General Schedule Pay Increase, along with money that would have been available for quality step and within-grade step increases, career promotions, and performance-based awards as defined in 5 U.S.C. 4505(a).

Funds not distributed from the General Pay Increase and the Contribution Rating Increase pools may be used to augment the Contribution Award Pool. However, the awards money portion cannot be used for increments to salary.

The Contribution Rating Increase pool of money will be set at at a minimum of 2.4% the first year and will be a minimum of 2% thereafter. These floors represent a budgetary minimum amount; components may set higher amounts within their budgetary limits. No ceiling amount is directed by the procedures.

The Contribution Award fund includes what are now performance awards and will be used for awards given under the CCAS process. The fund will be set at not less than 1% of the activity's total salary budget. This breaks down as follows:

- a. .9% of the total salary budget will be set aside for the CCAS awards and
- b. 0.1% of the total salary budget will be set aside for other awards throughout the year. For the first year, the Contribution Award fund will be set at 1.3% (or 1.17% for CCAS awards and .13% for other awards).

CCAS Process: Step 9

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

Contribution-Based Compensation & Appraisal System

Civilian Acquisition Workforce Personnel Demonstration Project

6.121

The pay pool panel reviews the compensation adjustments for fairness and consistency with the contribution scores.

If the panel cannot reach a consensus, the pay pool manager decides.

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

Civilian Acquisition Workforce Personnel Demonstration Project

6.122

Following the review, the pay pool manager officially approves the contribution scores and salary adjustments.

Once the scores and salary adjustments have been approved, they are documented on Part I of the CCAS Salary Appraisal Form.

This form then serves as the basis for individual discussions with the employees.

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 appraisal.	
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

Here's Part I. It contains the overall contribution score.

When completed, it should contain the average of the sum of the scores for the factors as determined in Part II.

The signatures of the Pay Pool Manager and the supervisor will be completed before presentation of the form to the employee.

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

Civilian Acquisition Workforce Personnel Demonstration Project

6.124

The supervisor discusses the evaluation with the employee, including the final OCS, factor scores and pay adjustments.

They also talk about potential opportunities for increasing the employee's contribution for the upcoming appraisal period.

There's a flow chart in Appendix E of your procedures that can be used in the discussion.

The employee then signs the form, confirming that it was provided. If the employee refuses to sign the form, it will be appropriately annotated by the supervisor.

The employee then gets a copy of all parts of the form. One copy is retained in the Supervisor's Record of Employee [supervisors will maintain the employees rating for a period of 5 years (the length of the demo)]. The original of Part I will be maintain in accordance with agency procedures.

The pay adjustments become effective the first full pay period in January.

Video



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

Contribution-Based Compensation & Appraisal System

Civilian Acquisition Workforce Personnel Demonstration Project

6.125

The following video looks at the process of counseling employees who are in the three categories: appropriately compensated, inappropriately compensated, above and below the rails. It will give you a sense of what some of the issues are, related to the CCAS.

Points for discussion:

1. No one solution fits all. The video illustrates some of the complexities and suggests responses.
2. Issue: contribution is different from individual performance. Employees need to look for ways to contribute to mission.
3. Undercompensated employees, such as skilled technical professionals, may be unsatisfied; possible answer may be to get into management track.
4. Overcompensated employees may wonder why lots of knowledge and experience alone is not enough. They too, need to look for ways to contribute to the mission.

[Show the Videotape]

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**

Contribution-Based Compensation & Appraisal System

Civilian Acquisition Workforce Personnel Demonstration Project

6.126

Now let's look at a detailed example of a pay pool, using the relative score process. This example is drawn from Appendix F of the procedures.

The example is based on the following assumptions:

No General Pay Increase (GPI) will be distributed to employees in the Inappropriately-Compensated-A region.

GPI dollars not distributed will be added to the Contribution Rating Increase (CRI) pool.

The CRI pool will be distributed based on Relative Score.

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

Civilian Acquisition Workforce Personnel Demonstration Project

6.127

When broadband salary limits prevent an employee from receiving all or part of the CRI, those dollars will be moved to the Contribution Award (CA) pool as additional distribution to the affected employee.

The Contribution Award pool will be distributed based on Relative Score.

Contribution Matrix

Contribution Matrix Business Management & Technical Management Professional and Technical Management Support		FACTORS					Resource Management	
		Problem Solving	Teamwork/ Cooperation	Customer Relations	Leadership/ Supervision	Communication		
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	25	6, 18, 25	11, 18, 25	25	11, 18, 25	11, 18, 19
		Med Low	18, 24	24	24	18, 24	24	24
	I	Low	8	8	8	8	8	8
		High						
Medium								
	Low							

Army Table F-1

Contribution-Based Compensation & Appraisal System

Civilian Acquisition Workforce Personnel Demonstration Project

6.128

As we mentioned earlier, the pay pool panel meets for the first time. Each rating official in the pay pool enters into the contribution matrix the name of an individual, starting with those who fit the descriptors best.

The process continues until all employees are placed in the contribution matrix. Table F-1 shows the distribution of the employees, by number, on the matrix.

Contribution Matrix

Contribution Matrix Business Management & Technical Management Professional and Technical Management Support		FACTORS					Resource Management
		Problem Solving	Teamwork/ Cooperation	Customer Relations	Leadership/ Supervision	Communication	
IV	Very High	10	10		10		
	High					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

Civilian Acquisition Workforce Personnel Demonstration Project

6.129

Notice that employee #10 is in the very high category twice.

His or her score will likely exceed 100 but he or she will **not** receive more money than the upper limit of Broadband Level IV.

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	
I	Low	22-29	22-29	22-29
	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

Civilian Acquisition Workforce Personnel Demonstration Project

6.130

Before the pay pool panel adjourns, they convert the matrix placement of each each employee into a numerical contribution score for each factor using the point ranges in Army Table F-2.

For this example, the pay pool is composed of 25 employees from the Business Management and Technical Management Professional career path.

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

Civilian Acquisition Workforce Personnel Demonstration Project

6.131

The Overall Contribution Scores (OCS) are then calculated and placed on a scoring worksheet, as shown here. This is where weights for individual factors would be incorporated, if applicable.

This excerpt shows employee #1's numerical scores. On the matrix, Employee #1's problem solving ability was ranked in the High matrix of Level III. Using the point range table of 79-83, Employee #1 was assigned a numerical score of 81.

The same technique was used for the other factors. The total score for Employee #1 is 450. Divide this by the number of factors—six—to get the Overall Contribution Score, or OCS of 75. (In calculating the OCS, round to the nearest whole number, e.g. 73.4 to 73, 73.7 to 74.)

We'll be talking about factor weighting later on. The pay pool manager lists all employees in order by OCS and name; several employees may be at the same level. The list is distributed to the pay pool panel members for their review prior to the second meeting.

Base Salary and OCS

Employee	Base Salary (\$)	BASE SALARY and OCS		Base Salary (\$)	OCS
		OCS	Employee		
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

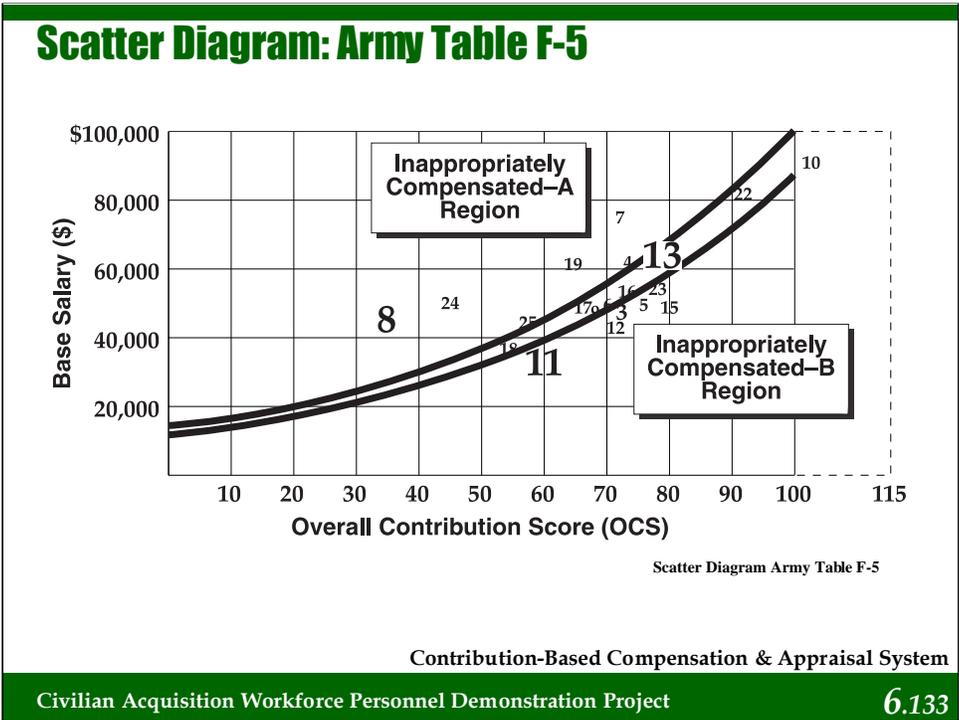
Army Table F-4

Contribution-Based Compensation & Appraisal System

Civilian Acquisition Workforce Personnel Demonstration Project

6.132

After the pay pool manager approves the OCS, the current base salary versus OCS is listed for all employees in a table, as shown in Table F-4.



This information is then plotted on a chart, as shown in Table F-5. This plot relates contribution to compensation and identifies the placement of each employee into one of the three regions or groups we’ve discussed earlier.

As you can see, employee #8 is in the Inappropriately compensated – A region (above the rail), employee #13 is in the appropriately compensated region (between the rails) and employee #11 is in the inappropriately compensated – B region (below the rail).

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

Contribution-Based Compensation & Appraisal System

Civilian Acquisition Workforce Personnel Demonstration Project

6.134

The pay pool manager, in consultation with the pay pool panel, determines the potential salary adjustment and Contribution Award for each employee.

Army Table F-6 illustrates the compensation eligibility for the three groupings of employees, as we discussed earlier.

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

Civilian Acquisition Workforce Personnel Demonstration Project

6.135

This Table, F-7, shows compensation eligibility for the 25 employees in this notional pay pool—that is, where they fell on the plotted chart.

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
	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							
Each OCS = 1.020042 of the previous SPL	25							
	26							
		OCS	SPL Salary for OCS	*0.92 Lower Rail	*1.08 Upper Rail			
		75	\$ 57,406	\$52,814	\$61,999			
Lower Limit of the Broadband is \$12,960 = OCS of 0	27	\$ 22,146	\$20,574	\$25,913	77	\$ 59,730	\$54,792	\$64,209
	28	\$ 22,590	\$20,783	\$24,397	78	\$ 60,927	\$56,053	\$65,802
	29	\$ 23,042	\$21,199	\$24,886	79	\$ 62,149	\$57,177	\$67,120
	30	\$ 23,504	\$21,624	\$25,385	80	\$ 63,394	\$58,323	\$68,466
	31	\$ 23,975	\$22,057	\$25,893	81	\$ 64,665	\$59,492	\$69,838
\$12,960 * 1.020042 = \$13,220 for OCS of 1	32	\$ 24,456	\$22,499	\$26,412	82	\$ 65,961	\$60,684	\$71,238
	33	\$ 24,946	\$22,950	\$26,942	83	\$ 67,283	\$61,900	\$72,665
	34	\$ 25,446	\$23,410	\$27,482	84	\$ 68,631	\$63,141	\$74,122
	35	\$ 25,956	\$23,879	\$28,032	84	\$ 70,007	\$64,406	\$75,607
	36	\$ 26,476	\$24,358	\$28,594	86	\$ 71,410	\$65,697	\$77,123
	37	\$ 27,007	\$24,846	\$29,167	87	\$ 72,841	\$67,014	\$78,668
	50	\$ 34,955	\$32,158	\$37,751	100	\$ 94,278	\$86,736	\$94,278

Army Appendix N

Contribution-Based Compensation & Appraisal System

Civilian Acquisition Workforce Personnel Demonstration Project

6.136

Appendix N in your procedures contains a chart of the OCS numbers, with the associated SPL salary and the lower and upper rail values.

Notice that an employee with an OCS of 75 has an SPL salary of \$57,406.

The lower rail is \$52,814 and the upper rail is \$61,999.

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

Civilian Acquisition Workforce Personnel Demonstration Project

6.137

As we discussed, the money available for compensation in a pay pool comes from GPIs, CRI money that would have been available for quality and within grade step increases and career promotions, and performance-based awards. Funds not distributed from the GPI and CRI pools may be used to augment the Contribution Award (CA) Pool. However, the awards money pool cannot be used for increments to salary.

In the example shown, the total base salary for the 25 employees in this sample pay pool is \$1,331,796. The General Pay Increase is 3.1%, or \$41,286. The CRI pool of money will be set at 2.4% the first year and will be a minimum of 2% of the activity's total salary thereafter. Thus, the CRI at 2.4% is \$31,963.

The Contribution Award pool will be set at 1.3% the first year and will be a minimum of 1% of the activity's total salary thereafter. The CA pool breaks down as follows: 90% of the total salary budget will be set aside for the CCAS awards and 10% will be set aside for other awards throughout the year. These stated minimums are floors only and may be increased within approved budgetary limitations.

In our example, the CA of 1.17% represents 90% of 1.3%. This calculates to \$15,582. The total pay pool is 6.67% of the total base salary or \$88,831. This is the money available for distribution.

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

Civilian Acquisition Workforce Personnel Demonstration Project

6.138

The pay pool panel reviews the compensation adjustments for fairness and consistency with the contribution scores. To ensure a fair distribution of funds, employees may be listed by their “Relative Score.”

Relative Score (RS) is a measure of the relative distance from the middle of the Normal Pay Range (the Standard Pay Line (SPL)). RS is calculated as follows:

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

The Relative Score Percent equals the current base salary minus the SPL divided by the SPL, with the result multiplied by 100.

All employees can be rank ordered by their Relative Scores and those at the top of the list should receive the greatest percentage compensation adjustments.

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

Civilian Acquisition Workforce Personnel Demonstration Project

6.139

Here's an example. Employee #1 has a base salary of \$51,191 and an OCS score of 75.

The Standard Pay Line for an OCS of 75, as shown in the table in Appendix N, is \$57,406.

It's evident that Employee #1 is underpaid.

When we calculate their relative score, the result is Minus 10.83 percent.

Employee #1 will receive a higher percent compensation adjustment than those lower on the list.

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	\$ 58,357	-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	\$ 45,980	1.53%	Appropriately Compensated	\$ 1,542
22	\$ 80,151	91	\$ 78,838	1.64%	Appropriately Compensated	\$ 2,485
4	\$ 60,871	76	\$ 58,357	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	\$ 23,956	59.84%	Inappropriately-Compensated-A	DENIED
						\$ 34,150
						\$ 1,331,796
						\$ 41,286
						\$ 31,963
						\$ 15,582
						\$ 88,831

GPI - General Pay Increase of 3.1%
 CRI - Contribution Rating Increase of 2.4%
 CA - Contribution Award of 1.17% (90% of 1.3%)
 Total Pay Pool (6.67% of Total Base Salary)

Only \$34,150 of the GPI was allocated, allowing the balance of \$7,136 to be added to the CRI.

Army Table F-10

Contribution-Based Compensation & Appraisal System

Civilian Acquisition Workforce Personnel Demonstration Project

6.140

This chart shows the general pay increase distribution.

This is the same information as on the previous chart, except with the addition of the exact GPI amounts.

Also, we can see that those employees in the Inappropriately-Compensated-A-region category are denied the full GPI.

The chart also notes that only \$34,150 of the GPI was allocated, leaving a balance of \$7,136 to be added to the Contribution Rating Increase amount.

Relative Score Adjustments

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

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	-8.70%
18	\$ 36,609	53	\$ 37,927	-0.70%	Appropriately Compensated	\$ 1,135	-8.70%
2	\$ 52,653	71	\$ 55,920	-0.72%	Appropriately Compensated	\$ 1,632	-8.72%
25	\$ 41,489	59	\$ 43,927	-0.09%	Appropriately Compensated	\$ 1,177	-8.09%
13	\$ 60,871	78	\$ 63,927	-0.09%	Appropriately Compensated	\$ 1,177	-8.09%
10	\$ 94,287	101	\$ 97,287	0.00%	Appropriately Compensated	\$ 2,177	-8.00%
17	\$ 49,728	67	\$ 51,984	1.53%	Appropriately Compensated	\$ 1,542	-6.47%
22	\$ 80,151	91	\$ 83,927	1.53%	Appropriately Compensated	\$ 2,488	-6.47%
4	\$ 60,871	76	\$ 63,927	1.64%	Appropriately Compensated	\$ 1,887	-6.36%
19	\$ 60,871	63	\$ 45,242	34.39%	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

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

Contribution-Based Compensation & Appraisal System

Civilian Acquisition Workforce Personnel Demonstration Project

6.141

The Relative Score percentages for employees in the Inappropriately-Compensated-B and Appropriately-Compensated regions must be adjusted to ensure consistency and equity in distributing the CRI pay pool.

A factor of -8.00 is added to each relative score.

This conversion is not required for employees in the Inappropriately-Compensated-A region.

The table shows the relative score adjustments.

The formula for this adjustment is

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

For example: Employee #17's Relative Score % Adjustment is (+1.53) + (- 8.00) = -6.47.

Employee #17's adjusted relative score is now -6.47 percent.

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

Civilian Acquisition Workforce Personnel Demonstration Project

6.142

The Contribution Rating Increase is distributed based on the adjusted relative score percentage, as shown on Table F-12.

The Total Eligible Relative Score is the sum of all Relative Score percentages in the Inappropriately Compensated – B and Appropriately Compensated regions.

This adds up to –307.94 percent.

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

Civilian Acquisition Workforce Personnel Demonstration Project

6.143

The formula for the CRI is (Adjusted RS%/Total Eligible RS%) times the total of the CRI Pool.

For example, Employee #3's adjusted RS% is -23.17%.

The CRI pool is \$39,098—\$31,963 plus the undistributed GPI of \$7,136.

Employee #3's CRI calculation is (-.23.17/-307.94)* \$39,098 = \$2,942.

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

Contribution-Based Compensation & Appraisal System

Civilian Acquisition Workforce Personnel Demonstration Project

6.144

Once the CRI distribution has been made, the pay pool panel must determine if its CRI recommendations comply with the footnotes of the Compensation Eligibility Chart. We’ve introduced these before but let’s look at them again:

1. Basic pay plus locality pay may not exceed Executive Level IV basic pay. This applies to all categories.
2. May not exceed upper rail of NPR for employee’s OCS or maximum salary for current broadband level. This applies to the appropriately compensated employee.
3. Over 20% require local commander’s approval.
4. May not exceed 6% above the lower rail or the maximum salary for current broadband level. Notes 3 and 4 apply only to inappropriately compensated - B individuals.
5. Pay pool manager approves up to \$10,000. Amounts exceeding \$10,000 require local commander’s approval. This applies to the appropriately compensated and the inappropriately compensated - B categories.

Notes 1 and 5 are self-explanatory. Let’s look at the others, one-by-one.

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	\$ 96,226	\$ 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

Civilian Acquisition Workforce Personnel Demonstration Project

6.145

According to Note 2, which applies only to employees in the Appropriately-Compensated Region, the CRI may not exceed upper rail of NPR for employee's OCS or maximum salary for current broadband level.

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

Civilian Acquisition Workforce Personnel Demonstration Project

6.146

Employee's #10's Proposed CRI adjustment—\$1,016 caused her Proposed Salary Adjustment—to \$98,226 to exceed the upper rail of the NPR, which is \$97,210, and the Upper Limit of the Broadband Level—\$97,210.

Therefore, the proposed CRI amount should be reallocated as a Contribution Award.

The proposed CRI of \$1,016, based on our original assumptions, will be added to the employee's contribution award.

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 GCAS 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	\$1,387	-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%	\$ 1,854	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

Civilian Acquisition Workforce Personnel Demonstration Project

6.147

Note 3 says that CRIs over 20% require the local commander's approval.

Note 3 applies to inappropriately compensated - B individuals.

All proposed CRIs in our example are under 20%.

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	\$ 59,357	-15.08%	Inapp-Comp-B	\$ 1,542	-23.08%	\$ 2,850	\$ 54,200	III	\$ 69,930	\$ 55,544	\$ 58,877	Within 6%
12	\$ 45,239	71	\$ 53,026	-14.50%	Inapp-Comp-B	\$ 1,406	-22.50%	\$ 2,856	\$ 49,601	III	\$ 69,930	\$ 50,298	\$ 53,216	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	\$ 96,226	IV	\$ 97,210	\$ 89,427	\$ 94,793	NA
17	\$ 49,728	67	\$ 49,980	-1.53%	App Comp	\$ 1,542	-8.47%	\$ 822	\$ 52,091	III	\$ 69,930	\$ 46,460	\$ 49,248	NA
22	\$ 80,151	91	\$ 79,838	1.64%	App Comp	\$ 2,485	-6.36%	\$ 808	\$ 83,443	IV	\$ 97,210	\$ 74,801	\$ 79,269	NA
4	\$ 60,871	76	\$ 59,357	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

Civilian Acquisition Workforce Personnel Demonstration Project

6.148

Note 4 says that the CRI may not exceed 6% above the lower rail or the maximum salary for current broadband level.

Note 4 applies to employees in the Inappropriately-Compensated-B Region, as shown in the Table above.

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

Civilian Acquisition Workforce Personnel Demonstration Project

6.149

Employee #5, for example, has a proposed CRI of \$2,976. The proposed salary adjustment—\$52,040 is within the 6% plus lower rail figure, which is \$56,586. However, it exceeds the maximum salary for the current broadband level, which is \$49,064.

Thus, the proposed CRI of \$2,976 should be reallocated as a Contribution Award.

Employee #21, on the other hand, is within his or her current broadband level since the proposed salary of \$55,881 is less than the upper limit of the broadband level, which is \$69,930. But the \$55,881 exceeds the 6% limit amount of \$55,474 by \$407.

Employee 21's CCAS salary should be set at the 6% limit of \$55,474 and the remaining \$407 should be reallocated as a Contribution Award.

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

Civilian Acquisition Workforce Personnel Demonstration Project

6.150

Now let's look at the Contribution Award.

Based on the adjusted Relative Score percentage, the Contribution Award distribution was made as shown in Army Table F-16.

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

Civilian Acquisition Workforce Personnel Demonstration Project

6.151

The formula for the CA is (Adjusted RS%/Total Eligible RS%)*CA Pool.

For example: Employee #3's adjusted RS% is -23.17%.

The Total Eligible RS, which is the sum of all RS in the Inappropriately Compensated – B and Appropriately Compensated regions, is -307.94.

The Contribution Award pool is \$15,582.

Employee #3's CRI calculation is (-.23.17/-307.94)*\$15,582 = \$1,173

Contribution Award Adjustment

CONTRIBUTION AWARD ADJUSTMENT											
Employee	Base Salary for 1988	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

Civilian Acquisition Workforce Personnel Demonstration Project

6.152

The pay pool panel must adjust the contribution awards for employees who exceeded the upper rail of the NPR for their OCS and/or maximum salary for their current broadband level.

For example, these are the employees # 5, #10, and #21 that we've identified previously.

In each case, the Contribution Rating Increase is added to the Contribution Award to arrive at the Adjusted Contribution Awards.

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 (\$407 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

Civilian Acquisition Workforce Personnel Demonstration Project

6.153

Finally, the pay pool panel can now finalize its salary adjustments for 1999 to include the locality pay of 1.7%, which is not part of the pay pool.

Locality pay adjustments are incorporated into the employee's pay.

Rating Officials should advise each employee about the results of his/her CCAS.

Confidentiality is critical. The employee's name, OCS, salary adjustment, and contribution award are not for public disclosure.

For general information, a scatter diagram, showing data points but no associated names, can be published.

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

Civilian Acquisition Workforce Personnel Demonstration Project

6.154

As we mentioned earlier, it's possible to weight the factors. The descriptors are written so that all factors are weighted equally. If pay pool panel members agree that some factors are more important than others to effectively accomplish the organization's mission, they can establish factor weights.

Remember though, contribution in all six factors is important to ensure the individual's career growth, the overall success of the organization's mission and to develop the attributes of the acquisition workforce. Therefore, weights should be used sparingly.

The pay pool manager can apply weights to the factors to produce a weighted average, provided that the weights are applied uniformly across the pay pool. Weights must be consistent within the job category.

The rating official must inform the employee of weights at the beginning of the rating period. Weights must be reviewed annually. All factors are considered "critical" and none may be given a weight of less than 0.5. The weights have to be in increments of .1. At least three factors must have a weight of 1.0.

To determine the OCS when using weights, you have to multiply the score for each factor by the associated weight, add the results, and then divide by the sum of the weights.

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

Civilian Acquisition Workforce Personnel Demonstration Project

6.155

Here's an example, shown in this table.

Assume that an engineering pay pool manager decides that employees in the pool will not be required to contribute as fully in the areas of communication and resource management as they will in the other four factors.

Communication is given a .7 weighting and resource management a .5 rating. The other four remain 1.0.

If an employee gets a 64 for communication and a 57 for resource management, the weighted scores are 44.8 and 28.5 respectively.

The unweighted total is 390 divided by 6, which equals 65, while the weighted total is 342.3/5.2, which equals 65.8. In this case, the employee's weighted score is higher than their unweighted score.

Grievances

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

Contribution-Based Compensation & Appraisal System

Civilian Acquisition Workforce Personnel Demonstration Project

6.156

An employee may grieve the CCAS OCS (rating of record). Employees who are covered under a collective bargaining agreement may grieve CCAS pay determination and CCAS OCS (rating of record) under the grievance-arbitration provisions of the agreement. The negotiated grievance system will be used by employees included in a bargaining unit and whose negotiated grievance procedure does not exclude such grievances.

Employees not covered by a collective bargaining agreement, or whose negotiated grievance procedure specifically excludes grievances over pay determination and ratings of record, will use the administrative grievance procedure (5 CFR 771) with the following supplemental instructions:

(a) The employee submits his or her grievance to the rating official. The official forwards the grievance, along with the rating official's recommendation, to the pay pool panel. The employee must file this grievance no later than 15 days following the act or event that the employee believes created the problem, or within 15 days following receipt of the rating.

Grievances

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

Contribution-Based Compensation & Appraisal System

Civilian Acquisition Workforce Personnel Demonstration Project

6.157

(b) The pay pool panel accepts the rating official's recommendation or reaches an independent decision. If the pay pool panel's decision is different from the rating official's recommendation, a written justification is provided to both the rating official and the employee, within 60 days from the filing of the grievance.

(c) If an employee is dissatisfied with the pay pool panel's decision, within 15 days, he or she may request reconsideration with the next higher official to the pay pool manager. That official would render a final and binding decision on the grievance.

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

Contribution-Based Compensation & Appraisal System

Civilian Acquisition Workforce Personnel Demonstration Project

6.158

Let's briefly touch on records.

Regarding Supervisors Records, supervisors may maintain a copy of all forms used in the evaluation process.

In accordance with locally established personnel procedures, or applicable bargaining unit agreements, the supervisor provides the employee with a copy of all parts of his/her signed appraisal, and forwards a copy to the appropriate personnel office.

A copy of the employee appraisal will be maintained with the supervisor's record of the employee.

The servicing personnel organization must appropriately file a copy of the annual employee appraisal in the official personnel file.

CCAS program data produced through the CCAS software program will be maintained by the pay pool manager for at least five years or the life of the demonstration project, whichever is less. All software documents should be annotated "Subject to Privacy Act".

Software: CAS2NET



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



Contribution-Based Compensation & Appraisal System

Civilian Acquisition Workforce Personnel Demonstration Project

6.159

We've developed a software tool supervisors and pay pool managers will use in the annual assessment process. It is the Contribution-based Compensation And Appraisal System Software for the Internet (CAS2NET). The software will operate over the World-Wide Web and Users will access CAS2NET through a Netscape browser.

The software duplicates the manual CCAS process we've described in this section. It contains built-in criteria to guide the process to ensure that payout decisions are within budgetary constraints and CCAS principles and rules are observed.

The program is designed to interface with the Defense Civilian Personnel Data System (DCPDS). Centrally maintained employee data for the pay pool members is downloaded to form the baseline data for the CCAS software program. Once the pay pool managers have approved the OCS, pay adjustments, and awards decisions, the CCAS program data will be uploaded to the DCPDS to update individual employee official personnel records.

Since this is the only data uplink to DCPDS, pay pool managers who do not use the CCAS software package to determine OCS, pay adjustments, and contribution awards will have to manually input the approved distributions into the program.

After this introduction, we'll have a hands-on demonstration of the software.

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

Civilian Acquisition Workforce Personnel Demonstration Project

6.160

Let's take a look at the key modules in the program.

The data maintenance module allows users to add and delete records from the data base, update data elements, change supervisory relationships, and upload appraisal and compensation results to the Defense Civilian Personnel Data System (DCPDS).

The Employee Appraisal module allows supervisors to input preliminary ratings on the contribution of employees they supervise for each of the six factors in CCAS.

The manager's meeting module supports a meeting of supervisors and their supervisor to determine final ratings for each factor for employees rated by the lower level of supervisors. It applies factor weights to compute the overall contribution score (OCS) for the employees.

The Employee Appraisal module allows supervisors to input preliminary ratings on the contribution of employees they supervise for each of the six factors in CCAS. The software displays various statistics on the ratings received by the groups of employees whose ratings are being reviewed. Reviewers can accept the ratings as given or can send them back to the appropriate manager's meeting for rework.

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

Civilian Acquisition Workforce Personnel Demonstration Project

6.161

The compensation module determines the position of each person in the pay pool relative to the Normal Pay Range (NPR) as a function of the person's OCS and current base pay.

It identifies those who are inappropriately compensated above the NPR and supports the pay pool manager in determining how much of the General Pay Increase (GPI) to give to people in this region.

It computes the difference between each person's actual base pay and the standard pay line amount associated with the person's OCS. Also, it assigns Contribution Rating Increases (CRIs) according to a default algorithm. It allows the Pay Pool Manager to set CRIs on his or her own and provides assistance in allocating contribution awards.

The Pay Pool Reports modules provides various statistics on pay increases and awards. Displays a scatter plot showing salary versus OCS against a background of the NPR.

The Data Quality Assurance module compares CAS2NET data with DCPDS data and identifies discrepancies.

The Summary Reports module provides statistics on results across pay pools.

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

Civilian Acquisition Workforce Personnel Demonstration Project

6.162

The OSD demonstration project office is responsible for ensuring that the CCAS software is updated accordingly.

Pay pool managers and supervisors must ensure that the employee information contained in the program is safeguarded during the CCAS assessment process. The Privacy Act applies to release of the data once it is finalized by the approval authority.

Pay Pool Managers are encouraged to convey the outcomes of the CCAS assessment process, in the aggregate, to employees within their pay pool. This may be done, for example, by distribution of a scattergram depicting the OCS plot both before and after salary adjustment.

Several types of training will be available for users of the software. Training classes will be available for some user groups.

Tutorials will provide instruction on each of the major modules and will be available to all users.

On-line Help will be available from each screen. Local experts will be available to help users and a central Help Desk will support the local experts.

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**

Contribution-Based Actions

Civilian Acquisition Workforce Personnel Demonstration Project

7.164

The demonstration project aims to go beyond a performance-based rating system, to link rewards to the levels of contribution. Therefore, the system also accounts for those whose contributions are judged to be less than adequate. This section applies to reduction in pay or removal of demonstration project employees based on inadequate contribution.

As we've seen, contribution is measured against six critical factors, each with levels of increasing contribution corresponding to the three career paths. Inadequate contribution in any one factor at any time during the appraisal period is considered grounds for reassigning employees, reducing their pay or removing them from Federal Service.

Inadequate contribution can also result when the OCS falls in the over-compensated region, as we saw in the video recently.

This authority is similar to that for identifying poor performers under current Civil Service Rules.

Supervisors should consult with their CPAC when considering any action described in this section.

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

Civilian Acquisition Workforce Personnel Demonstration Project

7.165

Let's discuss how inadequate contribution is identified. At the end of the rating period, if an employee's OCS (rating of record) falls above the upper rail of the Normal Pay Range (Figure 2), the rating official makes an assessment as to whether or not action is necessary. There are two scenarios for the rating official to consider:

First, the employee could be contributing inadequately if his or her contribution in any factor is at or less than the midpoint of the next lower broadband level (or a factor score of zero for broadband level I employees).

In this case, the supervisor must inform the employee, in writing, that unless the contribution increases to a score above the midpoint of this next lower broadband level, and is sustained at this level, the employee may be reduced in pay or removed.

For broadband Level I employees, a factor score that increases to and is sustained above zero is determined to be adequate.

The written notification will include a contribution improvement plan (CIP). We'll talk about the contents of the CIP shortly.

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

Civilian Acquisition Workforce Personnel Demonstration Project

7.166

Second, an employee could be contributing inadequately when his or her contribution plots in the area above the upper rail of the normal pay range. In this case, the supervisor has two options.

One, the supervisor can take no action but can document the decision in a memorandum for the record. A copy of this memorandum will be provided to the employee and to higher levels of management.

Two, the supervisor can inform the employee, in writing, that unless the contribution increases to, and is sustained at, a higher level, the employee may be reduced in pay or removed.

The provisions we've just discussed also apply to an employee whose contribution deteriorates during the year.

In these situations, the pay pool panel who meet during the CCAS assessment process may reconvene any time during the year. The panel can review the circumstances that warranted the recommendation to take further action regarding the employee.

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

Civilian Acquisition Workforce Personnel Demonstration Project

7.167

If the employee is informed, in writing, that he or she may be reduced in pay or removed, the employee is given a reasonable opportunity -- a minimum of 60 days-- to demonstrate acceptable contribution with regard to one or more factors.

The notice must include a Contribution Improvement Plan (CIP).

This plan will outline specific areas in which the employee is inadequately contributing, and the improvements required.

Additionally, the CIP must include actions required of the employee, the period in which they must be accomplished to increase and sustain the employee's contribution at an adequate level, the kind of assistance the agency will offer to the employee to help the employee improve; and the consequences if he/she fails to improve.

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

Civilian Acquisition Workforce Personnel Demonstration Project

7.168

If an employee fails to improve, after being afforded a reasonable opportunity to do so, his or her supervisor can propose a reduction in pay (which may include a change to a lower broadband level, and/or reassignment) or a removal action.

The employee needs to sustain improved performance for **two years** from the beginning of the opportunity period. If his or her contribution deteriorates in any factor within this period, the employee's pay may be reduced or they may be removed with no additional opportunity to improve.

If an employee contributes acceptably for two years but, afterwards, performance again declines, he or she will get another chance to improve before an action to reduce pay or remove the employee is initiated.

If the supervisor proposes a reduction in pay or removal, the employee is entitled to a 30-day advance notice. The notice identifies specific instances of inadequate contribution. The employee then has a reasonable time -- usually five business days -- to answer the notice, either orally or in writing.

(Employees covered by a bargaining unit may have a different advance notice period.)

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

Civilian Acquisition Workforce Personnel Demonstration Project

7.169

A decision to reduce pay (which may include a change to a lower broadband level, and/or reassignment) or to remove an employee for inadequate contribution must be based only on those instances of inadequate contribution that occurred during the two year period ending on the date of issuance of the proposed action.

The employee must be issued written notice at or before the time the action will be effective.

Such notice specifies the instances of inadequate contribution by the employee on which the action is based and informs the employee of any applicable appeal or grievance rights.

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

Civilian Acquisition Workforce Personnel Demonstration Project

7.170

Supervisors must preserve all relevant documentation concerning a reduction in pay or removal that is based on inadequate contribution.

The documentation must be made available for review by the affected employee or designated representative.

At a minimum, the records consist of a copy of the notice of proposed action; the written answer of the employee or a summary when the employee makes an oral reply; and the written notice of decision and the reasons for it.

The records would also include any supporting material, such as documentation of the opportunities the employee received to demonstrate increased contribution.

When the action is not taken because the employee improves during the notice period, there's no pay reduction or removal.

If the performance remains adequate for two years from the date of the advanced written notice, all documentation of the proposed action will be removed from the employee's records.

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

Civilian Acquisition Workforce Personnel Demonstration Project

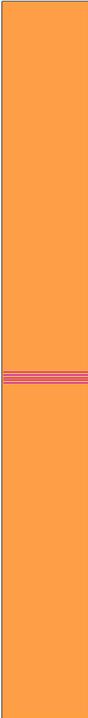
7.171

The procedures we’ve discussed replace those established in 5 U.S.C. 4303 that pertain to reductions in broadband level, pay, or removal for unacceptable performance **except** for appeals of such actions.

5 U.S.C. 4303(e) provides the statutory authority for appeals of contribution-based actions that are sustained if the decision is supported by substantial evidence.

The Merit Systems Protection Board does not have mitigation authority with respect to such actions.

The separate statutory authority to take contribution-based actions under 5 U.S.C. 75, as modified in waivers granted to this demonstration project, remains unchanged by these procedures.



**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

Civilian Acquisition Workforce Personnel Demonstration Project

9.174

When reductions-in-force become necessary, the procedures in this project are intended to increase retention of affected employees, clarify their rights, and streamline the administrative processing.

RIFs are to be conducted according to the provisions of 5 CFR 351, except for the following, as listed on the slide:

Let's look at competitive areas.

A competitive area is the organizational unit(s) and geographical area(s) in which employees compete during a RIF.

All positions participating in the demonstration project within a given component and located within the same commuting area may be considered a separate competitive area.

Alternatively, local commanders may establish all or part of the command at a given geographic location as a competitive area.

In any event, employees under this demonstration will be placed in a different competitive area from employees who are not covered.

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

Civilian Acquisition Workforce Personnel Demonstration Project

9.175

Prior to running a RIF, the activity establishes **master retention lists** for both the competitive and the excepted service positions. The lists are established by the type of work schedule and (for excepted service retention registers) the appointing authority.

Within the above groups, competing employees are listed on the master retention list in descending order as determined by their adjusted service computation date. The adjusted service computation date is defined by tenure group, veteran's preference, length of service, and OCS. Employees are listed as follows:

- By tenure group I, group II, group III;
- Within each of these groups:
 - by veterans' preference subgroup AD (preference eligible employees with a compensable service-connected disability of 30 percent or more)
 - subgroup A (other preference eligible employees)
 - subgroup B (non-preference eligible employees); and,
- Within each group, by length of service as determined by the adjusted service computation date, beginning with the earliest service date.

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

Civilian Acquisition Workforce Personnel Demonstration Project

9.176

Employees are entitled to additional years of retention service credit in RIF, based on appraisal results. This credit will be based on the employee's three most recent annual OCSs, received during the four-year period before the RIF notices were issued.

However, if at the time RIF notices are issued, three CCAS cycles have not yet been completed, the annual performance rating of record under the previous performance management system will be substituted for one or more OCSs, as appropriate.

Years of retention for a previous performance management system will be accomplished by comparing pattern "E" of the OCS pattern to the non-OCS rating and assigning the appropriate retention credit to that rating. Here's how the credits are assigned:

Retention Service Credit	Appraisal Rating Level
20	Outstanding or equivalent, Level 5
16	Highly Successful or equivalent, Level 4
12	Fully Successful or equivalent, Level 3
0	Unsuccessful, Level 1

Demonstration Reduction-in-Force

Business Management and Technical Management Professional					
Broadband		OCS Range			
Level	OCS Normal Range	Years of Retention Service Credit			
		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					
Broadband		OCS Range			
Level	OCS Normal Range	Years of Retention Service Credit			
		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					
Broadband		OCS Range			
Level	OCS Normal Range	Years of Retention Service Credit			
		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

Table 6 displays the years of retention service credit associated with appraisal results.

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

Civilian Acquisition Workforce Personnel Demonstration Project

9.178

The value(s) of the actual OCS(s) or performance rating(s) of record are divided by the number of actual rating(s) received.

In cases where an individual employee has no annual OCS or performance rating of record, an expected OCS or performance rating will be assigned and used to determine the additional service credit for that individual.

An expected rating is use of the employee's last OCS to plot a scatter diagram or chart where it would be if the employee's performance continued exactly as it was in the previous rating period; that is, the dot on the plot moves in direct relation to the standard pay line. In instances where no previous rating exists, the expected rating is derived by plotting salary in relation to the SPL for that employee's career path and broadband level.

Reduction-In-Force Appeals

- **Appeal to the Merit Systems Protection Board**

OR

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

Reduction-in-Force Procedures

Civilian Acquisition Workforce Personnel Demonstration Project

9.179

The demonstration project recognizes your right to appeal a RIF.

Under the project, all employees affected by a reduction-in-force action, other than a reassignment, maintain the right to appeal to the Merit Systems Protection Board (MSPB) if they believe the process/procedures were not properly applied.

Those employees for whom RIF actions are covered by a negotiated grievance procedures (NGP) must grieve through their NGP, not to the Board.

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

Civilian Acquisition Workforce Personnel Demonstration Project

9.180

Here's an example of the RIF process. If you can't read this transparency, the original is on page 72 of your operating procedures.

First, note that White's position is abolished. Review of his personnel records shows that he is fully qualified only for positions in the 1102 series; there is no employee in White's current broadband and the 1102 series; thus, he displaces Gates, who is in that series and the next lower broadband.

Gates, in turn, is separated because there is no one else with a lower retention standing who holds a position for which Gates is fully qualified.

Second, note that Thomas' position is abolished. Thomas displaces Lowe because Thomas is fully qualified for 201 positions, this offer of assignment requires no reduction in broadband, and Lowe is the employee of lowest retention standing.

Lowe, in turn, displaces Higgs. As a 30 percent disabled veteran (subgroup AD), Lowe can be placed up to the equivalent of five GS grades below her present position; thus, she can go from the NH-III to the NH-I broadband in RIF.

Finally, Higgs is separated.

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

Civilian Acquisition Workforce Personnel Demonstration Project

10.182

This section covers academic degree and certificate training. Its goal is to facilitate continued training and development under this demonstration project. Trained and educated personnel are a critical resource for an acquisition organization and developing and maintaining these skills is essential.

Currently, DAWIA authorizes degree and certificate training for acquisition-coded positions through the year 2001.

This project extends that authority for the duration of this demonstration. It also expands coverage to the acquisition support positions identified in the project.

Further, it provides authorization at the local level to administer and pay for these degree and certificate training programs. Funding for training is the responsibility of the participating organization. Funding availability must be considered when granting approval. The Army Acquisition Corps will continue to centrally fund acquisition-coded positions.

Local authority to implement this portion of the demonstration project will rest with the installation Commander, Executive Director, or equivalent, or his/her designee.

Funding and administration, including establishment of any local constraints and procedures, will be the responsibility of this local authority.



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**

Sabbaticals

Civilian Acquisition Workforce Personnel Demonstration Project

11.184

Local organizations will have the authority to grant sabbaticals to employees participating in the Acquisition Demonstration Project.

Sabbaticals will permit project employees to engage in study or work experience that will contribute to their personal development and to the effectiveness of the organization.

During a sabbatical, an employee can acquire knowledge and expertise that cannot be acquired in the standard working environment.

Some uses of sabbaticals include: training with industry; on-the-job work experience with public, private or nonprofit organizations; participating in an academic or industrial environment; or devoting full-time effort to technical or managerial research.

The installation Commander, Executive Director, or equivalent, or his/her designee will be authorized to implement this portion of the demonstration project.

Funding and administration, including designation of any local constraints and procedures for selection of participants, will also be their responsibility.

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**

Sabbaticals

Civilian Acquisition Workforce Personnel Demonstration Project

11.185

The local authority must establish procedures by which employees apply for this program and how management accepts/selects participants.

Generally, it's expected that application to this program will be made by the employee through the chain-of-command to the employee's Installation Commander, Executive Director or equivalent.

They will have final authority and will ensure that the program benefits both the local acquisition workforce and the individual employee.

The sabbatical is available to any demonstration project employee who has seven or more years of any federal service.

Each sabbatical may be three to twelve months long and must result in a product, service, report, or study that will benefit the acquisition community, as well as increase the employee's effectiveness.

The only constraint is that the sabbatical must contribute to the organization's mission and the employee's development.

Local authorities should specify any other constraints necessary, such as frequency of sabbaticals and requirements for a continued service agreement, to ensure that local requirements and training policies are met.



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

Civilian Acquisition Workforce Personnel Demonstration Project

12.187

Periodically, Commanders/Directors will need to temporarily retain the services of professional personnel who are eligible to retire, or who may be offered early retirement or buyout from their current position. The purpose of this section is to provide a way to permit employees to continue working on a project for a specified period, while taking advantage of the retirement or buyout opportunity.

This initiative is geared only to employees in the Business Management and Technical Management career path who choose to accept retirement or buyout opportunities, yet wish to continue working on a project. They would also provide valuable on-the-job training or mentoring to less experienced employees.

Eligibility requirements include the following:

To be selected for a Voluntary Emeritus assignment, an employee must be recommended by one or more acquisition managers/supervisors. Everyone who applies is not entitled to a voluntary emeritus assignment. To encourage participation, the volunteer's federal retirement pay (whether military or civilian) or buyout amount will not be affected while serving in a voluntary capacity.

The program cannot be used to replace or substitute for work performed by civilian employees who occupy regular positions required to perform the mission of the command.

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

Civilian Acquisition Workforce Personnel Demonstration Project

12.188

Local authority to implement this initiative rests with the Commander, Executive Director, or equivalent, or his/her designee.

They will be responsible for funding, administration and for designating any local constraints and procedures for the selection of volunteers.

Employees can apply for a Volunteer Emeritus assignment by submitting a written request to the appropriate supervisor.

The request must include the reasons for wanting to volunteer, what he/she hopes to contribute to the mission, and a brief statement of relevant experience.

The employee must apply for the program before retirement, and therefore before the security clearance becomes void. The clearance will be maintained for the length of the volunteer emeritus assignment.

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**
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Voluntary Emeritus Program

Civilian Acquisition Workforce Personnel Demonstration Project

12.189

The employee's supervisor will review the package and make a recommendation to approve or disapprove, including a justification for the position taken. The supervisor's recommendation will be forwarded to the Commander/Director for final consideration and decision. If the recommendation is approved, a volunteer work agreement will be formalized. There's a sample of such an agreement in Appendix J.

The Commander/Director informs the applicant of the decision after reviewing the request containing the recommendation from the supervisor. If the recommendation is unfavorable, the applicant is informed in writing of the reasons for non-selection. If favorable, the Commander/Director will sign the volunteer work agreement and return it to the supervisor.

The applicant will be notified in writing of his/her selection as a Volunteer Emeritus.

All documentation of the selection decision process for each applicant (whether accepted or rejected) must be in writing and be retained throughout the assignment.

Documentation of rejections will be maintained for at least two years after the date of decision.

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

Civilian Acquisition Workforce Personnel Demonstration Project

13.191

The project should be in place for five years. This section, however, describes procedures for moving employees out of the demonstration project and their conversion to a GS pay system.

If a demonstration project employee leaves the demonstration project, or if the project ends and each project employee must be converted back to the GS system, the following procedure will be used to convert an employee from a broadband level to a GS-equivalent grade.

It will cover the conversion of the employee's demonstration project rate of pay to a GS-equivalent step and rate of pay.

The converted GS grade and GS rate of pay must be determined before movement or conversion out of the demonstration project and any accompanying geographic movement, promotion, or other simultaneous action.

For conversions when the project terminates, and for lateral assignments, the converted GS grade and rates will become the employee's actual GS grade and rate after leaving the demonstration project (before any other action).

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**
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 - **Losing Agency Documents the GS Grade & Step**

Movement Out of the Demonstration Project

Civilian Acquisition Workforce Personnel Demonstration Project

13.192

For transfers, promotions, and other actions, the converted GS grade and rate may be used in applying any GS pay administration rules.

That is, the rules that apply to the employee's movement out of the project (e.g., promotion rules, highest previous rate rules, pay retention rules).

These are applied as if the GS converted grade and rates were actually in effect immediately before the employee left the demonstration project.

In the case of transfer or promotion out of the demonstration project, pay setting is the responsibility of the gaining agency.

However, the losing agency will document the GS grade and step the employee would be at if the demonstration project ended at the time the termination SF50 is issued.

Movement Out of the Demonstration Project (Continued)

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

Movement Out of the Demonstration Project

Civilian Acquisition Workforce Personnel Demonstration Project

13.193

The conversion process we've just described will be used for registration purposes in career programs, the Priority Placement Program, and applications for centralized selection boards. Since the Army area of consideration is worldwide, employees who did not convert may very well be referable in some areas and not in others.

Now let's look at the step four rule and some conversion examples.

An employee in a pay band that corresponds to two or more grades is converted to one of the grades in their current broadband level according to the following rules:

- (a) The employee's adjusted rate of pay under the demonstration project, which includes any locality pay, is compared with the step four rate in the highest applicable GS rate range. For this purpose, a GS rate range is:
 - (1) a rate range in the GS base schedule;
 - (2) the locality rate schedule for the locality pay area in which the position is located; or
 - (3) the appropriate special rate schedule for the employee's occupational series, whichever is applicable. If the series is a two-grade interval series, only odd-numbered grades are considered below GS-11.

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

Civilian Acquisition Workforce Personnel Demonstration Project

13.194

(If the employee's adjusted demonstration project rate of pay equals or exceeds the applicable step four rate of the highest GS grade in the band, the employee is converted to that grade.

This is the way the conversion works. As you can see from the transparency, the individual is at Broadband III, with a salary of \$63,000.

Step 4 of the highest grade in the broadband—GS-13—is \$56,103.

Since \$63,000 is more than \$56,103, the person is assigned at a GS-13.

In the GS scale, \$63,000 is between Step 8 and Step 9 pay.

Therefore, the person is assigned the Step 9 pay—\$64,603 and is converted out as GS-13, Step 9.

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 = 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

Civilian Acquisition Workforce Personnel Demonstration Project

13.195

If the employee's adjusted demonstration project rate of pay is lower than the applicable step four rate of the highest grade, the adjusted rate is compared to the step four rate of the second highest grade in the employee's pay band. If the employee's adjusted rate equals or exceeds step four rate of the second highest grade, the employee is converted to that grade.

This process is repeated for each successively lower grade in the band until a grade is found in which the employee's adjusted demonstration project rate of pay equals or exceeds the applicable step four rate of the grade.

The employee is then converted at that grade. If the employee's adjusted rate of pay is below the step four rate of the lowest grade in the band, the employee is converted to the lowest grade.

As you can see from the transparency, the broadband level III salary of \$54,403 is lower than GS-13, Step 4—\$56,103. It's higher than the GS 12, Step 4 pay so the employee is assigned as GS-12 and is assigned the GS-12, Step 10 pay of \$55,760.

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

Civilian Acquisition Workforce Personnel Demonstration Project

13.196

Here's a couple of exceptions:

If the employee's adjusted demonstration project rate of pay exceeds the maximum rate of the grade assigned under the above-described step four rule but fits in the rate range for the next higher applicable grade (i.e., between step one and step four), then the employee is converted to that next higher applicable grade.

Also, an employee will not be converted to a lower grade than the grade held by that employee immediately preceding a conversion, lateral assignment, or lateral transfer into the demonstration project.

They **can** be converted to a higher grade if, since that time, the employee has undergone a reduction in broadband level or reduction in pay based upon an adverse, contribution-based, reduction-in-force, or voluntary action.

Note: Project employees who desire to apply for centralized selection boards must exercise this conversion process to establish their comparable GS grade to determine their eligibility. Conversion is required because centralized selection boards will continue to be advertised and filled using GS grades.

Section 14: Training

Training For Army's Implementation

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

Training

Civilian Acquisition Workforce Personnel Demonstration Project

14.199

The training has specific objectives. These are described in detail in Appendix K. The following terminal learning objectives are general statements of the desired training outcomes for each target audience.

Note that the sequence of terminal learning objectives does not imply that the training will necessarily be presented in this sequence.

Learning objectives are normally stated in terms of tasks, conditions and standards. Since no testing is envisioned in the demonstration project training program, conditions and standards have been omitted.

All employees should be able to:

- Explain the goals and objectives of the project and the potential benefits to the individual participant.
- List the resources and references available to learn more about the project.
- Describe the major elements of the project, such as the broadbanding and the CCAS system.
- State how the employee will be affected by the Project, especially in regard to pay, promotion, performance appraisal, and other personnel actions.
- Explain his or her individual responsibilities in the CCAS.

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

Training

Civilian Acquisition Workforce Personnel Demonstration Project

14.200

In addition to these objectives, **supervisors and managers** should be able to:

- Articulate the major elements and benefits of the Demonstration Project to subordinates.
- Develop plans and procedures to implement the Demonstration Project within their organizations.
- Describe managers' and employees' responsibilities in the CCAS.

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

Training

Civilian Acquisition Workforce Personnel Demonstration Project

14.201

In addition to the first five objectives, **administrative support/human resources personnel** should be able to:

- Describe in detail and implement the major elements of the Demonstration Project: broadbanding, simplified classification system, CCAS, hiring, Priority Placement Program modifications and so on.
- And develop personnel plans and procedures to implement the Demonstration Project within their organizations.

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**

Training

Civilian Acquisition Workforce Personnel Demonstration Project

14.202

The program will also feature some follow-on training for supervisors during the first year of implementation.

Participating services and agencies will provide this training. It will focus on specific implementation requirements for the first CCAS cycle.

DoD Components are responsible for supporting any additional DoD follow-up training by providing administrative time for employees to attend, and training rooms and trainers if necessary.

Local installations will be responsible for providing training resources, including classrooms and trainers.

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**

Training

Civilian Acquisition Workforce Personnel Demonstration Project

14.203

DoD will provide updated and revised materials for conducting these training sessions, principally workbooks and viewgraphs.

There will also be continuous training for new supervisors and employees entering the demonstration project, and support staff during the life of the project.

The training will be provided within a reasonable time of entering the position. Military Services, Components, and Agencies will be responsible for conducting the training.

Local installations will follow established time lines in _____ for supervisor training and new employee orientation.



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

Evaluation

Civilian Acquisition Workforce Personnel Demonstration Project

15.205

The legislation authorizing the demo project also calls for evaluating it to assess its effects and outcomes.

In addition, the project will be evaluated for the feasibility of applying it to other Federal agencies.

The overall evaluation will consist of three phases—baseline, formative, and summative evaluations. There's an evaluation plan in Appendix L of your procedures.

The evaluation for the participating agencies will be overseen by the Office of Merit Systems Oversight and Effectiveness, OPM; the Office of the Secretary of Defense (Acquisition & Technology); and the Office of the Deputy Assistant Secretary of Defense (Civilian Personnel Policy), DoD.

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

Civilian Acquisition Workforce Personnel Demonstration Project

15.206

Let's briefly look at the evaluation methods. Baseline measures will be taken before implementing the project. Then, repeated measurements will be taken to allow longitudinal comparisons by intervention within and across DoD Components.

A comparison group will be selected and compared to the demonstration project group to determine the effects and outcomes of the project. The effectiveness of each intervention and of the project as a whole in meeting stated objectives will be addressed using a multi-approach method.

Some methods will be unobtrusive; they will not require reactions to inputs from employees or managers. These methods include analysis of archival workforce data and personnel office data, review of logs maintained by site historians documenting contextual events, and assessments of external economic and legislative changes.

Other methods, such as periodic attitude surveys, structured interviews, and focus groups, will be used to assess the perceptions of employees, managers, supervisors, and personnel regarding the personnel system changes and the performance of their organizations in general. Evaluation activities will also take into account the unique nature of this project in terms of geographic and organizational diversity.

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

Civilian Acquisition Workforce Personnel Demonstration Project

15.207

In addition to the intervention impact model, the evaluation will use a general context model to determine the effects of potential intervening variables. For example: downsizing, regionalization of the personnel function, and the state of the economy in general.

It will monitor potential unintended outcomes and the evaluation team will attempt to link the outcomes or project interventions to organizational effectiveness.

In addition to looking at individual project features, the evaluation will also assess the impact of the project as a whole, along with possible context effects and effects of intervening variables.

The evaluation will also monitor adherence to the merit systems principles and avoidance of prohibited personnel practices.

Finally, the evaluation will attempt to link the demonstration project effects and outcomes to organizational outcomes such as mission accomplishment and productivity.

Evaluation Phases

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

Evaluation

Civilian Acquisition Workforce Personnel Demonstration Project

15.208

The evaluation will cover the five years of the project. It will have three main phases—baseline, formative, and summative.

The baseline phase will collect workforce data to determine the “as-is” state.

The formative evaluation phase will include baseline data collection and analyses, implementation evaluation, and interim assessments.

Periodic reports and annual summaries will be prepared to document the findings.

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

Evaluation

Civilian Acquisition Workforce Personnel Demonstration Project

15.209

The summative evaluation phase will focus on an overall assessment of the project outcomes, looking initially at the first four years, with a follow-on report covering the first five years.

The rationale for summative evaluation after the first four years is to assess whether the demonstration will continue after the fifth year.

If the evaluation is positive, the evaluation will support a request that the demonstration progress further.

If the evaluation indicates that the project did not meet its objectives, or if the participating organizations do not wish to continue in the demonstration, then documentation and planning for conversion back to the existing personnel system must be prepared.

The fifth-year summative evaluation, used in reporting to Congress, will provide an overall assessment of all initiatives individually and as a whole. It will also provide recommendations for broader Federal Government application.

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**

Evaluation

Civilian Acquisition Workforce Personnel Demonstration Project

15.210

Let's look at the role of the site historian. Each participating location or command will select a Site Historian to document any changes within the Army Acquisition Workforce or in the environment as well as in implementation activities. The purpose is to capture "history"—that is, intervening events that are important to the evaluation but which are not normally recorded or kept in the usual databases. In field research, "history" is an important threat to internal validity. When a significant effect is found, the next question is, "Is this effect the result of the demonstration interventions, or is there an alternative explanation?" This question is the essence of internal validity. It is critical that "history" be taken into account when data are analyzed.

It is especially important to maintain a written history because of the length of the project and the multiple sites, which are subject to different influences. One site may be affected by a change in the local environment, which doesn't affect sites at other locations. Alternatively, a change in policy or an innovation in operating procedure that occurs during one year may be well known at the time it occurs, but may be forgotten or unknown to researchers conducting the evaluation several years later.

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**

Evaluation

Civilian Acquisition Workforce Personnel Demonstration Project

15.211

As mentioned in the Evaluation Plan, site historians will be required to document changes within the demonstration project workforce, in the environment, or implementation activities. The following suggestions can help in compiling this historical documentation. Virtually every organization makes adjustments, sometimes subtle, other times more obvious, in response to changes in environment, mission, procedures, or resources. These are just a few examples of extraneous changes that could affect project results.

For example, **environmental** changes could be turnover of personnel or downsizing of your organization. If a major employer in an area (e.g., a defense contractor) lays off a large number of employees, other employers in the area (e.g., the Government) will find it easier to hire similar employees. If another agency, which normally is a competitor for employees, begins to downsize, recruitment and retention may improve. Turnover tends to be inversely correlated with unemployment.

Mission changes could be a shift from basic research to development and the new skills required would lead to different recruitment patterns.

Procedures changes could be improved recruitment procedures, a change in work schedules or other enhancements to employee satisfaction.

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 & Certificate Training**
 - **Other Occurrences**

Evaluation

Civilian Acquisition Workforce Personnel Demonstration Project

15.212

Resource changes could be budget constraints that indicate hiring freezes and/or likely RIFs; consolidation of personnel from one site to another; opening an on-site day care facility (to enhance recruitment and retention of young parents).

Other occurrences that may be considered for recording:

- Designation as developer of new weapons system
- Internal reorganizations
- Hiring freeze lifted
- Awards received by installation (or organization)

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 & Certificate Training**
 - **Other Occurrences**

Evaluation

Civilian Acquisition Workforce Personnel Demonstration Project

15.213

The site historian is not required to make an immediate judgment about the importance or the expected effect of an event. The main thing is to determine whether an event might have an effect and, therefore, should be recorded. Some events will be clearly pivotal; others anecdotal. However, even anecdotal items may be useful when aggregated. It is better to err on the side of caution—compile too much data—rather than trying to reconstruct history later. Unnecessary notations are easy to delete. Notations never made are difficult to establish later.

The site historian will keep a journal of events, policies, procedures, and other things that may affect the major dependent or intervening variables in the study. Weeks may go by when nothing is recorded. Other times, there may be daily entries.

Components will develop their own format and methodology for data collection; however, a standard protocol should be followed, such as dating every entry and including names and titles of relevant parties. This will assist in locating these individuals if follow-up is needed at a later date.

We would like you to collect data on a fiscal year basis, starting this year after the first Federal Register notice was published and continue through September 30, 1998. We would like you to submit your logs to us 30 days after the end of each fiscal year.



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

Civilian Acquisition Workforce Personnel Demonstration Project

16.215

This section correlates the initiatives of the DoD Civilian Acquisition Workforce Personnel Demonstration Project to the Army Acquisition Corps' implementation of the Defense Acquisition Workforce Improvement Act (DAWIA). The acquisition workforce is the personnel component of the acquisition system. The acquisition workforce includes permanent civilian employees and military members who occupy acquisition positions, or who are members of the Army Acquisition Corps (AAC), or who are in acquisition development programs.

In this Demonstration Project, Critical Acquisition Positions are senior level acquisition positions in the Business Management and Technical Management Professional Broadband IV. All CAPs are filled by members of the Army Acquisition Corps.

Army Acquisition Corps membership is determined by experience, education, and training. Once a person becomes a member of the Corps, they remain members even if their position, grade, or broadband changes. You can find the qualifications for AAC at <http://dacm.sarda.army.mil>.

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
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Army Acquisition Corps

Civilian Acquisition Workforce Personnel Demonstration Project

16.216

Broadbands or grades associated with each career level are established to assist acquisition workforce members and supervisors in career development planning. Broadband and grade levels vary by position category and/or career field. Listed broadband or grade levels will be used as a guide. The Army encourages people to pursue next-level certification when the person achieves the certification level associated with the position. There are three certification levels.

- Certification Level I (Basic Level) - This level addresses basic level training standards and is designed to establish fundamental qualifications and expertise in the individual's job series, functional area or career field. Development at the basic level lays the foundation for career progression and prepares qualified, motivated personnel for positions of increasing responsibility.

- Certification Level II (Intermediate Level) - This level addresses the achievement of specialization after which individuals should begin to broaden their backgrounds toward a more general expertise in the overall process of their career fields.

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
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- Senior Rater Potential Evaluation System (Test)
- Individual Development Plan
- Acquisition Civilian Record Brief

Army Acquisition Corps

Civilian Acquisition Workforce Personnel Demonstration Project

16.217

Certification Level III (Senior Level) - By the time an individual reaches Level III, he or she should have completed all of the mandatory training, education requirements (or equivalents), and experience to that level. The person should have advanced through a career pattern that has given him or her in-depth knowledge in their career field and a breadth of knowledge across the entire acquisition process. A lateral movement to a related specialty, if desired and available, might follow development of experience in the individual's primary career field.

All employees have 18 months after being assigned to a position to meet the certification requirements.

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 Acquisition Corps

Civilian Acquisition Workforce Personnel Demonstration Project

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Here's a table showing the Civilian Acquisition Career Model. The grades are shown to illustrate the progression as one moves up through the system. The grades shown are for guidance and can be compared to the broadband levels used in this demonstration project.

Any Army employee can apply for the **Corps Eligible Program** and be declared a Corps Eligible if he/she meets the requirements of that program no matter their grade or broadband level.

The CDG is the **Competitive Development Group**. All Corps Eligibles in Business Management and Technical Management Professional (NH), Band III; Technical Management Support (HJ), Band IV; GS12&13 equivalent and other demonstration project participants with equivalent pay rates not in this Personnel Demo will be eligible for the CDG Program.

Centralized selection boards will continue to be advertised and filled using GS grades. Individuals in the Demonstration Project who want to apply for centralized selection boards can determine their eligibility by exercising the conversion rule we discussed in Section 13 to establish their comparable GS grade. Regarding training, in many cases GS levels are displayed as part of the course description to help the applicant determine the relative level of the course. In cases where grade is mandatory and the applicant is part of this demonstration, his/her equivalent grade must be determined, again using the conversion process in from Section 13 in the procedures.

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

Civilian Acquisition Workforce Personnel Demonstration Project

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The **Senior Rater Potential Evaluation System (SRPE)** is an Army Acquisition Corps initiative to comply with the requirement of DAWIA that the best qualified individuals be selected for acquisition positions, whether civilian or military. The SRPE is currently being tested to assess future civilian acquisition leaders based on their possession of a set of nine leadership competencies – competencies that have been determined to be essential in command-level acquisition positions, indeed in managerial positions government-wide by the Office of Personnel Management.

Selection of the “best qualified” individuals requires evaluating the acquisition career management files of those competing for the position. Current files for military personnel include a senior rater evaluation reflecting manner of performance and demonstrated potential for advancement. Civilian files, using the Total Army Performance Evaluation System (TAPES) and CCAS, reflect evaluations based solely on performance/contributions. An equitable comparison of civilian-to-military records requires that civilians also have evaluations based on potential. Therefore, the SRPE system is being tested by senior raters of GS13-15 or demonstration project equivalent applicants to the following selection boards: the Competitive Development Group (this is the only board for which SRPE is authorized for GS-12 and equivalent applicants), Product/Project Manager central selection boards, and Senior Service College and equivalent training selection boards.

Army Acquisition

Senior Rater Potential Evaluation System (SRPE)

Assess Future Acquisition Leaders

- **Based on Nine Leadership Competencies:**
 - Oral Communication
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Army Acquisition Corps

Civilian Acquisition Workforce Personnel Demonstration Project

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For this demonstration project, the SRPE is applicable to employees in career paths Business Management and Technical Management Professional Broadband Levels III and IV, and Technical Management Support Broadband Level IV.

Senior raters need to evaluate each employee on his/her potential to successfully perform in positions of increased responsibility by recording their judgments of the employee's competencies in the following areas:

Oral Communication – Listens to others. Makes clear and effective oral presentations to individuals and groups.

Written Communication – Communicates effectively in writing. Reviews and critiques others' writings.

Problem Solving – Recognizes and defines problems, analyzes relevant information, and encourages alternative solutions and plans to solve problems

Army Acquisition

Senior Rater Potential Evaluation System (SRPE)

Assess Future Acquisition Leaders

- **Based on Nine Leadership Competencies:**

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- Written Communication
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Leadership – Demonstrates and encourages high standards of behavior. Adapts leadership style to situations and people. Empowers, motivates, and guides others.

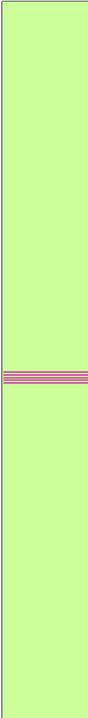
Interpersonal Skills – Considers and appropriately responds to the needs, feelings, capabilities, and interests of others. Provides feedback and treats other equitably.

Self-Direction – Realistically assesses own strengths, weaknesses, and impact on others. Seeks feedback from others. Works persistently toward a goal. Demonstrates self-confidence, invests in self-development, and manages own time efficiently.

Flexibility – Adapts to changes in the work environment. Effectively copes with stress.

Decisiveness – Takes action and risks when needed. Make difficult decisions when necessary.

Technical Competence – Demonstrates technical proficiency and understanding of its impact in areas of responsibility.



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 Boards

Civilian Acquisition Workforce Personnel Demonstration Project

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The final section in this training program covers Personnel Policy Boards. It's envisioned that each participating DoD Component will establish a Personnel Policy Board for the demonstration project that will consist of the senior civilian in each Program Management Office and Directorate within the Component and be chaired by the Executive Director

The alternative is to modify the charter of an existing group. In either case, the board is tasked with the following:

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**

Personnel Policy Boards

Civilian Acquisition Workforce Personnel Demonstration Project

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Oversee the civilian pay budget;

Address issues associated with two separate pay systems (CCAS and GS) during the first phase of the demonstration;

Determine the composition of the CCAS pay pool in accordance with the established guidelines; and statutory constraints;

Review the operation of the Component's CCAS pay pools;

Provide guidance to pay pool managers;

Administer funds to CCAS pay pool managers;

Review hiring and promotion salaries;

Monitor award pool distribution by organization and DAWIA versus non-DAWIA; and

Assess the need for changes to demonstration project procedures and policies.

If any participating Component or site elects not to establish a Personnel Policy Board, the charter of an existing group within that Component or site must be modified to include these duties.

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

Civilian Acquisition Workforce Personnel Demonstration Project

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The overall demonstration cost strategy will be to balance projected costs with benefits of the demonstration to bring about the projected improvements to the DoD Acquisition Workforce. Project evaluation results will be used to ensure that out-year project costs will not outweigh derived benefits to the demonstration. A baseline will be established at the start of the project, and salary expenditures will be tracked yearly. Implementation costs, including the step and grade buy-in costs we've discussed in this program, will not be included in the cost evaluations, but will be accounted for separately.

The amount of money available for contribution increases in the out-years will be determined as part of the annual project evaluation process. This starts with a review of the prior year's data for each participating site by the Personnel Policy Board(s) for that site. This will be reported to the DoD Acquisition Workforce Demonstration Project Management Office. The funds determination will be based on a balancing of appropriate factors, including the following:

- a. historical spending for WGI, quality step increases, and in-level career promotions;
- b. labor market conditions and the need to recruit and retain a skilled workforce to meet the business needs of the organization; and
- c. the fiscal condition of the organization.

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**

Personnel Policy Boards

Civilian Acquisition Workforce Personnel Demonstration Project

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Given the implications of base pay increases for long-term pay and benefit costs, the compensation levels will be determined after cost analysis with documentation of the mission-driven rationale for the amount.

As part of the evaluation of the project by Military Services, participating Defense Agencies, DoD, and OPM, the base pay costs (including average salaries) under the demonstration project will be tracked and compared to the base pay costs under similar demonstration projects and under a simulation model that replicates General Schedule spending. These evaluations will balance costs incurred against benefits gained, so that both fiscal responsibility and project success are given appropriate weight.